

**Clear purpose and structured processes that engage and test ideas and solutions about the possible causes of teaching and learning problems**

**Resources in the form of tools and expertise to help identify effective practice and relevant evidence**

**Enablers for effective professional conversations**

**Develop and use refined / revised / new actionable knowledge for practice**

**Relationships of trust, challenge and mutual respect to develop agency for improving outcomes**

**An inquiry-focused and problem-solving culture with collective responsibility for solving problems and making a difference**

### **Resources**

- ▶ Resources in the form of tools and expertise are essential in shaping the quality and direction of conversations.
- ▶ Tools and expertise bring high quality information to conversations, supporting participants to challenge each other to improve practice, solve problems and promote better outcomes for students.
- ▶ Expertise in conversational processes is essential for productive conversations.

### **Relationships**

- ▶ Relationships are developed through conversations and do not necessarily exist prior to them.
- ▶ Relationships of trust and mutual respect need to be accompanied by challenge and high expectations for the conversations to be effective.
- ▶ Agency implies a commitment and a belief that it is within an individual or group's capacity to make a difference.

### **Processes**

- ▶ Clarity is enhanced when the participants in a conversation have a shared understanding of its purpose and there are processes in place to achieve that purpose.
- ▶ Processes are sufficiently flexible to allow all participants to express, engage and test different ideas.
- ▶ Effective processes resolve the dichotomy of 'asking questions' versus 'telling' through treating all views as hypotheses, testing their validity through deep inquiry and developing integrative solutions.

### **Knowledge**

- ▶ Knowledge is both an outcome of the conversation and a resource brought to it as participants come to see things in a different way.
- ▶ New knowledge arises from a mix of context-specific individual theories of practice, leaders', colleagues' and expert theories of practice or research-based theories.
- ▶ Knowledge must be directly applicable to the participants' contexts and actionable in that context if it is to be used.

### **Culture**

- ▶ A culture focused on improving outcomes provides purpose and is both an enabler and an outcome of conversations as they develop over time.
- ▶ The culture can facilitate a shift from participants attributing particular problems to outside influences to participants focusing on their own interactions with others and what can be changed.
- ▶ Through this improvement-focused culture and the shifting of attributions, conversations create the professional agency needed to make progress towards achieving particular outcomes.