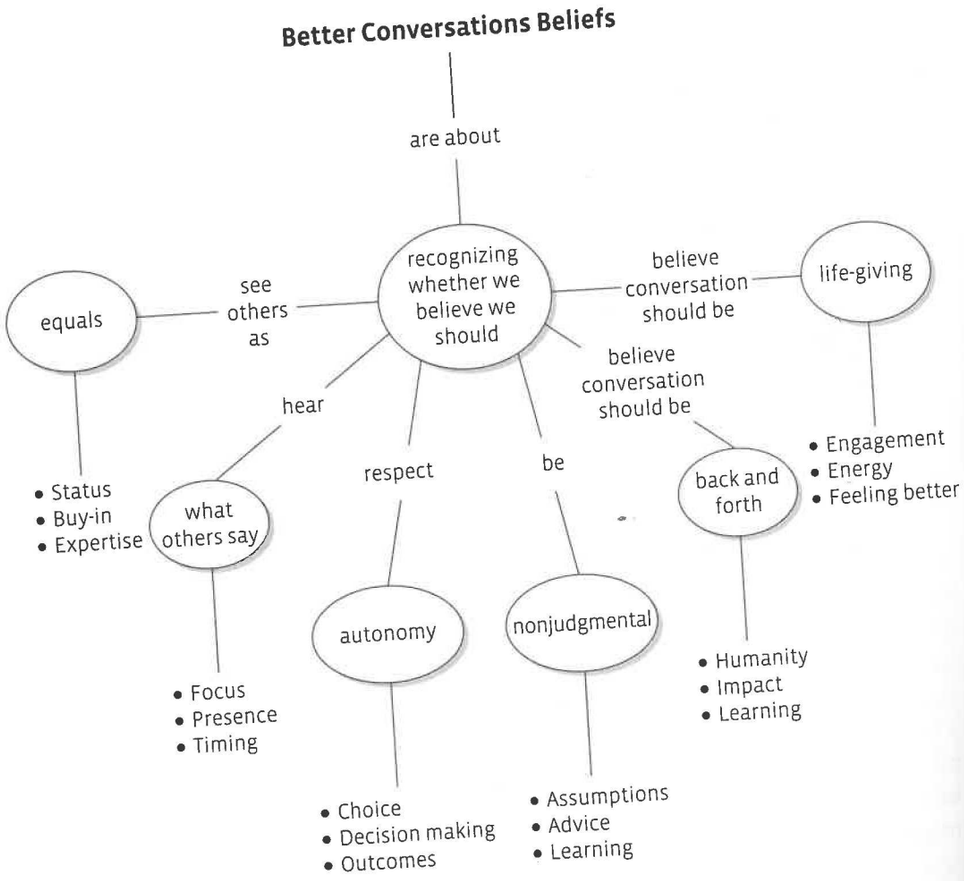


2

THE BETTER CONVERSATIONS BELIEFS

A dialogue or conversation among individuals . . . must be based on mutual respect, equality, a willingness to listen and to risk one's prejudices and opinions.

—Bernstein (1983, pp. 219–220)

It is amazing how often we move to positions of power when we are not consciously aware of the need to stay in good communication with others.

—Marilyn Allen, Coordinator of Student Services, Saskatoon, Saskatchewan

Jane is an assistant principal in a small rural school district in Northern Alberta, Canada. Before she became an administrator, Jane wanted to learn about instructional coaching, and after searching online, she discovered the coaching conferences we offer in Lawrence, Kansas. She couldn't afford to pay for the traveling costs to come to Kansas, and her district couldn't afford to send her, so Jane looked for other ways to get funding. After doing some research, she discovered a grant that would fund her trip if she could demonstrate that she was an outstanding teacher. Jane wrote a proposal and won the funds.

In October 2011, Jane came to Kansas and attended every workshop we offered. She spent two and a half weeks learning about coaching, video and learning, high-impact instruction, and coaching coaches. She ended her visit by attending our annual Teaching, Learning, and Coaching conference. Jane was a model participant, bright, enthusiastic, and constantly trying to learn as much as she could. I expected Jane to be tired out after all the sessions she attended, six days a week for two and half weeks. But she left on the last day of our conference more enthusiastic than ever. She couldn't wait to go back to her school and put what she had learned into practice.

Jane stayed in contact after she returned home, and she asked me to Skype into her school to talk about instruction. Ordinarily I would resist doing this because I hate sitting in a room listening to somebody talk on Skype, and I assume others feel the same. However, I couldn't resist Jane's persistent request. She was a determined, optimistic educational leader, and soon she was promoted to assistant principal.

Unfortunately, the principal of Jane's school was not as motivated a leader as Jane. He and I met at a conference I gave in Canada, when Jane brought him with her, and he was a friendly, easy-going man. However, he soon made it clear he hadn't signed up to be an instructional leader and would be retiring soon. He was willing to let Jane do her "coaching thing," but his goal was to get through his last 19 months with as little stress as possible. Jane told me the school's staff was at sea over the lack of leadership, and consequently, any growth that occurred happened sporadically. There was no coherence, no vision, no follow-through, and sadly, no growth.

In the summer after her principal retired and before a new principal was put in place, a district supervisor asked Jane to meet with him for a conversation. This is the conversation Jane described when she practiced Habit 8, Controlling Toxic Emotions, as part of our global communication study. On her reflection form, Jane described the conversation:

> I believed that I was "invited" to have a learning conversation to assist me to apply for principal positions, but I discovered the supervisor had a different agenda. His purpose for inviting me was to place blame for my school's standardized test scores directly on my shoulders. For 90 minutes he challenged my competence, professionalism, and ethics—and mostly he just treated me with disdain.

The supervisor didn't know about the lack of leadership in the school, and he apparently didn't want to hear about it. Jane tried to remain in control while she was berated, but as she wrote on her reflection form, "My surprise and anger gave way to tears of frustration and disbelief." More than a year after that conversation, Jane recently told me, she still vividly remembers that day.

Jane is a highly motivated, smart, and emotionally intelligent professional. She is exactly the kind of person her school needs. She has stayed where she is because she cares about the students and the staff, but the conversation she experienced made it difficult for her to feel enthusiastic about her work.

When I saw Jane recently at another conference in Canada, she was clearly frustrated and disappointed by the lack of support she felt. Jane worked overtime to move her school forward, but the supervisor's tongue-lashing had clearly depleted some of her energy. How could the supervisor treat such a bright professional so poorly? How could anyone think that such a damaging conversation would actually make things better?

There are at least two reasons people act the way Jane's supervisor acted: Either they are unaware of their behavior (and there is plenty of evidence from our study that people are often unaware of how they act during conversations), or they consciously or unconsciously work from a set of beliefs that lead them to act in such dehumanizing ways. Often, people act without even pausing to consider what they believe about how they interact with others. Unfortunately, when people don't think carefully about their beliefs, they can find themselves engaging in far too many unsuccessful conversations.

Jane's memory of her time with her supervisor, like anyone's memories of a conversation, could be colored by any number of perceptual errors. I wasn't there, and I can't assess the accuracy of her description. Nevertheless, two things hold true. First, the conversation did not motivate Jane and therefore did not benefit the children in Jane's

> I've learned a lot by reading through the materials, practicing the activities, and changing entrenched responses. I have slowed down, learned to listen, and become keenly aware of choices I have in communicating with those I come in contact. This has become a very empowering series of skills.
>
> **—Research volunteer**

school. Second, it is not uncommon for people to experience conversations where they feel the way Jane felt when she talked with her supervisor.[1]

We do not need to experience so many destructive conversations. One encouraging finding in our global communication study is that most people were able to learn new habits that improved their conversations. Instructional coach Deb Bidulka, for example, wrote, "I believe I am on my way to being a better communicator. I am entering conversations in my personal and work life conscious of the strategies, and I am being more authentic in all conversations."

One way to improve conversations is to identify what we really want to believe about how we interact with others. We are not slaves to our beliefs. We get to choose them, but to do so, we must surface our current beliefs and then consider what alternative beliefs might better describe who we are and who we want to be. Each of the Better Conversations Beliefs is described below so that you can consider what you believe today and what you would like to believe in the future.

The Better Conversations Beliefs

1. I see conversation partners as equals.
2. I want to hear what others have to say.
3. I believe people should have a lot of autonomy.
4. I don't judge others.
5. Conversation should be back and forth.
6. Conversation should be life-giving.

Belief 1: I See Conversation Partners as Equals

The conversation Jane experienced with her supervisor is an extreme example. More frequently, the inequality inherent in top-down conversations is more subtly expressed. A young principal deeply committed to the children in her school and keen to lead the school in the right direction might find herself in top-down conversations because she thinks that is the way she is supposed to interact. For example, she might observe a lesson, identify what she thought went well, identify three things the teacher should work on, and then try to convince the teacher to "buy in" to her suggestions. To her, that seems like what a principal should do. Unfortunately, that kind of top-down conversation is often unsuccessful.

[1]A 2007 Zogby survey of U.S. adults found that 37% of the nearly 8,000 respondents experienced bullying conversations similar to the one Jane experienced (results are reported in Sutton, 2010, p. 4).

