



# **Trust Matters**

**Leadership for Successful Schools**

Megan Tschannen-Moran  
College of William & Mary

# [The Overzealous Reformer]



- Passionate about the task
- Impatient to make change
- Forgot that teachers do the real work of schools

# [ Damage to Civic Order ]

- Broken promises
- Lying
- Stealing ideas or credit
- Changing the rules  
“after the fact”
- Abusive exercise of authority  
coercive or threatening behavior, favoritism,  
improper dismissal, sexual harassment
- Shirking of job responsibilities
- Disclosure of private confidences



# [ Breach in Identity ]



- Public criticism
- Wrong or unfair accusations
- Blaming others for personal mistakes
- Insults to oneself or to one's collective

# [ The Keep-the-Peace Principal ]

- Avoided conflict
- Failed to hold students and teachers accountable
- Avoid making hard decisions
- Teachers and staff felt vulnerable



# [Moment of Truth]



- Great ideas to make things BETTER
- BETTER means different
- Different means change
- Change leads to resistance

# [ High Expectation/ High Caring ]

- Balanced commitment to the task with commitment to the people
- Expected a great deal
- Provided resources and support
- Inspired teachers to go beyond their contractual obligations



# [ Trust is... ]

a willingness to be vulnerable based on the confidence that the other person is:



- **Benevolent**
- **Honest**
- **Open**
- **Reliable**
- **Competent**



# [ Benevolence ]



- Caring
- Good will
- Supporting teachers
- Expressing appreciation
- Being fair
- Unconditional positive regard

# [Honesty]

- Integrity
- Telling the truth
- Keeping promises
- Honoring agreements
- Authenticity
- Accepting responsibility



# [ Openness ]

- Open communication
- Sharing important information
- Delegation
- Shared decision making
- Sharing power



# [ Reliability ]



- Consistency
- Dependability
- Commitment
- Dedication
- Diligence

# [Competence]

- Handling difficult situations
- Pressing for results
- Problem solving
- Conflict resolution
- Being flexible
- Modeling hard work



# [ Benefits of Trust ]



- It confers a Competitive Advantage
- Makes for more adaptive, agile organizations
- Helps avoid the Threat-Rigidity Syndrome
- Resources are utilized to greatest advantage

# [ Correlates of Trust ]

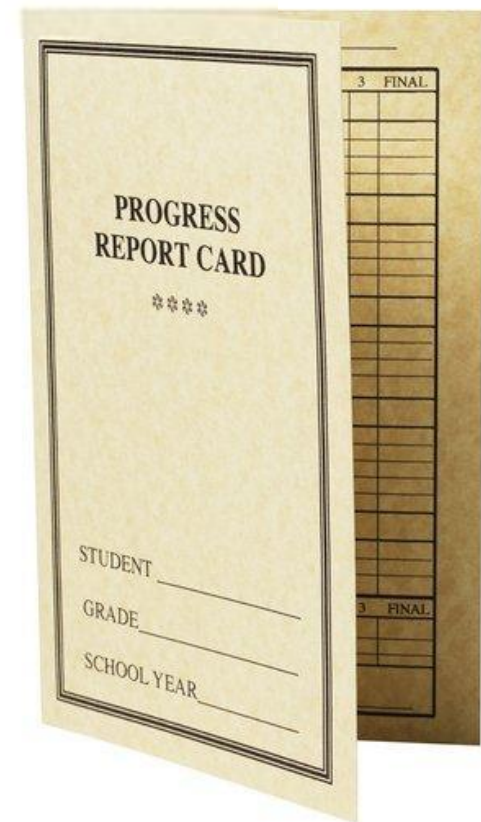
- Organizational Citizenship Behavior
- Collaboration
- School climate
  - teacher professionalism
  - collegial leadership
  - academic press
  - community engagement
- Collective efficacy
- Conflict management





# [ Bottom Line ]

- Trust is related to student achievement
- In HLM analysis, an even more potent a predictor than SES





[ Betrayal is ]



