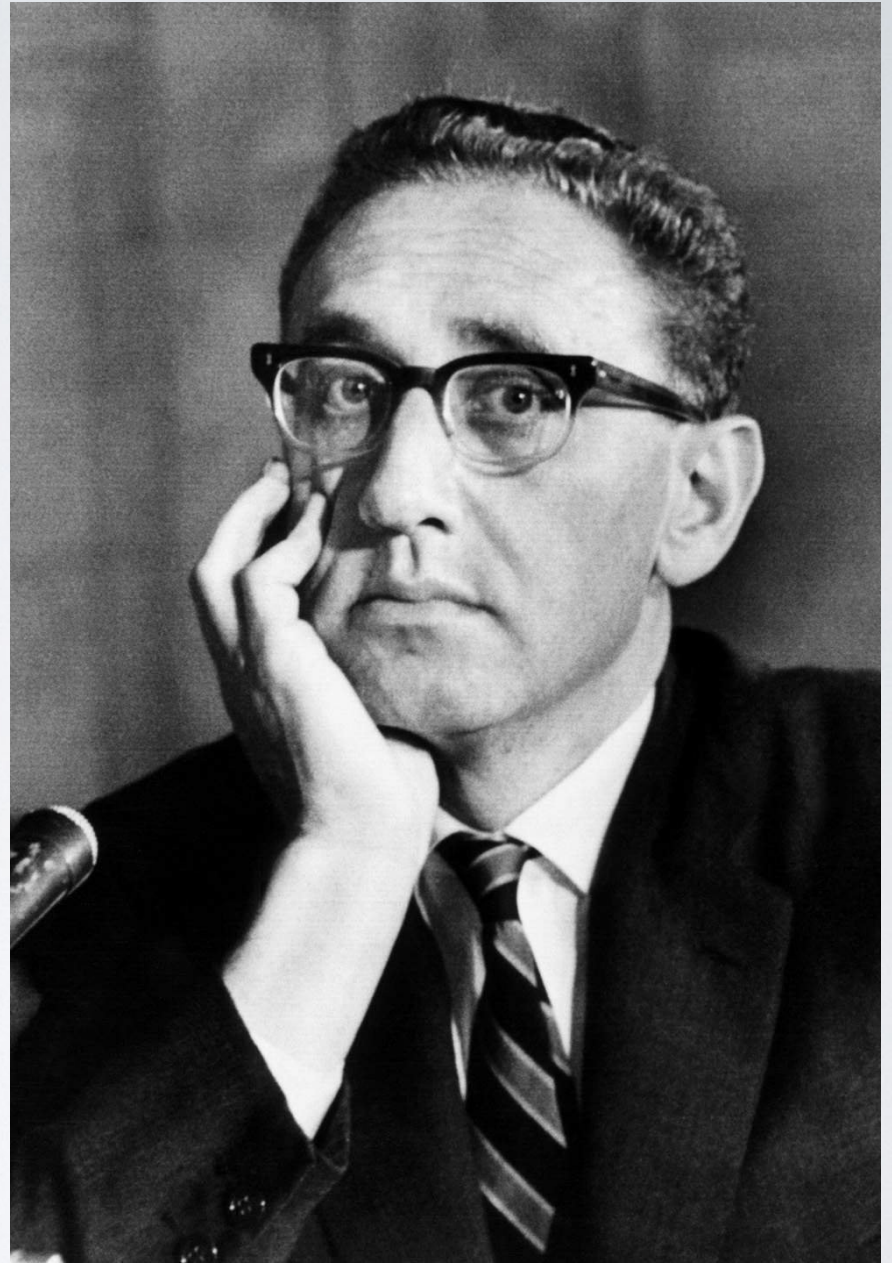


BUILDING A POSITIVE FACULTY CULTURE

"“THE POLITICS OF
THE UNIVERSITY
ARE SO INTENSE
BECAUSE THE
STAKES ARE SO
LOW.”
-SAYRES LAW



HBR JAN/FEB 2019: “THE CULTURE FACTOR”

- Four Qualities of Culture:
 - Shared
 - Pervasive
 - Enduring
 - Implicit

[Video on Types of Culture](#)

“LITTLE SHOP OF HORRORS”

- Loneliness and distrust prevail. There is constant friction and open hostility. Outbursts are common.
- Staff behave unprofessionally. Teachers isolate themselves for protection and hoard supplies.