Miller and Rollnick identify six kinds of "advocacy responses" (what I call top-down approaches to communication) that can engender resistance.

1. **Arguing for Change.** The counselor directly takes up the pro-change side of ambivalence on a particular issue and seeks to persuade the client to make the change.
2. **Assuming the Expert Role.** The counselor structures the conversation in a way that communicates the counselor "has the answers." This includes the question–answer trap of asking many closed-ended questions as well as lecturing the client.
3. **Criticizing, Shaming, or Blaming.** The counselor's underlying intent seems to be to shock or jar the client into changing by instilling negative emotions about the status quo (p. 50).
4. **Labeling.** The counselor proposes acceptance of a specific label or diagnosis to characterize or explain the client's behavior. The focus is on what the client "is" or "has" rather than on what he or she does (p. 50).
5. **Being in a Hurry.** Sometimes a perceived shortness of time causes the counselor to believe that clear, forceful tactics are called for in order to get through. From his experience in working with horses, Monty Roberts (1997) has observed the paradox that "if you act like you only have a few minutes" it can take all day to accomplish a change, whereas "if you act like you have all day," it may take only a few minutes. In counseling, this most often takes the form of getting ahead of your client's readiness.
6. **Claiming Preeminence.** Finally, resistance is invoked when a counselor claims preeminence—that the counselor's goals and perspectives override those of the client. The quintessential form is a paternalistic "I-know-what-is-best-for-you" approach (p. 50).

In *Helping: How to Offer, Give, and Receive Help* (2009), Edgar Schein, an MIT researcher most famous for his seminal work studying culture, explains that when people position themselves as superior, as the principal above has inadvertently done, they create an unequal relationship that inhibits communication and professional learning. According to Schein, people only feel conversations have been successful when they are given the status they think they deserve:

> When a conversation has not been equitable we sometimes feel offended. That usually means that the value we have claimed for ourselves has not been acknowledged, or that the other person or persons did not realize who we were or how important our communication was. (p. 30)

The new principal had good intentions, and she likely cares deeply about her staff, but there is a good chance her approach would engender resistance. She might find that when she tells teachers what they should do, they "resist" and explain why her ideas won't work or that they've already tried those ideas and they didn't succeed.

The reason people resist ideas in top-down conversations often has nothing to do with the ideas: It has to do with their perception that they are not getting the status they deserve. Miller and Rollnick, who have spent decades studying therapeutic relationships, have found that the way a therapist approaches a client can become a major barrier to change. In their classic work, *Motivational Interviewing: Preparing People for Change* (2002), the authors write that

> the way in which one communicates can make it more or less likely that a person will change . . . Counsel in a direct, confrontational manner, and client resistance goes up. Counsel in a reflective, supportive manner, and resistance goes down while change increases. (pp. 8–9)

Most people living in democracies, without giving the idea much thought, would quickly say that they believe all people are equal. Democratic political systems are founded on the basic belief that everyone deserves to be treated equally. In most democratic countries, equality means that everyone should have equal access to schools, the opportunity to vote, certain human rights, and so forth. In a democracy, I also have the equal opportunity to pursue my own personal and career goals and make my own mistakes. At its core, to believe everyone is equal is to believe everyone counts the same.

People say they believe that everyone is equal, but often, especially when they find themselves in positions of

power, their actions show otherwise. Robert Sutton, in *Good Boss, Bad Boss: How to Be the Best . . . and Learn from the Worst* (2010), summarizes many studies Dacher Keltner conducted looking at the influence of power. Keltner's studies are damning. He reports,

> When researchers give people power in scientific experiments, they are more likely to touch others in potentially inappropriate ways, to flirt in a more direct fashion, to interrupt others, to speak out of turn, to fail to look at others when they are speaking, and to tease friends and colleagues in hostile and humiliating fashion. (pp. 220–221)

"There is strong evidence," Sutton writes, summarizing Keltner's research, "that power turns people into insensitive jerks who are oblivious to subordinates' needs and actions" (p. 221).

An alternative to the top-down conversation is a conversation grounded in equality. When I believe others are equal to me, I should never see myself as superior to them. In a better conversation, I intentionally look to see my conversation partner's strengths—and I communicate in some way that I know them.

I have watched many hours of video of instructional coaches interacting with teachers. The coaches who believe in equality constantly communicate that they see their collaborating teachers as equals. Coaches who embrace equality position their collaborating teachers as decision makers. They sit beside rather than across from their teachers, make eye contact, listen, and draw out their collaborating teachers' expertise.

Ric Palma was an instructional coach for many years in Topeka, Kansas, and in an interview for my book *Instructional Coaching* (2007), Ric told me that he wants people to walk away from conversations feeling valued. "I let them know that their opinions matter," Ric told me, "and I draw on their knowledge and expertise. They see me as someone who is coming in as one of them, instead of somebody who is coming in to impart all this knowledge."

Lynn Barnes Schuster, an instructional coach in the Katy, Texas School District, told me when I was writing *Unmistakable Impact* (2011) that she takes a "servitude

attitude." We have to "care about the people we are serving," Lynn told me. "We can't go in like the know-it-all expert. Coaches have to find a way to harness the hope and make it work for both teachers and students."

Belief 2: I Want to Hear What Others Have to Say

Deb Bidulka is a learning support facilitator for Prairie Spirit School Division in Saskatoon, Saskatchewan, Canada. For our global communication study, when Deb experimented with Habit 2, Listening With Empathy, she found herself teaching a high school class that included a student whom she had been warned had a "hot temper." On her reflection form, Deb tells her story as follows:

> I had been forewarned this student had a hot temper, and he did. He disrupted the class I was teaching. To try and get to the root of his issues, I asked the student to come and talk with me at the end of class. I anticipated that he would be defensive and angry, and might want to lash out. I was angry too, but I knew if I let anger rule the conversation the problem would escalate.
>
> I started out the conversation by telling the student I wanted to know what needed to happen so he could experience success in the class. This worked well as the student was taken aback. I focused on solution finding rather than blaming the student or focusing on what he was doing wrong. He ended up sharing critical personal information that helped us come up with a solution together. He ended up being very successful in my class.

Student voice is when a student expresses an opinion, it is heard by the teacher, and something is done.

—Sixth-grade male student, quoted in Quaglia & Corso (2014, p. 1)

Deb's experiences illustrate a finding that is reinforced by Russell J. Quaglia and Michael J. Corso's findings reported in *Student Voice: The Instrument of Change* (2014)—student voice matters a great deal. Quaglia and Corso write:

> student voice is not yet a reality in most classrooms and schools. The national My Voice survey, administered to 56,877 students in Grades 6–12 in the 2012–13 school year by the Pearson Foundation, reports that just 46% feel students have a voice in decision making at their school and just 52% believe that teachers are willing to learn from students (Quaglia Institute for Student Aspirations [QISA], 2013) . . . less than half [of the surveyed students] (45%) say they are valued members of their school community. (p. 2)

What people really need is a good listening to.

—Marylou Casey, quoted in Miller & Rollnick (2002, p. 52)

What Quaglia and Corso (2014) found with respect to students is also true for adults—they want to be heard, and too often they are not, especially, as it turns out, if they are teachers. Marcus Buckingham and Curt Coffman reviewed surveys of over a million employees and 90-minute interviews of over 80,000 managers to identify characteristics of a strong workplace. In *First Break All the Rules: What the World's Greatest Managers Do Differently* (1999), the researchers synthesized their findings into 12 questions, with the idea that employees who answer yes to all 12 questions are more likely to be engaged and motivated. The seventh question on the list was, "At work, do my opinions seem to count?" Employees who are engaged by their work report that they believe that what they have to say is important to their organizations.

Researcher Shane Lopez, the author of *Making Hope Happen: Create the Future You Want for Yourself and Others* (2013), works with the Gallup Organization where Buckingham and Coffman worked when their book was written. Shane also lives in my hometown, Lawrence, Kansas, and we met for lunch two years ago to discuss a keynote presentation Shane was going to give at our Teaching, Learning, and Coaching conference.

Sitting in 715 Mass—a noisy, bustling restaurant in downtown Lawrence—I asked Shane about his most recent research. Shane told me that he was about to release a study he had done with Pretty Sidhu that looked at which categories of employees answered yes to the question, "At work, do my opinions seem to count?"

Shane leaned in to tell me the results. "We looked at over 150,000 surveys. We looked at a wide range of employees, managers, physicians, nurses, K–12 teachers, construction workers, service workers, and more. Guess who came in last on the list? Teachers. Teachers felt their opinions counted

less than construction workers and service workers. Teachers were at the bottom of the list."[2]

Lopez's finding suggests that it is especially important we listen to educators since so many report their opinions are not heard. Stephen Covey's (1989) phrase "seek first to understand, then be understood" describes a simple way we can encourage people to do just that. We can enter into conversations by asking questions and making sure we understand what others are saying before we give our opinions. By temporarily setting aside our own opinions, we can really hear what others have to say and powerfully demonstrate that we respect others' perspectives. When we listen with empathy to others' ideas, thoughts, and concerns, we communicate that others' lives are important and meaningful.