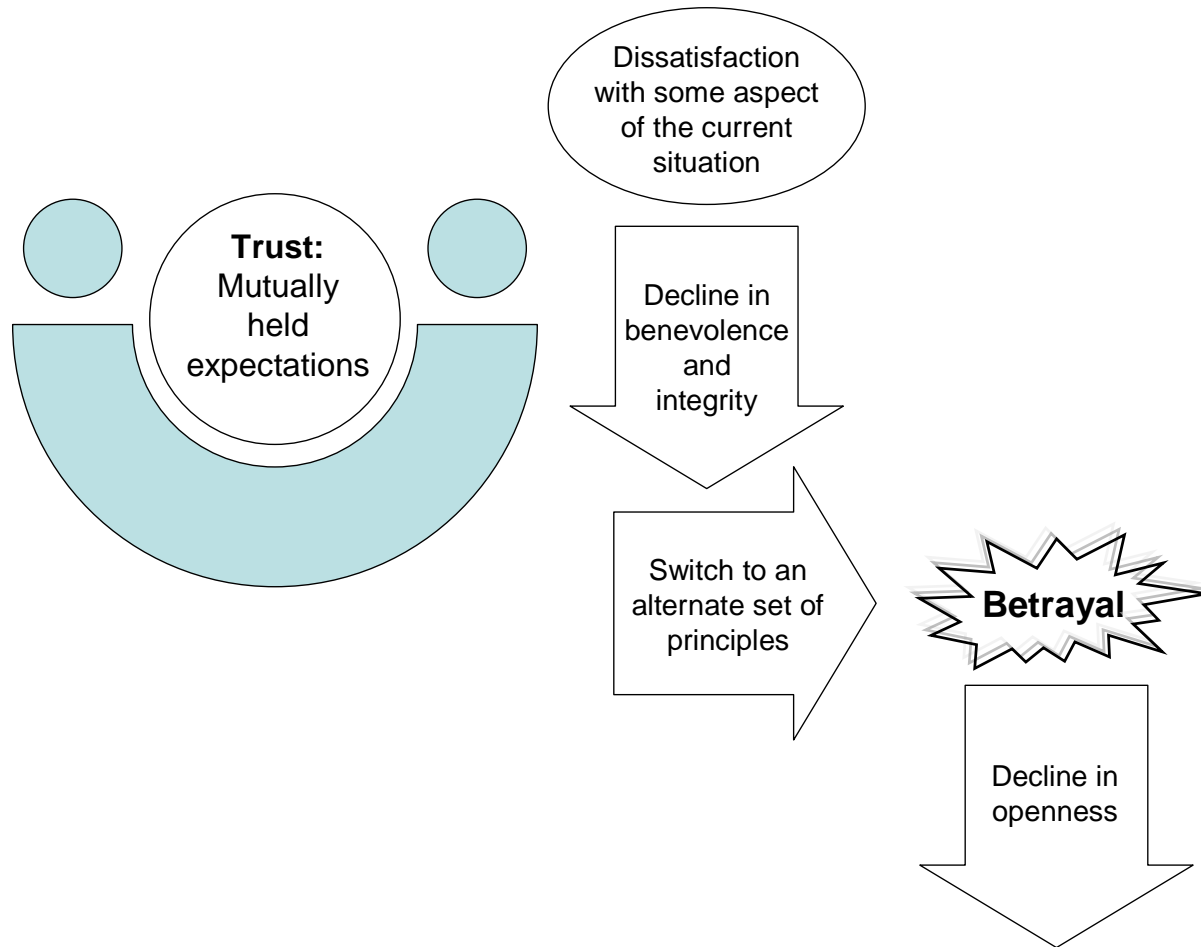
a voluntary violation of  
mutually understood  
expectations  
that has the potential to  
threaten the well-being  
of the trusting person

# [ Betrayal ]

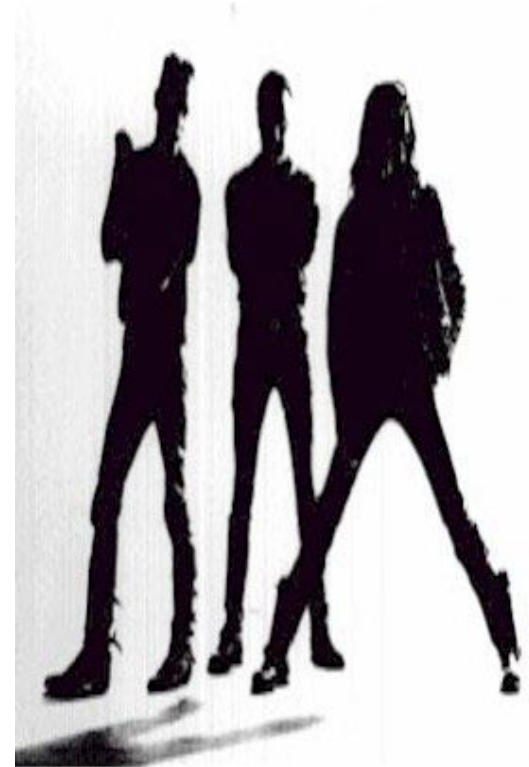
- Betrayal involves an action or behavior
- The act has the potential to cause harm, even if other factors mitigate the actual harm caused
- Even if never detected, the violation still constitutes a betrayal



