

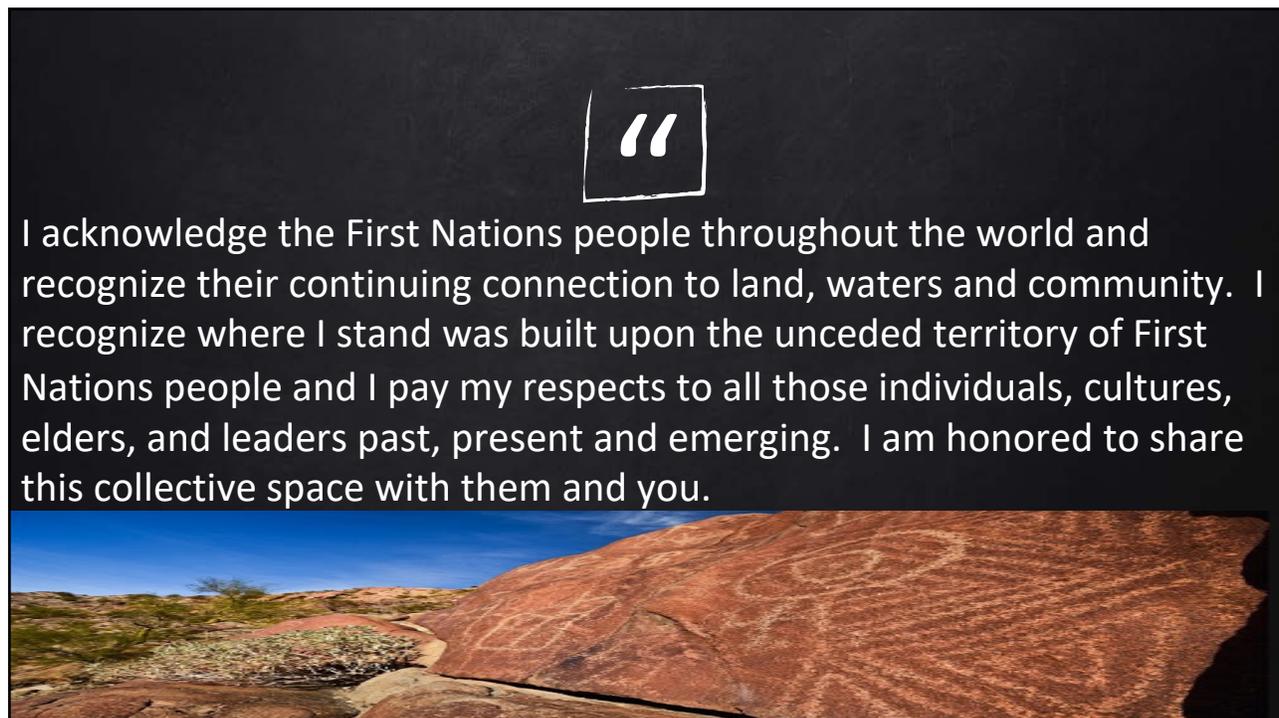
**Better Together:
The social side of
the educational
change equation**