When I want to hear what others have to say, I should be fully present in conversations. I may be someone's boss or teacher, but I shouldn't confuse structural power with real power. Indeed, if I think I am a better, more valuable, more worthy person than others, I won't be engaging in a better conversation.

Belief 3: People Should Have a Lot of Autonomy

Recently, I had a meeting with a group of instructional coaches and administrators from a large district in the United States. The people at the meeting talked about the excitement they felt about coaching's potential to make a difference in children's lives and shared their hopes and fears as they looked forward to a new school year. One experienced coach spoke for the group when she talked about her most pressing concerns.

"Our principal has already told the staff our three priorities for next year," she said. "And already we're getting pushback (from the teachers). I'm not sure how to coach them if they refuse to do what they are told."

The truth is, of course, that the teachers in the school are just like everyone else—none of us likes to be told what to

[2]When this book was written, these results were available online at http://www.gallup.com/poll/163745/newer-teachers-likely-engaged-work.aspx.

do. Edward Deci and Richard Ryan have dedicated their lives to studying motivation, and one of their major findings is that people are rarely motivated by other people's plans for them. As Deci writes in *Why We Do What We Do: Understanding Self-Motivation* (1995),

> control is an easy answer. It . . . sounds tough, so it feels reassuring to people who believe things have gone awry . . . however, it has become increasingly clear that the approach simply does not work . . . the widespread reliance on rewards and punishments to motivate responsibility has failed to yield the desired results. Indeed, mounting evidence suggests that these so-called solutions, based on the principle of rigid authority, are exacerbating rather than ameliorating the problems. (pp. 1–2)

Leaders may feel a reassuring sense of control when they come up with a plan, explain it, and expect others to comply and implement it. However, a plan means little if it isn't implemented, and when professionals have no voice in a plan and are told what to do, they are unlikely to be motivated to embrace the plan. Top-down directives might create the illusion of a solution, but Deci and Ryan's work suggests such directives will only, at best, lead to half-hearted compliance and won't inspire the kind of commitment needed for real, meaningful change.

An alternative to the top-down model is to start by recognizing that people, especially professionals, need to have some autonomy to be motivated. Deci writes that "to be autonomous"

> means to act in accord with one's self—it means feeling free and volitional in one's actions. When autonomous, people are fully willing to do what they are doing, and they embrace the activity with a sense of interest and commitment. Their actions emanate from their true sense of self, so they are being authentic. In contrast, to be controlled means to act because one is pressured. When controlled, people act without a sense of personal endorsement. Their behavior is not an expression of the self, for the self has been subjugated to the controls. (p. 2)

When you're in a conversation, your brain has to do three things at once. Stay in the content of the conversation, read the person or people you are talking with, and read yourself. It's that last part that really separates the successful people in education.

—Ben Collins,
Assistant Principal,
Des Plaines, Illinois

Respecting others' needs for autonomy is both a practical and a good thing to do. It is practical because people will not be motivated to change or embrace what we have to say unless they have real choices. The surest way to ensure that someone doesn't do something, whether they are 6 or 66 years old, is to tell them they have to do it. In Timothy Gallwey's words (2001), "When you insist, they will resist."

Respecting others' needs for autonomy is also a good thing to do simply because trying to control others is dehumanizing. As Freire (1970) says, "freedom . . . is the indispensable condition for the quest for human completion . . . without freedom [we] cannot exist authentically" (p. 31). Similarly, Peter Block (1993) emphasizes the primacy of choice: "Saying no is the fundamental way we have of differentiating ourselves. To take away my right to say no is to claim sovereignty over me . . . If we cannot say no, then saying yes has no meaning" (pp. 30–31). When we see those we communicate with as equal partners, we inevitably see them as autonomous people who should make their own choices. Partners don't tell their partners what to do.

When we recognize other people's need for autonomy, it changes the way we communicate. Since we recognize that others will make their own decisions about what we share, we offer ideas provisionally, leaving room for our partners to come to their own conclusions, rather than choosing to simply tell others what to do.

Autonomy is as important for young people as it is for adults. As Jim Fay and David Funk have written in *Teaching With Love and Logic: Taking Control of the Classroom* (1995), "We all want to have some control over our lives and when we feel we are losing that control we will fight to the end to get it back" (p. 69). Recognizing the importance of control, Fay and Funk identify shared control as one of the four key principles of their love and logic approach. They write, "when we allow kids to have some control over their own learning, they often amaze even the most experienced teacher" (p. 212).

> Wise teachers know the more small choices they provide, the fewer big problems they have.
>
> **—Jim Fay and Charles Fay** (2001)

Belief 4: I Don't Judge Others

My mentor, dissertation advisor, and lifelong friend Don Deshler perfectly embodies equality in the way he interacts with people. If anyone has a right to feel a bit superior, it should be Don. He has a résumé with more than 35 pages of publications, was chosen by the president to sit on the Presidential Advisory Committee on Literacy, and was chosen by the Council for Exceptional Children as one of the ten most influential people in special education in the 20th century.

By any standard, Don is an incredibly successful and powerful professional. However, the reality is that whenever I talk with Don, and I have talked with him hundreds of times over the past two decades, he makes me feel like I am doing him a favor to have the conversation. Don listens, encourages, and asks great questions. What characterizes each of my conversations with Don is that I feel safe to say whatever is on my mind. Don never makes me feel like he is negatively judging me. In fact, I feel just the opposite—more than anything else, I feel Don communicates that he sees me as a valuable person.

Don's nonjudgmental way of interacting informs the way he communicates in all settings. When he leads a meeting, gives a presentation, has a conversation about a university employee's evaluation, or corrects an employee when he is out of line, Don always begins by making it clear that he doesn't judge others negatively. Don is a scholar, a powerful teacher, and tremendously influential, but his greatest legacy is likely how he makes people feel when they interact with him. They feel that he genuinely wants to hear what they have to say, that he doesn't see himself as any better than them, that he sees their value as people. They feel that way because it is true. He does.

People love to talk with Don because his nonjudgmental way of communicating helps them feel safe and valued. Don recognizes, I believe, that judgment destroys equality and creates unsafe environments for conversations. If I judge you as having done something well or poorly, by doing that very act I put myself one-up and put you one-down. Michael Fullan has written about the importance of taking a nonjudgmental stance in many books, including *The Six Secrets of Change* (2008):

> Nonjudgmentalism is a secret of change because it is so very heavily nuanced. You have to hold a strong moral position without succumbing to moral superiority as your sole change strategy. As [William]

> Miller puts it, "When we strive for some great good or oppose some great evil, it is extremely difficult not to spill out some of the goodness onto ourselves and the evil onto our opponents, creating a deep personal moral gulf. It is very difficult, in other words, professing or striving for something righteous, to avoid self-righteousness and moral condemnation." (p. 60)

Dennis and Michelle Reina in *Trust and Betrayal in the Workplace* (2006) have written about the importance of what they call "communication trust," which they define as "the willingness to share information, tell the truth, admit mistakes, maintain confidentiality, give and receive constructive feedback, and speak with good purpose" (p. 34). Conversational trust develops, they say, "when people feel comfortable and safe enough to share their perceptions regarding one another's perceptions without repercussions. They trust they will not suffer the consequences of retaliation because they spoke the truth" (p. 47). Passing judgment on others frequently destroys conversational trust.

To be nonjudgmental does not mean we ignore reality. Certainly, when we are engaged with the world and especially when we are in leadership positions, we need to use our ability to discern reality. Being nonjudgmental means we don't share our perceptions in a way that diminishes others. When we are nonjudgmental, we don't roll our eyes when we talk about another person. And as I heard Michael Fullan say in a presentation sometime back, "there are many ways we can roll our eyes that don't involve our eyes."

> It's not our differences that divide us. It's our judgments about each other that do.
>
> **— Margaret Wheatley**
> (2009, p. 47)

Belief 5: Conversation Should Be Back and Forth

Emily Manning is a district instructional coach in Denton, Texas, who volunteered to learn and practice Habit 3, Fostering Dialogue, for our study. She wrote on her reflection form that she was learning a lot about herself through our project, but she admitted that it was challenging for her to coach herself. "You have to be honest with yourself," she wrote, "and sometimes that's hard."

Emily read through the material on dialogue (see Chapter 4), and she said that the reading "really freed her up to be vulnerable and imperfect in a conversation. I can be a learner, too," she wrote. "I like that."

Emily watched video of herself in different conversations and realized, as many coaches do, that she needed to work on her questioning. "I sound like a broken record," Emily said,

> but I ask too many questions that are closed or that are "judgments in disguise." I need to scale back, especially when I am working with a first-year teacher that is seeking help. Too often I just want to go into teacher mode. I need to provide more space for us to construct together instead of me controlling the direction of the conversation. I think thoughtful questions that open dialogue will help.

Watching herself on video, Emily said, made her "more aware of my conversations . . . when I am overtaking a dialogue and when I'm more balanced. I'm also very aware of my questions now." To improve, Emily had to recognize first that she believed conversation should be back and forth, and then she had to practice her habits until she saw results. And, she did start to see results. Near the end of her experiment with dialogue, Emily wrote the following: "I was happy with this dialogue. I felt like at the end we had constructed a plan together, and it took both our thinking to get there."