# [The Anatomy of Betrayal]



# [ The Dynamics of Revenge ]



Social  
Withdrawal

Revenge  
Fantasies

Feuding

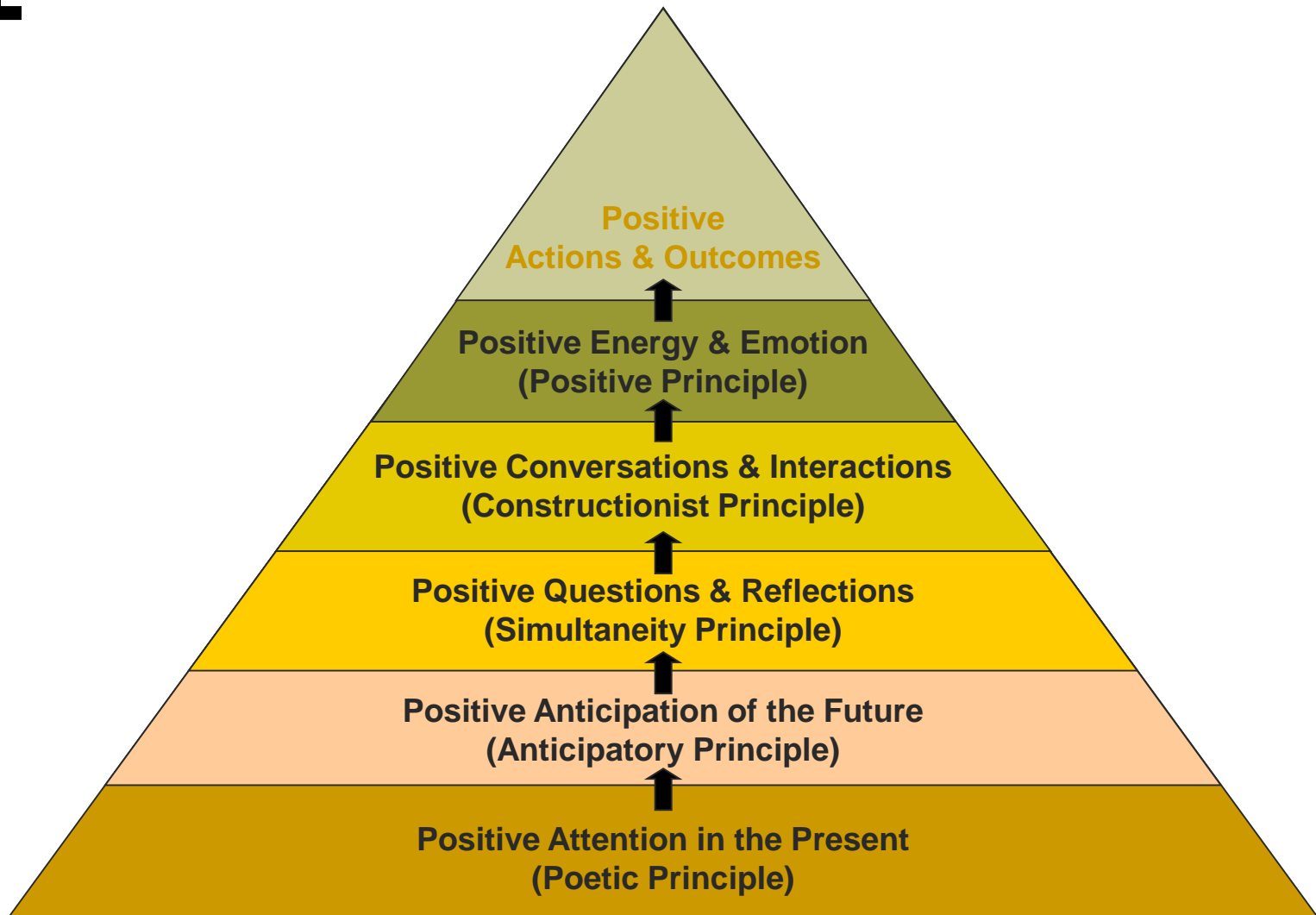
Confrontation

Forgiveness

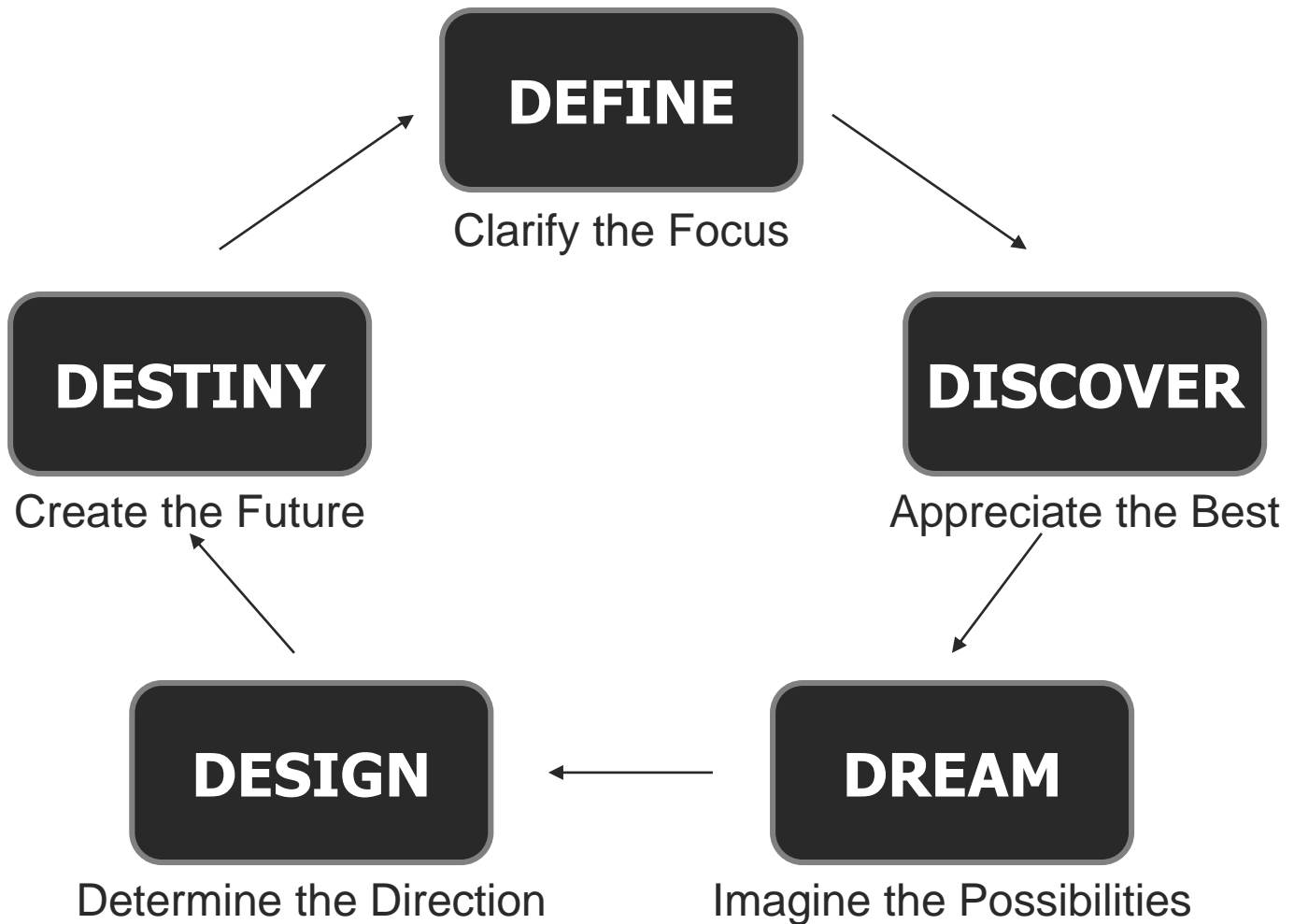
# [ What is Appreciative Inquiry? ]

- A way for organizations to quickly generate the energy, ideas, strategies, and momentum for transformational change.
- A positive way of being with people that looks for strengths rather than weaknesses.
- A source of inspiration, vision, and trust.

# [ Five Principles of AI ]



# [ Five Phases of AI ]



# [ Make No Small Plans ]

*Make no small plans. They have no magic to stir humanity's blood and probably themselves will not be realized.*

*Make big plans; aim high in hope and work, remembering that a noble, logical plan once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.*

– Daniel Burnham, 19<sup>th</sup> Century Architect