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**EDUCATION
STUDIES**

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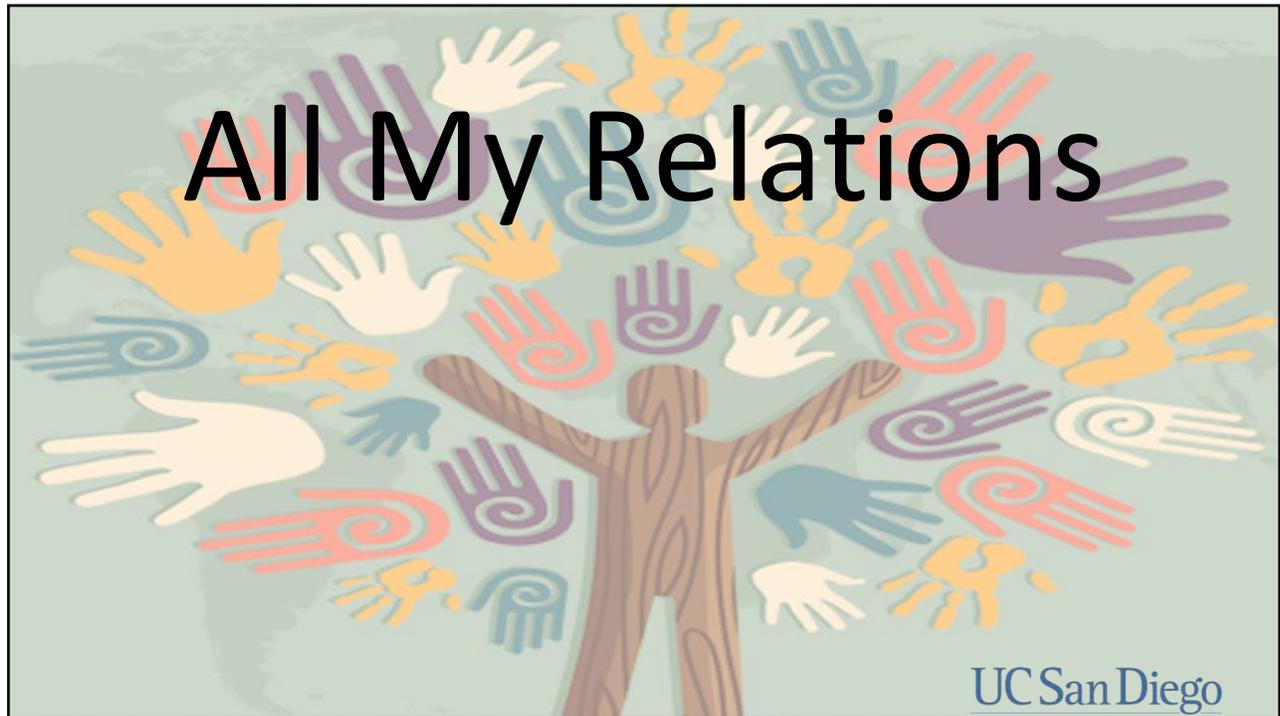
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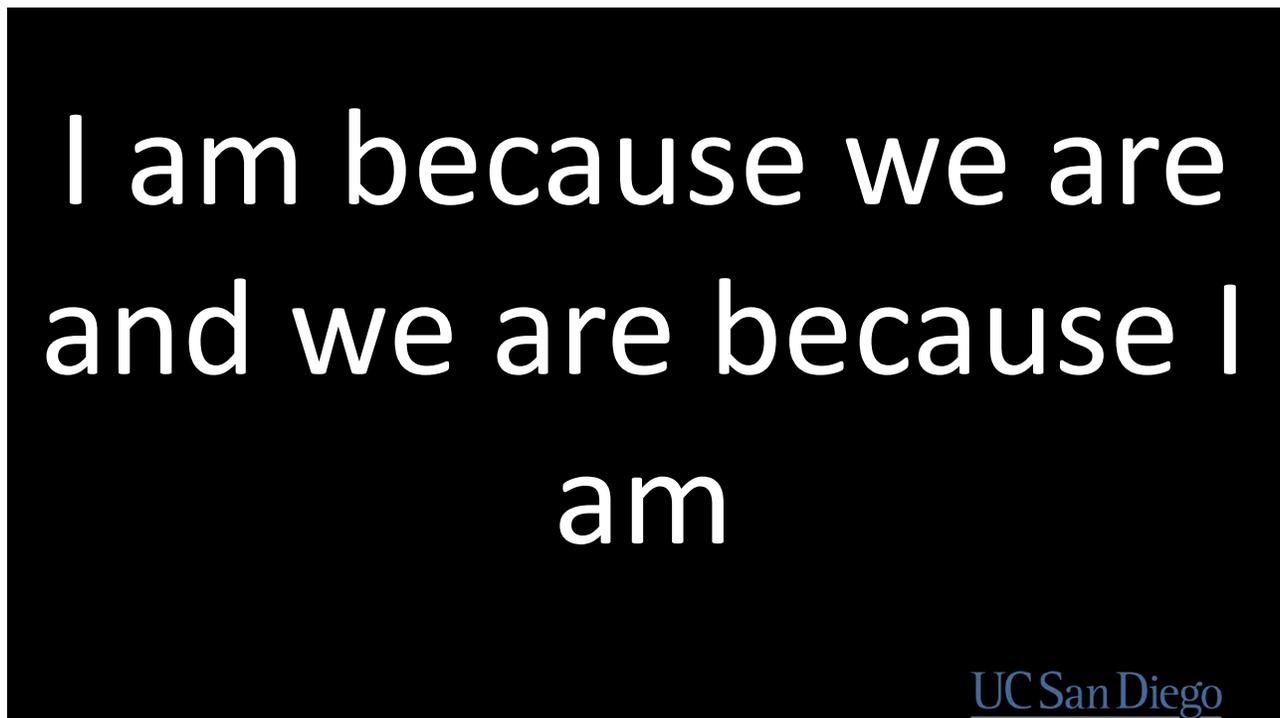
“

I acknowledge the First Nations people throughout the world and recognize their continuing connection to land, waters and community. I recognize where I stand was built upon the unceded territory of First Nations people and I pay my respects to all those individuals, cultures, elders, and leaders past, present and emerging. I am honored to share this collective space with them and you.