Emily was practicing Habit 3, Fostering Dialogue, and in Chapter 4, I describe dialogue as a habit we can practice so we can have conversations where we think together with others. However, real dialogue is only possible if we embrace the belief that conversation should be back and forth. When we believe that meaning in conversations should be mutually constructed and not top-down, the habit of dialogue is possible.

A belief that conversation should be back and forth is almost inevitable if we adopt the other Better Conversations Beliefs. If I see others as equals, if I want to hear what they have to say, if I recognize that people are going to make their autonomous decisions about what I share, then inevitably I will assume that a better conversation is one that is created by everyone in the conversation. Seeing conversation as a two-way interaction is to live out our true respect for the

> The pulse of a strong relationship involves a rhythmic movement between giving and taking, talking and listening, valuing the other person and feeling commensurately valued in return.
>
> **— Jim Loehr and Tony Schwartz**
> (2003, p. 81)

people with whom we communicate. In fact, when we truly see others as complete human beings, and we respect them as autonomous people rather than objects to be manipulated, we almost always embrace back-and-forth interactions.

As one research volunteer wrote, a respectful, back-and-forth conversation about an important topic takes all of us thinking together "to get there." During a back-and-forth conversation, all parties are engaged and shaped by a free and honest discussion. In *On Dialogue* (1996), David Bohm provides a helpful analogy illustrating what such a conversation might actually look like. Bohm writes:

> The picture or image that this derivation suggests is of a *stream of meaning* flowing among and through us and between us . . . out of which will emerge some new understanding. It's something new, which may not have been in the starting point at all. It's something creative. And this *shared meaning* is the "glue" or "cement" that holds people and societies together. (p. 1, italics in original)

Belief 6: Conversation Should Be Life-Giving

While I was working on this chapter, I posted a simple question on our Facebook page, www.facebook.com/instructional.coaching. I asked the readers to describe someone they knew who was a great communicator. They did not disappoint me with their responses.

Tess Koning from Lismore Diocese, New South Wales, Australia, wrote about her supervisor and mentor, Tonia Flanagan. "Tonia saw in me, before I saw them, the qualities of a confident leader," Tess wrote.

> She watched me in my roles and coached me by asking me questions that helped me discern without leading me. She listened to my fears, encouraged me to take risks and persevere. I loved her term for having difficult conversations with staff as "open to learning" conversations. I think she is the epitome of what women can bring to leadership, communicating through understanding people at a more emotional level.

Denise Sheehan, from Canberra, Australia, wrote about her former secondary school coordinator, Jack Shannon, who "always listens, always smiles, always is calm." Denise wrote about one occasion, when

> a primary school teacher asked if a high school student being sent to the primary to do jobs is "a good kid." Jack smiled and responded, "all our kids are good kids." In short, Jack never imposes, is focused on the positive, and encourages the positive. . . . and we still get the lesson behind what he says.

Marty Conrad from Lander, Wyoming, wrote about a Northern Arapaho elder, the late Pius Moss, with whom he team taught at St. Stephens Indian Mission in Wyoming during the 1980s. Marty wrote, "Pius Moss would always indicate every day to me and everyone that 'It was a good day' no matter what the weather was . . . even at 25 below zero. . . . *every day* was a good day!!"

What struck me about all of the comments on the Facebook page was the people who were identified sounded like people with whom anyone would love to talk. Lou Ring Sangdahl, for example, described her neighbor who, she wrote, "is genuinely interested in other people, always learning, always quick to make connections, and always quick to share what is positive about other people." The other people who were described listened, asked questions that made people think, were engaged, positive, encouraging, and saw the good in others. They weren't going through the motions—they really cared about other people and they communicated that they respected them. They believed, whether they realized it or not, that conversations should be life-giving.

When I believe conversations should be life-giving, I go into conversations expecting that my conversation partners and I will leave conversations feeling more alive for having experienced them. People usually feel better when they engage in conversations about topics that matter, and when their ideas are heard and acted upon. Furthermore, when people come together to set and achieve goals, a real bond can develop, a deep affection can grow, and important lifelong friendships can take root.

Michelle Harris was an instructional coach on our study of coaching in Beaverton, Oregon. When I interviewed her

for my book *Focus on Teaching: Using Video for High-Impact Instruction* (2014), she told me that one of the best outcomes of participating was the relationships she developed with the other members of the Video Learning Team, Lea Molzcan, Jenny MacMillan, and Susan Leyden. "There is a bond that I share with everyone in that group that I don't share with anyone else," she said, adding . . .

> Having video to review and talk about took everything deeper. You're talking about what you are doing as a person, and it's like therapy. We really hammered through some personal and philosophical thoughts. I know that if I ever, ever had some sort of conundrum or dilemma related to work I could call on any of these women and they would listen to me and try to help or coach me. We still get together every single month to catch up and talk about work.

Human conversation is the most ancient and easiest way to cultivate the conditions for change—personal change, community and organizational change, planetary change. If we can sit together and talk about what's important to us, we begin to come alive

—Margaret Wheatley (2002, p. 3)

Every so often we have conversations that touch us so deeply and so positively that they actually change our lives. During those interactions, we are almost always deeply engaged in what is being said. When we care about what others say and respect others as equals, we are more likely to find ourselves talking about important topics, and conversations about what matters are often life-giving.

When those we talk with hear what we are saying, when we think together with others about important topics, and when we feel affirmed by those with whom we talk, we usually feel energized. At their best, conversations help us better understand what matters, what we need to do, and why we are the right person for doing what needs to be done—and that usually means we are more enthusiastic about taking on whatever challenge life brings us.

Revisiting Jane and Her Supervisor

How would Jane's conversation with her supervisor, mentioned at the beginning of this chapter, have been different if Jane's supervisor had adopted the beliefs inherent in better conversations? He would have seen Jane as an equal deserving respect and acknowledgment as a professional. He would have listened to Jane in a nonjudgmental way, perhaps starting the conversation by ensuring he understood

Jane's perspective on her school. The supervisor would have tried to create a setting for the conversation where he and Jane could discuss the school collaboratively. He would have shared his opinions and concerns clearly, but he would have shared them in a way that encouraged Jane to reciprocate and share her opinions and concerns just as clearly. He would have encouraged Jane to talk because he truly believed she would have something worthwhile to share.

Through the back-and-forth flow of conversation, the supervisor would have striven for a mutually constructed solution, encouraging Jane to share her thoughts and ideas about next steps for her school. If he truly embraced the Better Conversations Beliefs, he would not have been satisfied with the conversation unless both he and Jane left the conversation empowered and committed to moving forward positively. He would have been committed to having conversations that made life better.

TO SUM UP

Knowing what we believe about conversations is important because when our beliefs are inconsistent with our actions, people might rightfully question our authenticity. Six beliefs have been identified as foundational to the Better Conversation approach to interaction. Those beliefs are the following:

1. **I see conversation partners as equals** means that we do not see ourselves as better than others and our way of interacting shows that we see the value in other people.
2. **I want to hear what others have to say** means that we see conversation as an opportunity to learn others' ideas and hear about their experiences.
3. **I believe people should have a lot of autonomy** means we recognize that (a) not giving choice frequently engenders resistance, and (b) since we define who we are by the choices we make, taking away choice is dehumanizing.
4. **I don't judge others** means that when I interact or observe, I resist the temptation to diminish others

through critical judgments. When we judge others, we put ourselves one-up and put them one-down.

5. **I believe conversation should be back and forth** means I go into conversations with humility, open to learning, and ready to discover that I might be wrong. When I embrace this belief, I don't silence myself, but I speak in a way that makes it easy for others to say what they think.

6. **I believe conversation should be life-giving** means that I expect conversation to be energizing, affirmative, and generative. I usually should feel better after having had a better conversation.

GOING DEEPER

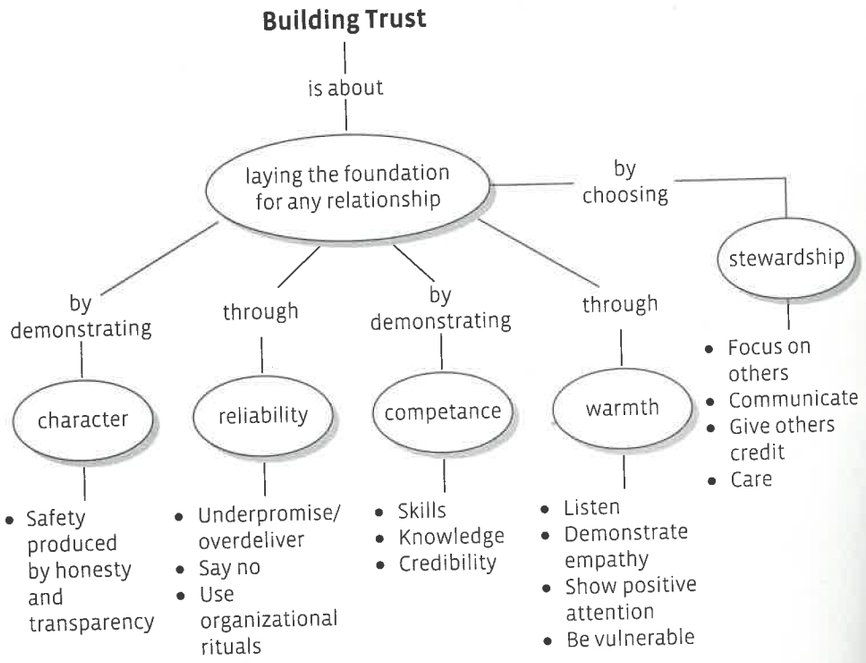
I could not have written this book without the research and thoughts of people like Michael Fullan, David Bohm, Edgar Schein, Margaret Wheatley, Peter Block, and Paulo Freire. Since those authors are mentioned in other parts of this book, I won't write more about them here—but to get a deeper understanding of the beliefs behind better conversations, readers would be wise to read their works with care.

