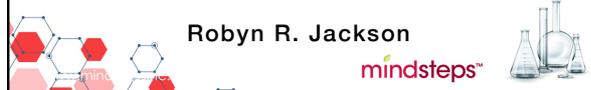


Builder's
Lab

6 Early Warning Signs that Your School Culture Is Turning Toxic

Robyn R. Jackson

mindsteps™



Culture eats strategy for breakfast.

Peter Drucker

mindsteps™

Signs of a Toxic School Culture

1

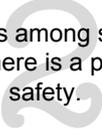
There is a lack of a clear sense of purpose. Rules are more important than people or mission.

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Signs of a Toxic School Culture

Hostile relations among staff, students, and parents. There is a palpable lack of safety.



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Signs of a Toxic School Culture

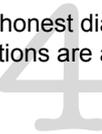
There is more self-preservation than collaboration.



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Signs of a Toxic School Culture

The absence of honest dialogue. Difficult conversations are avoided.



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Signs of a Toxic School Culture

The back-channel is more active and more effective than the formal lines of communication. A small minority dominate discourse and other voices go unheard.

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Signs of a Toxic School Culture

Punishment is emphasized over recognition and rewards. Behavior is mostly motivated by the avoidance of punishment and there is an absence of risk taking.

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Signs of a Toxic School Culture

1. No sense of purpose.	4. No honest dialogue.
2. Hostile relations and a lack of safety.	5. Back channel and minority dominates discourse.
3. Self-preservation.	6. Punishment.

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What is Culture?

Culture is a collection of habitual behaviors and the stories we tell ourselves about them.

Habits + Stories = Culture

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Changing Our Habits

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Changing Our Story

3 Questions Every Culture Has

1. What are we building?
2. Why is that important?
3. What's my role?

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Vision = What we are building = **Impact**
Mission = Why it's important = **Integrity**
Core Values = What's my role = **Identity**

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Vision

What are we building?
IMPACT



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Vision

1. Your vision **MUST** include **100%** of your students.
2. Your vision **MUST** have a **clear, measurable outcome** for all students.



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Mission

Why it's important.
INTEGRITY



Mission

- Must be...
- **Clear:** People know exactly what you do.
- **Concise:** Use short sentences or bullet points.
- **Compelling:** People should be inspired.



Core Values

What's my role?
IDENTITY



Core Values

1. Must be **NON-negotiable**.
2. Must be **supported by all**.



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Change Your Habits
Change Your Story
Change Your Culture



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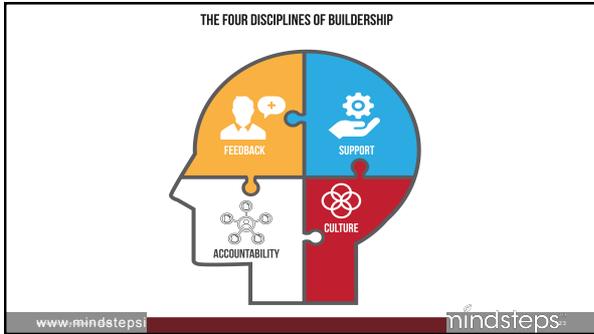
How do you know when you're done?

1. Is the new habit stable?
2. Is the new habit capable?
3. Is the new habit mature?

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