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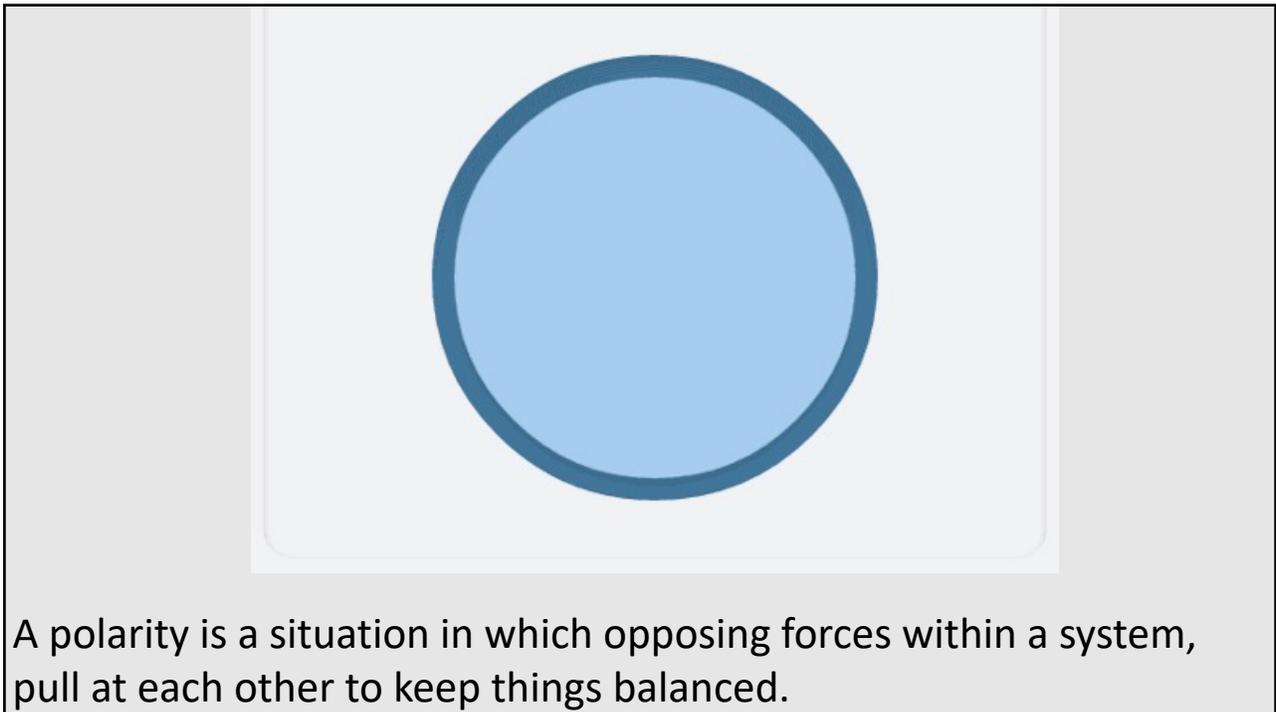