If you are a leader in any capacity (and just about everyone in a school is a leader), I suggest you take time to understand Edward Deci and Richard Ryan's Self-Determination Theory (SDT). Their website, selfdetermina tiontheory.org, provides many accessible articles that will give you an overview of their work, and in my opinion Deci and Ryan's *Why We Do What We Do: Understanding Self-Motivation* (1995) should be required reading for anyone who leads in any way.

I was so impressed by Robert Sutton's *Good Boss, Bad Boss: How to Be the Best . . . and Learn From the Worst* (2010) when it came out that I wrote a series of columns on my blog, radicallearners.com, about how his ideas of leadership apply in the classroom. Sutton has written many helpful books, and I'm especially grateful for his insights into how power corrupts our ability to communicate with empathy.

Shane Lopez's *Making Hope Happen: Create the Future You Want for Yourself and Others* (2013) is the best book on hope that I have found. Shane is a smart, charming, funny person, and his research-based, accessible book gives us a language and stories for understanding and talking about hope. Shane's research on voice and engagement in schools is extremely important, and you can find some of his key studies simply by searching the Internet for "Shane Lopez, Gallup, Engagement."

Finally, speaking of better conversations, I am grateful for every chance I get to talk with Russ Quaglia, who wrote *Student Voice: The Instrument of Change* (2014) with Michael J. Corso. Russ is always engaged, always provocative, and always fun, and his book should be read by anyone who spends time with children in any capacity. His simple, radical idea—that students should have a real voice in their learning—needs to be given careful attention by educators and policy makers.



BUILDING TRUST

There is no way to lead schools successfully without building, establishing, and maintaining trust within and across the many and varied constituencies they serve. With trust, schools are much more likely to benefit from the collaborative and productive efforts of their faculty and staff, which in turn help generate the results for students that educators yearn for.

—Megan Tschannen-Moran (2014, pp. ix–x)

You cannot be an effective coach if you do not have the trust of the teachers. They need to see you as a person who supports them. My motto is "I am a teacher first and my job is to support and inspire teachers to be learners." I can't do that if I do not have their trust and respect.

—Candace Hall, Instructional Coach, Richardson, Texas

For a few years now, I have written about the power of video to improve practice (Knight, 2014). My colleagues and I at the Kansas Coaching Project have field-tested the use of micro cameras, like iPhones, to improve teaching with instructional coaches from Beaverton, Oregon, and each of them tried out cameras with the teachers they coached.

When I tell audiences about the Beaverton coaches, they always ask one question: "How did they get teachers to agree to be video recorded?" People hearing about the coaches always worry that the teachers in their school will be hesitant to be filmed. So I asked the coaches, "How did you get teachers to agree to be recorded?" Their answer wasn't much help. "We just asked," the coaches said, "and the teachers agreed."

When we talked a little more, however, they were very helpful. "The reason the teachers agreed," they said, "is that they trusted us. When people refuse to be video recorded, the camera isn't the issue. The issue is trust. If people don't trust you, they won't want to be recorded." Then they added, "The reality is that if they don't trust you, not much coaching is going to happen anyway."

What the coaches told me was born out by what my colleagues and I found when we conducted what we called "The Great Coach Study." In 2009, eight researchers and I went to Florida to learn about the characteristics of outstanding coaches. We interviewed teachers, principals, coaches, and coaching supervisors in settings where coaches were having a big impact. One of our major findings was that the best coaching happens when teachers trust coaches. When there isn't trust, not much learning will happen.

Trust stands at the heart of so many of the good things that happen in schools. When teachers trust coaches, meaningful improvements can happen. When students trust teachers, real learning can happen, and when everyone trusts the principal, schools can be wonderful places to grow. Trust is also essential in our community, in our families, in our most personal relationships. When trust exists, there is learning, joy, and love. When trust does not exist, there is caution, inertia, and fear. Trust is just that important.

One of the first descriptions of trust that I encountered was the trust equation described by David Maister, Charles Green, and Robert Galford in their book *The Trusted Advisor* (2000). They suggest that trust can be expressed as a simple fraction:

$$\frac{\text{credibility, reliability, intimacy}}{\text{self-orientation}}$$

As with all fractions, the larger the numerator, the larger the number. Therefore, the more credible, reliable,

and intimate we are with other people, the more people will trust us. The more we are focused on ourselves, however, the less people will trust us.

Credibility, the authors write, "isn't just content expertise. It's content expertise plus 'presence,' which refers to how we look, act, react, and talk about our content" (p. 71). We have to know our stuff, and others need to know that we know our stuff.

Reliability, the authors write, "is about whether clients think you are dependable and can be trusted to behave in consistent ways . . . Reliability is the repeated experience of links between promises and action" (p. 75). When we are reliable, we do what we say we are going to do, and we don't make promises we can't keep.

Intimacy, the authors write, "is about emotional closeness . . . People trust those with whom they are willing to talk about difficult agendas (intimacy), and those who demonstrate that they care (low self-orientation)" (p. 77). Intimacy may be a slightly distracting term since it has so many different connotations, but the authors' point is that when we are intimate with people, we share our lives with them, and they share their lives with us. The less we hold back, the more trust there will be.

"There is no greater source of distrust," according to Maister, Green, and Galford (2000), "than advisors who appear to be more interested in themselves than in trying to be of service to clients" (p. 80). They add, "Self-orientation is about much more than greed. It covers any thing that keeps us focused on ourselves rather than on our client" (p. 80). If our interactions are all about me, there is a very good chance you won't trust me.

Many others have offered frameworks for understanding trust. Megan Tschannen-Moran in *Trust Matters: Leadership for Successful Schools* (2014) identifies five facets of trust: (a) benevolence, "the confidence that one's well-being or something one cares about will not be harmed by the person in whom one has placed one's trust" (pp. 21–22); (b) honesty, the belief that "the statements [someone] makes are truthful and conform to 'what really happened'" (p. 25); (c) openness, the "process by which people make themselves vulnerable to others by sharing information, influence, and control" (p. 28); (d) reliability, "the sense that one can depend on another consistently"

(p. 33); and (e) competence, "the ability to perform a task as expected, according to appropriate standards" (p. 35).

Stephen R. Covey, in *The Speed of Trust: The One Thing That Changes Everything* (2006), identifies 13 behaviors that he sees as essential for building trust. Although the list is lengthy (13 behaviors long!), a lot can be learned by looking over all the behaviors, so I have included all of them below.

1. Talk straight, which "is honesty in action . . . it means two things: to tell the truth and leave the right impression" (p. 137).
2. Demonstrate respect, which involves two critical dimensions, "first to show fundamental respect for people, and second, to behave in ways that demonstrate caring and concern" (p. 145).
3. Create transparency, which "is about being open. It's about being real and genuine and telling the truth in a way that people can verify" (p. 153).
4. Right wrongs "is more than simply apologizing; it's about making restitution. It's making up and making whole. It's taking action. It's doing what you can to correct the mistake" (p. 159).
5. Show loyalty involves "two dimensions: giving credit to others, and speaking about people as though they were present" (p. 166).
6. Deliver results is accomplished when people "establish a track record of results. Get the right things done. Make things happen. Accomplish what [they were] hired to do. [Are] on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering" (p. 176).
7. Get better "is based on the principles of continuous improvement, learning and change . . . When people see you as a learning, growing, renewing person . . . they develop confidence in your ability to succeed" (p. 178).
8. Confront reality "is about taking the tough issues head-on. It's about sharing the bad news as well as the good, naming the 'elephant in the room,'

addressing the 'sacred cows,' and discussing the 'undiscussables'" (p. 184).

9. Clarify expectations "is to create shared vision and agreement about what is to be done upfront" (p. 193).
10. Practice accountability has two key dimensions. "The first is to hold yourself accountable; the second is to hold others accountable" (p. 200).
11. Listen first, which "means not only to really listen (to genuinely seek to understand another person's thoughts, feelings, experience, and point of view), but to do it first (before you try to diagnose, influence, or prescribe)" (p. 208).
12. Keep commitments is "the Big Kahuna" of all behaviors. It's the quickest way to build trust in any relationship . . . [and] its opposite—to break commitments or violate promises—is, without question, the quickest way to destroy trust . . . when you make a commitment, you build hope; when you keep it, you build trust" (p. 215).
13. Extend trust "is different in kind from the rest of the behaviors. It's about shifting from 'trust' as a noun to 'trust' as a verb . . . It creates reciprocity; when you trust people, other people tend to trust you in return" (p. 223).