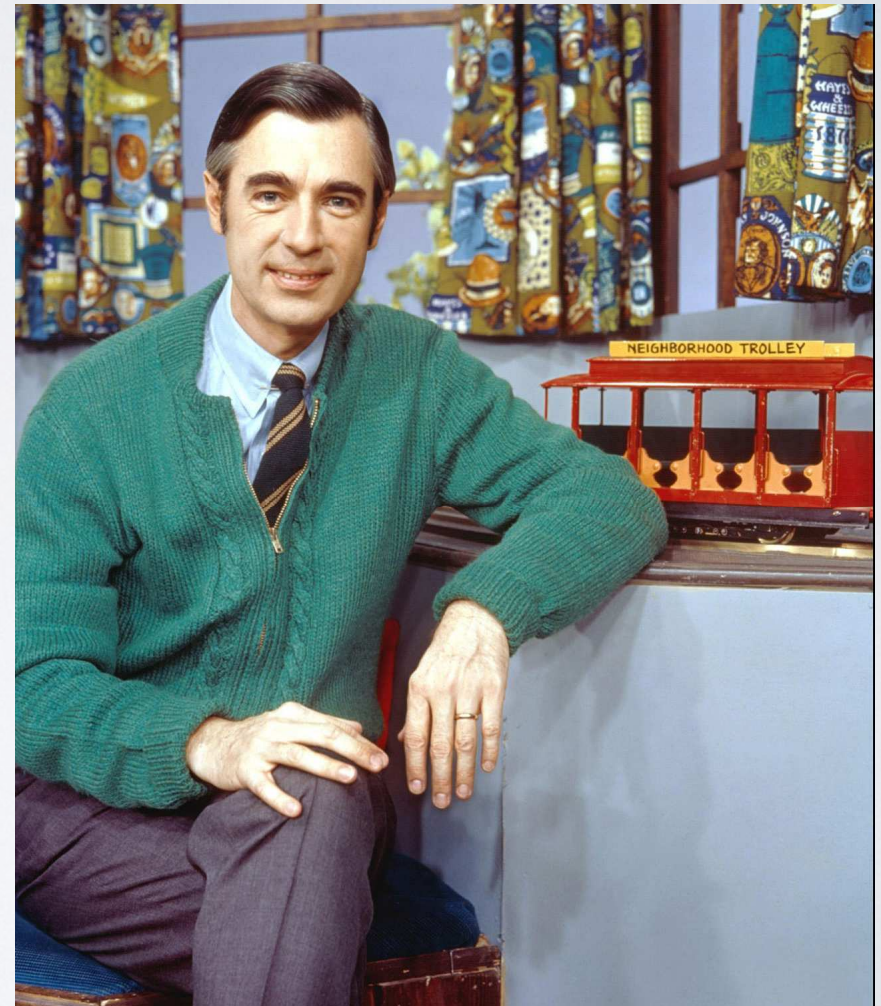
EGG CARTON

- People get along but a little distant and cautious.
- Departments are balkanized and administrators are disengaged.



NICE NEIGHBORS

- People work hard to have a friends school. There are many parties, games, and food rituals.
- Teachers still work alone, but they acknowledge on another's strengths. Isolation often takes the guise of professionalism.



HARMONIOUS COMMUNITY

- The School climate is friendly. People talk about their personal life and their teacher.
- A community of leaders begins to form. Teachers talk positively about teaching and students. Staff begin to work collectively toward a common goal.



THE GOOD SCHOOL

- The entire staff is collegial. They collaborate, trust, and care for one another. Support staff are included and valued as part of the community. There is time for reflection and solitude. Success is celebrated.
- Voluntary collaboration is the norm. Teachers experiment, takes risks, and practice interactive professionalism.



THE SUPER SCHOOL

- This is the “Good School” with something extra: a “take on the world” attitude and a constant striving for excellence. Winning is expected. Personal and work interactions merge, with impressive results. All educators want to experience this culture at least once.



WHAT IS THE ROLE OF
THE HEAD?

SHARE OUT OF
COLLECTIVE EFFORTS