In *No One Understands You and What to Do About It* (2015), Heidi Grant Halvorson offers another perspective on trust. She explains, first, that the root of our experience of trust

> lies in humans' distant past, when determining whether another creature meant you harm was priority number one, all day, every day. In the modern era we worry less about our physical safety (though we do still worry about that, too) and more about whether new acquaintances are trustworthy. (p. 66)

For that reason, Halvorson writes, people are interested in basic concerns when they consider whether or not they can trust someone. Halvorson writes, "Studies suggest that in order to figure out whether you are trustworthy, others

analyze your words and deeds to find the answer to two questions:

1. Do you have good intentions toward me—are you a friend or foe?
2. Do you have what it takes to act on those intentions? (p. 67).

I got another perspective on trust by asking the participants in our global communication study to reflect on books, television shows, or movies and identify the characteristics of characters who were trustworthy and those who were not. The volunteers did not disappoint. They wrote about watching such varied movies or shows as *The West Wing*, *Momma Mia*, *The Mistresses*, *Psych*, *FX*, *Austin & Ally*, and *Lost*. Others considered books like *The Shack* and *To Kill a Mockingbird*. Each volunteer completed the *Looking At: Building Trust* form, which is included at the end of this chapter. A summary of what they wrote is presented in the following table. You and your colleagues can also analyze trust by filling out the form.

Trustworthy Traits	Untrustworthy Traits
• Loyal	• Disloyal
• Able to admit when wrong	• Unable to admit when wrong
• Owns their own stuff; responsible	• Blames; cannot own their stuff, irresponsible
• Tells the truth, even at personal cost	• Hides the truth, lies
• Others-focused	• Self-focused and self-pitying
• Open-minded	• Closed-minded
• Good listener	• Doesn't listen well
• Habitually compassionate	• Lacks compassion
• Shows integrity; leads by example	• Lacks integrity, both verbally and physically
• Kind	• Kind in order to get something; otherwise generally unkind
• Honest, genuine, transparent	• Dishonest, ingenuous, sly, sneaky
• Refuses to manipulate	• Manipulative
• Doesn't gossip	• Gossips
• Giver, generous without strings attached	• Taker
• Respectful of others	• Bossy
• Focused on solutions	• Focused on problems
• Doesn't whine	• Whines
• Nonjudgmental	• Judgmental
• Has lots of good, long-term friendships	• Lacks good, long-term friendships
• Fair-minded, transparent	• Cheater
• Isn't afraid to be vulnerable	• Never shows vulnerability
• Avoids being late	• Careless of others' time
• Puts forth clear, solid effort	• Puts forth minimal effort
• Doesn't seek glory	• Seeks glory
• Takes self lightly	• Cannot laugh at oneself
• Uses anger appropriately	• Gives full vent to anger
• Displays an open, guileless face	• Displays a closed demeanor
• Empathetic	• Lacks empathy
• Protective of others' dignity and person	• Does not care about protecting others' dignity and person
• Encourages	• Discourages
• Gracious, without agenda	• Ungracious—unless they want something or are covering up
• Has no hidden agenda	• Has a hidden agenda
• Allowing for others' choice	• Controlling
• Reliable	• Unreliable
• Preserves the dignity of another person	• Makes fun at others' expense
• Speaks appropriately, isn't the loudest person in the conversation	• Talks too much, too loudly
• Willing to admit when wrong	• Unwilling to admit when wrong
• Displays integrity of speech	• Duplicitous
• Has their stuff together	• Slick
• Makes sure people are aware	• Enjoys surprising people and putting them on the spot
• Doesn't play games	• Player
• Is frank without being harsh, tactful, gracious	• Harsh, tactless, graceless
• Speaks with clarity	• Speaks vaguely
• Engages others	• Engages others to get their way

Trust is vitally important. Halvorson's review of the literature leads her to conclude that "the benefits of projecting trustworthiness (and the costs of failing to do so) are enormous" (p. 66), and Tschanen-Moran stated in an interview for "in conversation," a publication of the Ontario Department of Education, that trust "is one of the few variables that educational researchers have found that outstrips socioeconomic status as a predictor of student achievement" (p. 7). At the same time, trust is both a very complicated concept and a very simple one. It is complex because as the various authors cited above show, trust can be described in many ways. But it is also very simple because usually when we hear others say, "I just don't trust him," we have a very clear understanding of what they mean.

Trust Factors

Based on a review of the literature, my experience working with educators from six continents, and feedback from the volunteers in our study, I have identified five trust factors: character, competence, reliability, warmth, and stewardship. Each of these characteristics is described below.

CHARACTER

If we want to be trusted, we need to be people of character, who live in ways that others consider ethical. If you act in untrustworthy ways, you can't expect others to trust you. This may seem obvious, but it must be stated. If you lie or cheat, you will eventually be caught, and when you get caught, trust will be destroyed, sometimes so profoundly that you will never regain it. The first part of building trust is to simply be an ethical person.

The reason why honesty and ethical behavior are so important for building trust is, as Heidi Grant Halvorson has written, that one of our first thoughts when we consider whether we should trust someone is whether or not they have our best interests at heart. Halvorson writes, "We want to know if other people pose a threat to us—to our relationships, to our careers, to our overall happiness and well-being. Are you going to make trouble for me? We wonder" (p. 66). As

one of the participants put it a bit more directly, "I want to know whether or not they are going to screw me over."

We trust people when we know they want us to succeed, and when they mean us no harm. In *Integrity: The Courage to Meet the Demands of Reality* (2006), Henry Cloud describes the kind of person that most of us would consider trustworthy:

> True trust comes when we realize that another's goodness, and being for my best interest, is not dependent on anything. It is just a part of that person's integrity. It is who that person is, the kind of person who wants the best for others and will do whatever he or she can to bring that about. Then, there is nothing to fear. If I mess up, you will be there for me. (p. 83)

Honesty is critical for trust because once I realize you are dishonest, I can never be safe with you. Also, when people choose to be dishonest, almost always they are choosing something better for themselves than for others. People lie to get something that they might not get if they are open. Participants in our study saw honesty as a critical part of building trust. One instructional coach spoke for many participants when she said, "One of the things I pride myself on more than anything else is my honesty. It is not always pretty, but it is the truth. People may not like what is said, but they appreciate that it came from a place that was not malicious or fluffed up. There is nothing like being told you are amazing only to find out you are average."

Dishonesty, of course, has many faces. Little white lies are lies just the same. Flattery is a form of dishonesty (again, often done to get something from someone). Withholding information is a form of dishonesty. Gossip, too, is a form of dishonesty. When people gossip, their actions show that what they say in front of one person is different than what they would say in front of others. Gossips are duplicitous, which is to say, untrustworthy, and as instructional coach Sarah Aguilar wrote, "I do not trust someone that I hear all the latest gossip from."

One way to demonstrate character is by being transparent. Megan Tschannen-Moran (2014) writes that openness, her term for transparency, "means the disclosure of facts,

> One of my strengths is my honesty and trustworthiness. It has taken 13 moves, a divorce, a child, a new marriage and two deaths in my family over the last few years to make me really reevaluate myself. It has been those obstacles that I have overcome that have helped me empathize with others in a nonjudgmental and honest way. I don't willingly offer up my past, but when speaking to others in hard conversations, it is then that they truly see that I am coming from a place of honesty and with that builds trust.
>
> **—Sarah Pankonien,** Instructional Coach, Richardson, Texas

The only thing you have is your reputation. Make it count.

—**Sarah Aguilar,** Instructional Coach, Kenosha, Wisconsin

alternatives, intentions, judgments, and feelings" (p. 29). As Carol McBroom wrote on her reflection form, "I don't want people to wonder what I am really thinking or what hidden agendas I might have. I want our conversation to be one where both of us feel comfortable and feel our thoughts are heard." Transparency, Henry Cloud (2006) writes, is a characteristic of effective leaders that has two aspects.

> They are transparent in that they let the reality of where they are and the situations be known. We can only ultimately trust people who are being real with us. But part of that is transparency not just about the facts, but about themselves as well. We need to see their vulnerabilities, and how they are feeling about things. We also need to know about their failures, and times when they haven't gotten it right. That helps us to follow them. (p. 95)

If we withhold information from others, they will be reticent to put their faith in us, likely wondering what it is that we are holding back. To engender trust, we need to do our best to be as transparent as we can. In some situations, we will certainly need to keep information private, such as if we are on a hiring committee. In general, however, the more open we are, the more people will trust us.

Other aspects of character build trust, but many of those are described in the other characteristics in this chapter. Not the least of these is reliability.

RELIABILITY

Reliability is also an essential characteristic of trustworthiness. Whatever our role, if we want people to trust us, we must be careful to deliver what we say we will deliver, to meet when we say we will meet, and to keep our promises. Sarah Aguilar described it this way. "Reliability is crucial. *If* you say you will be there, be there. It takes a lot for a teacher to share control of the classroom and, if you have gotten your foot in the door, do what you can to keep the door from shutting."

Maister, Green, and Galford (2000), who identify reliability as one the three critical positive factors for building trust, write that reliability "is about whether clients think you are

dependable and can be trusted to behave in consistent ways . . . it has an explicit action orientation. It links words and deeds, intention and action" (p. 74). Tschannen-Moran (2014) describes how important reliability is in schools:

> The sense that one can depend on another consistently is an important element of trust. Teachers may conclude that their principal is a nice person and means well, and even that he or she is very capable and helpful if they can get his or her attention. But if overcommitment, trouble managing the time demands of the job, or being easily distracted means teachers cannot count on the principal to come through for them when needed, trust will not characterize the relationship. (p. 33)

One way to increase reliability is to be careful not to promise too much. For many educators, the temptation is to agree to anything in the hopes of moving school improvement along. Although well intended, this is a potentially dangerous practice. Making a promise and not delivering on time can be much more damaging to a relationship than explaining that it may take a week or two before you can provide whatever is needed. A better practice is to underpromise and overdeliver.

One of the main reasons we struggle to be reliable is that we take on too many tasks for the time that we have. We can be so busy doing everything that we end up doing very few things well. Many of the volunteers in our study reported that their experiences were similar to what Sarah Pankonien wrote on her reflection form:

> Last year I tried to do it all—specialist, classroom teacher, assessment team member, etc. I was stretched to the gills. I was becoming a jack-of-all-trades, but a master of none. This year I have had to take a few things off my plate. My focus on instruction and teachers on the campus will be my first priority. I owe it to our students, fellow teachers, and myself to be focused and on task.

It's better to be super reliable to a few than semi-reliable to many.

—**Lindsey Meyers,** Instructional Coach, Richardson, Texas

To find the time to be reliable, we need to be intentional about how we use our time. For most people, this does not

mean that we need to buy a new planner or app and "manage our days better." Most people look at their calendars and simply don't see any free time to do what they want to do. To be more reliable, we need to find more time, by either cutting out parts of what we do—resigning from committees or other activities that take a lot of time—or establishing boundaries—for example, coaches might limit the number of teachers they work with in a week.

Another way to become more reliable is to adopt organizing rituals—little routines you build into your life to help you be more reliable. For example, a principal might set aside time at the start of each day to identify the most important tasks she must implement that day. Similarly, a teacher might review the list of her students at the end of each week to consider what she needs to do to encourage or support each student's learning.

Carol Fancher wrote that she had to use a lot of tools to ensure that she was reliable. She wrote, "In order to do my job well, I've had to learn organizational techniques—and become the master of my Google calendar with reminders all day long for important things, as well as simple tasks." People want to know that they can count on you to do what you said you would do. However, they also want you to deliver on your promises. To do that, you have to have the skills necessary to help people (children or teachers) to meet their goals. And for that to happen, you have to be competent.

I recently moved into a new office on campus, and as I unpacked, I hung up a poster with the quote by Eleanor Roosevelt, "Great minds discuss ideas; average minds discuss events; small minds discuss people." This is to serve as a constant reminder to myself to think about what I say as well as the conversations in which I participate. I don't ever want to alienate others by displaying a lack of character or reliability.

—Alison Duty,
Instructional Coach,
Richardson, Texas

COMPETENCE

One of the factors that increases trust is competence. We trust people who know what they are talking about and who deliver on what they promise. Students will be more inclined to trust teachers who provide the instruction and feedback they need to succeed. Teachers are more inclined to trust instructional coaches, for example, when those coaches can help them meet their goals and reach more students. Principals who want to have helpful conversations with teachers around an instructional framework need to have a deep understanding of that framework. Heidi Grant Halvorson (2015) explains that warmth (described later in this chapter) and competence are both essential for trust:

> Decades of research show that [people] are highly tuned into two particular aspects of your character, right from the get-go—your warmth and your competence. Your warmth—friendliness, loyalty, empathy—is taken as evidence that you have good intentions toward the perceiver. Your competence—intelligence, skill, effectiveness—is taken as evidence that you can act on your intentions if you want to. Competent people are therefore valuable allies or potent enemies. Less competent people are objects of compassion or scorn—if we bother to think about them at all. (pp. 66–67)

Megan Tschannen-Moran found the same thing and cites other studies that support her findings. "Goodwill and good intentions are not always enough to garner the trust of others. When a person is dependent on the skills and abilities or another, even an individual who means well may not be trusted" (2014, p. 35).

Competence is different for different professions. Competent instructional coaches have a deep knowledge of the teaching strategies they share, and they can describe them precisely, perhaps through the use of checklists. They need to go deep in their learning of the practices they share, reading manuals, books, and articles over and over and developing and refining checklists that describe what they do. Teachers understand and use effective teaching strategies, and they know the impact of those strategies. Administrators have a deep understanding of the tools they use and share. If they are using a framework for assessing teaching, for example, they need to know with certainty that their observations are reliable. If their school is implementing a reading program, they need to know that program inside out.

To improve, educators should use coaches, video, and other supports to master the skills and knowledge they need to gain the trust of parents, students, and their colleagues. Many of the volunteers in our study were able to pinpoint areas where they needed to improve to be more competent. One instructional coach wrote, for example, "I learned that there is one aspect of building trust that I need to get better at, and that has to do with increasing my

math pedagogical knowledge. I have been a coach for one year, and I still have a long way to go."

Part of competence is communicating that you are competent. In my experience, the most important way to do that is to move forward respectfully and with confidence. If we constantly call attention to what we don't know, our lack of knowledge will be what people notice. I don't think we should be deceptive, ever, and we shouldn't say we know what we don't know, but we shouldn't be overly tentative.

Imagine for a second a gifted young pianist who stops and says oops every time she makes a mistake. A better strategy for her is to play through the mistakes without calling attention to them. Most of us won't notice the few mistakes that are made, and we'll enjoy the performance so much more. In the same way, I think we can communicate confidence by playing through our few mistakes and moving forward.

Heidi Grant Halvorson (2015) gives many suggestions on ways we can communicate competence. We should make eye contact. We should demonstrate that we have will power. We should balance out communicating our experience and skills with humility. We should never be defensive. No doubt those strategies help us look competent, but I think the best strategy is to use all the supports we have to get good at what we do. To really look like we're competent, we need to be competent.

Finally, an important part of competence is to be credible. One important way that principals, coaches, staff developers, and educational researchers can stay credible is by spending time teaching lessons that employ the teaching strategies they share. This most frequently involves co-teaching or modeling lessons. The closer leaders are to the classroom, the more competent and credible they will be.

Another way to be credible and competent is for leaders to walk the talk. If principals think teachers should be using video to improve their practice, the principals should be doing that. If teachers want students to hand in assignments promptly, they should return assignments promptly. Our credibility is demonstrated by knowing what it is like to be in others' shoes. When we clearly understand others' perspectives, we'll have more credibility. If people see us as credible, they'll be more likely to trust us.

Competence to me means putting your money where your mouth is. Be ready to do what you ask of your colleagues, and know how to show what you are talking about. Talk and no action will not lead to a successful coaching relationship, and trust will definitely not be built.

—Sarah Aguilar,
Instructional Coach,
Kenosha, Wisconsin

WARMTH

We trust people when we feel safe with them and when they don't threaten us. So, it follows that we are more inclined to trust people who are nice. A snarly man or woman who intimidates us is not likely a person who will inspire trust. This is important because we usually are not aware when we are deciding whether or not we trust someone. Halvorson (2015) writes,

> The decision to trust is made almost entirely unconsciously and is based on the extent to which you project warmth and competence. Warmth is a signal that you have good intentions toward your perceiver; competence signals that you are capable of acting on those intentions. (p. 84)

We know we can trust someone when they have our best interests at heart—that is, that they genuinely care about our well-being. Many of the habits and beliefs in this book, if taken to heart and lived out, will demonstrate that we really do care. When we listen and demonstrate empathy, when we really want to hear what others have to say, we show that we care. When volunteers in our study described people they trusted, often they mentioned that the person they trusted listened to them and cared. Sarah Pankonien, for example, wrote the following:

> Someone that I trusted implicitly was my grandmother. She was someone that I could tell anything to and she would first listen—then relate. It always made me feel as if she had been in my shoes, even if she hadn't been, and she validated my concerns. Her empathy and love was unconditional, and she always made time for me.

Validation, a trait that Pankonien mentions above, is another way people can demonstrate warmth. We trust people when they see the good in us, and especially when they see good that we can't see. We validate others by communicating that we have faith that they are good people and that they are valuable.

A person I trust is Dave Cawthorn—my father—I know that he always wanted what was best for me and all others he met. He was a man of his word and meant what he said. He was not afraid to have hard conversations that are a requirement of trust, but he always spoke in a caring manner. Most importantly, his interactions with others showed a positive presupposition for those he dealt with. This enabled him to focus on their strengths and resulted in positive interactions.

—Carol McBroom,
Instructional Coach,
Richardson, Texas

I think warmth goes beyond being an effective communicator and being trustworthy. Like an effective teacher in a classroom who takes an interest in his or her students' lives outside the classroom, coaches can show warmth by simply asking about a teacher's weekend, how their birthday party went, how their child/children are doing, etc. This demonstrates warmth, compassion, to a teacher and goes a long way in helping to develop trust.

—Craig Wisniewski, Instructional Coach, Newington Public Schools, Connecticut

The opposite of validation is judgment, which I have discussed in many parts of this book. Many of the volunteers on this study reported that they knew they had to stop being judgmental. The problem is that when we judge people, we cut off any chance for intimacy, and decrease the chance that people will trust us, because judgment sets us up as better than the person we judge. This is not to say that we shouldn't gather data or evaluate, but judgment is when we observe and then directly or indirectly make a negative statement about someone's character or competence.

The Habit of Being a Witness to the Good is a powerful way to validate others. This is not to say that we hide from the truth, but just to say that when we notice something is going well, we mention it in a nonjudgmental way. Being a witness to the good is usually positive for the giver of the good news as well. Lou Sangdahl writes that "Witnessing the good is fun, and I love sharing or posting the great things I see people doing." Similarly, Candace Hall writes, "Relationships are works in progress, a bit like a roller coaster. You celebrate the positives and negatives. It's a vital part of an instructional coach's job."

A final way people demonstrate warmth is through vulnerability. Many of the volunteers stated, as Candace Hall wrote on her reflection form, "No one is perfect, and relationships are hard work and you have to be vulnerable sometimes." By being vulnerable, we make ourselves approachable and we show that we are like others. Vulnerability creates intimacy, one of the factors that Maister, Green, and Galford (2000) identified as essential for trust. Intimacy, they write, "is driven by emotional honesty, a willingness to expand the bounds of acceptable topics, while maintaining mutual respect and by respecting boundaries" (p. 77).

STEWARDSHIP

When we adopt a stewardship approach, we foster trust by putting others' interests ahead of our own. I was introduced to the concept of stewardship in Peter Block's *Stewardship: Choosing Service Over Self-Interest* (1993). In this book, stewardship has many meanings, but among them is

the notion that "stewardship is to hold something in trust for another . . . [choosing] service over self-interest most powerfully when we build the capacity of the next generation to govern themselves" (p. xx). "The underlying value" of stewardship, Block writes, is about "deepening our commitment to service" (p. xx).

In large part, we can demonstrate stewardship simply by not being self-focused. For this reason, we must ensure that conversations are not "all about me" but all about everyone in the conversation. We need to listen much more than we talk and monitor our thinking and conversation so we don't let our ideas dominate. Taking the time to truly listen is one of the most respectful things we can do.

Moving away from a self-focus also ensures that our actions and concerns are about others and not ourselves. Thus, coaches, for example, should take every opportunity they can to give credit to others when there are successes, or in a similar fashion, take the blame rather than letting others be blamed. One participant in our study wrote about how she felt when she was given credit: "Giving credit resonated with me. I've noticed that my new school's administrative team members give me credit and thank me both publicly and privately. I feel valued and energized when others tell me that my contributions matter."

Additionally, we should genuinely express concern for students, teachers, administrators, and others in the school because it's not "all about me"; it is all about the kids. Effective educators recognize the moral purpose inherent in the work they do, and they are driven by a desire to see their students grow, their school improve, and their students achieve. When we see stewardship in others, we are much more likely to trust them.

We demonstrate stewardship by genuinely expressing concern for students, teachers, and administrators. More than anything else, when we take a stewardship approach, we genuinely put others' self-interests ahead of our own, or we at least see theirs as being as important as our own. Carol Fancher summed this up beautifully when she described the work she does as an instructional coach in Richardson, Texas:

I love my job and my school—because of our faculty. We are very close-knit. I discovered years ago that teachers often need a shoulder to cry on or someone they can vent to. They know my door is always open and they're always welcome. Sometimes being vulnerable or personally transparent is hard for me—but I've had several family struggles that I felt I couldn't pretend weren't happening, and when I was open about them, I was the receiver of warmth and support. We're all vulnerable.

—Carol Fancher, Instructional Coach, Richardson, Texas

I truly admire our teachers and the magic they perform. The first year I was instructional specialist, I was able to be in many of their classrooms—and was amazed at all the wonderful teaching going on. I made it my mission to get the word out to teachers and administrators so that we could learn from one another. My role is to support—and I have never desired to be in the spotlight. It's just not my personality. I get the most pleasure from being able to help others.

Trust: Putting It All Together

Better conversations are difficult without trust. When people in conversations trust each other, they share their thoughts openly without fear. When people don't trust each other, their conversations can be cautious, empty, even frustrating and dehumanizing. As I've heard more than one person say, trust is like the air we breathe. We don't notice when it is there, but when it is gone, everything stops.

One of the most powerful ways to build trust is to adopt and apply the Better Conversations Beliefs and Habits. If we believe in equality, autonomy, nonjudgmentalism, and that other people all deserve to be heard, we will build more trust. And when we listen, find common ground, build connections, redirect our toxic emotions, and demonstrate empathy, we also build trust. Each habit or belief reinforces the others. Empathy helps us be better listeners, and when we listen we connect and discover what we hold in common with others.

These are not small changes to make. To become a better listener, just to take one example, can require a lot of planning and practice. But we can get better. The experiences reported by many of our volunteers demonstrate that, and your experiences can prove it to you.

Getting better at conversation is extremely important work. When our conversations improve, we improve at work, in our community, and at home. We have more impact, are more effective parents, and we can even be better spouses. We can't learn every habit and belief all at once, but by rereading this book, using video, reflecting, and practicing, we can truly, significantly improve the quality of our lives and even the lives of those around us. I'm going to be working at my

conversations, and hope you will too. Together, we can make this world a better place to have a conversation.

Getting Better at Building Trust

To get better at building trust, we need to clarify what we mean by trust, identify our strengths, and make plans to improve in areas that we target. The following forms are intended to help with that reflection and growth.

The *Looking Back: Building Trust* form is designed to help you consider trust in your life by writing about trustworthy and untrustworthy people you have known and by prompting you to make decisions about how you can become more trustworthy.

The *Looking At: Building Trust* form is designed to help you analyze trust and the absence of trust when you experience them. The form is to be used as you watch a movie or show or read a book. Like many of the other reflection forms in this book, this form can be used by one person alone or with a group, but it is especially interesting to use with a group.

The *Looking Ahead: Building Trust* form can be used to help you plan to implement the factors that influence trust—character, competence, reliability, warmth, and stewardship.

TO SUM UP

Any healthy organization or relationship must be built on trust, and several authors have shared different definitions of what trust is. We identify five factors.

- **Character.** We trust someone when we know they won't do us harm. So, to build trust, we must be honest and transparent. When we hold back information or we lie, we demonstrate that we can't be trusted.
- **Reliability.** People trust us when we do what we said we would do when we said we would do it. For that reason, we have to be careful not to overcommit. We can keep enough time to do what we need to do reliably by underpromising and overdelivering, saying no, and using organizational rituals.

- **Competence.** Promises don't mean much unless we can deliver, and trust develops or is diminished depending on how well we do the work that we do. We can increase our competence by developing skills, gaining knowledge, or by being credible.
- **Warmth.** Another way to encourage others to feel safe and trust us is through personal warmth. We can show warmth in the authentic way we listen, demonstrate empathy, share positive information, and be vulnerable.
- **Stewardship.** The more people are focused on themselves, the less we trust them. However, the more people are committed to serving others, the more we trust them. Stewardship is embodied in a genuine focus on others, the way we communicate, the way we give credit to others, and the simple fact that we care.

GOING DEEPER

Megan Tschannen-Moran's book *Trust Matters: Leadership for Successful Schools* (2014) provides excellent information for anyone interested in building trust in schools—and shouldn't that be all of us? Tschannen-Moran includes cases, references recent research, and provides a comprehensive set of definitions and strategies that should help anyone build trust in their schools and homes. This book, along with *Trust in Schools: A Core Resource for Improvement* (2002) by Anthony Bryk and Barbara Schneider, laid the groundwork for much that is being written about trust in education today.

Henry Cloud's *Integrity: The Courage to Meet the Demands of Reality* (2006) is a wise book that provides excellent suggestions on how to build trust—particularly if you hold a leadership position. Cloud's book also discusses five other character dimensions that are essential for leading with integrity. I have reviewed the book a few times as I've written different documents, and I find it to be wise and helpful.

Stephen R. Covey's *The Speed of Trust: The One Thing That Changes Everything* (2006) is a classic work on the topic of this chapter. Covey's book is very helpful for making the case for and defining trust, and I guarantee that if you read what Covey has to say about the 13 trust behaviors, you will learn a lot about how you can be more trustworthy.

LOOKING BACK:

Building Trust

Who is someone that you really trust? What is it that makes them trustworthy?

Who is someone you do not trust? What is it that makes them untrustworthy?

Given what you've said above, is there anything you think you should do differently to be more trustworthy?