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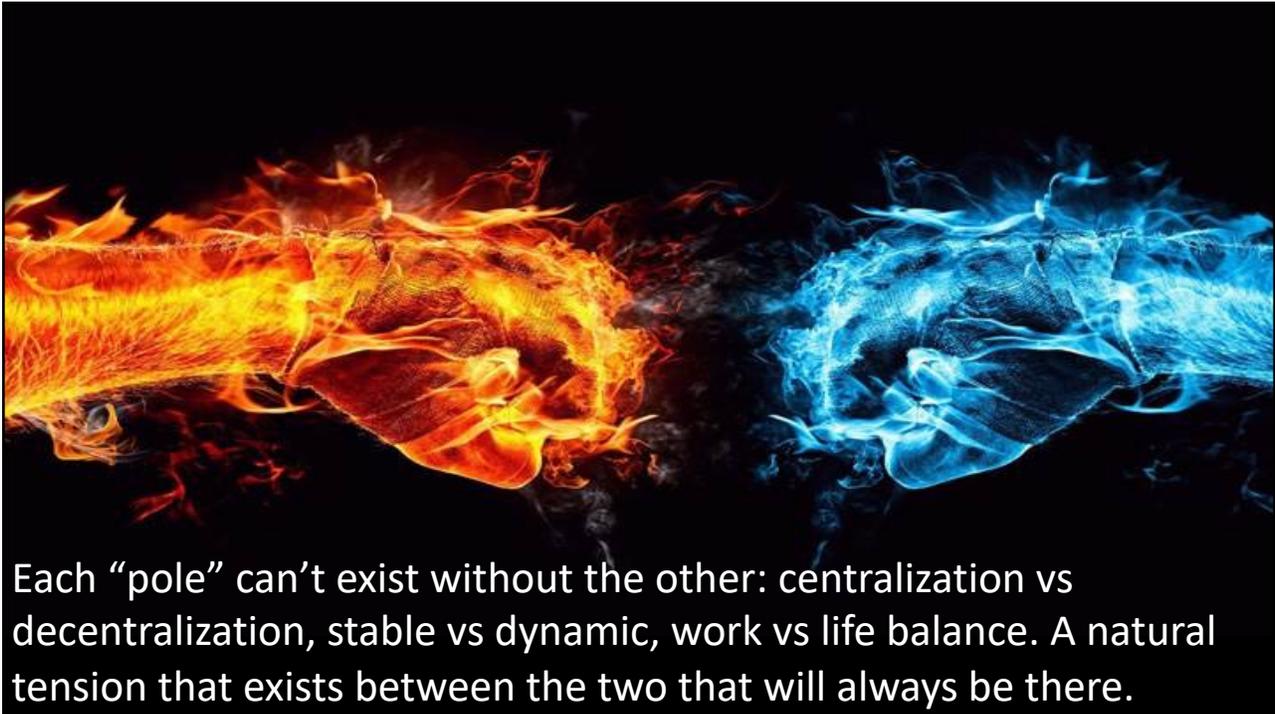
Managing Polarities

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A polarity is a situation in which opposing forces within a system, pull at each other to keep things balanced.

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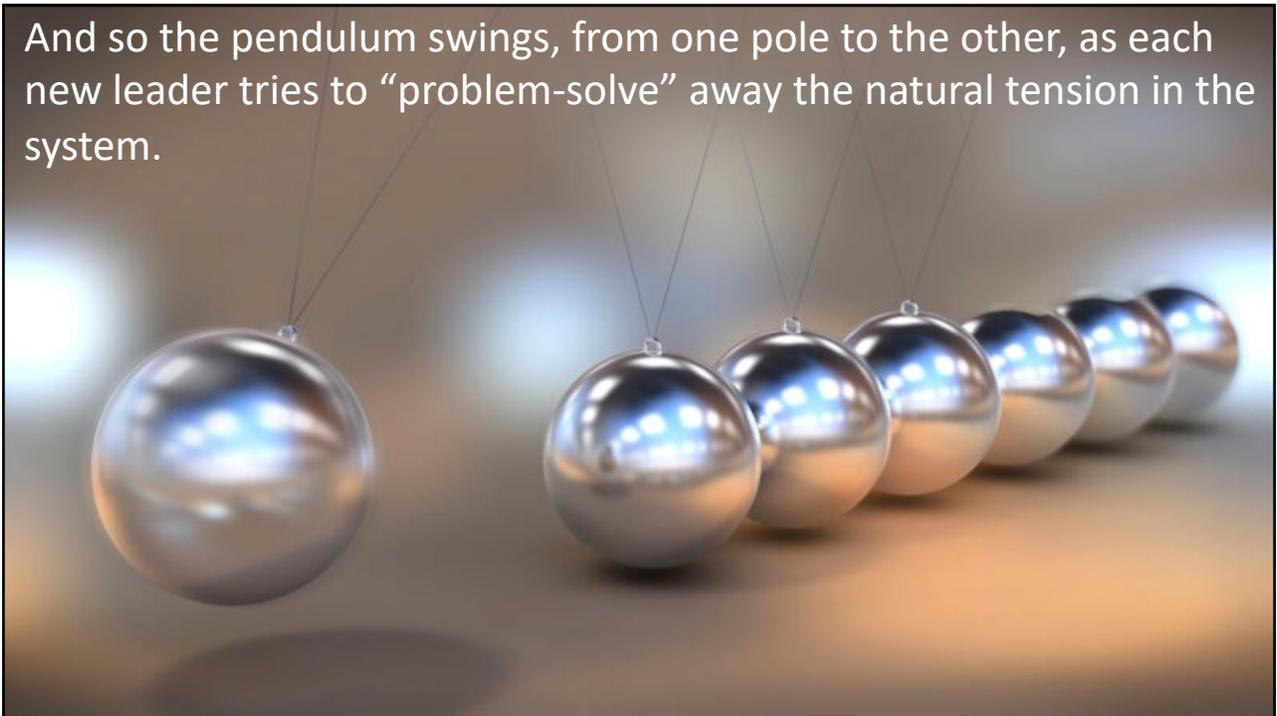


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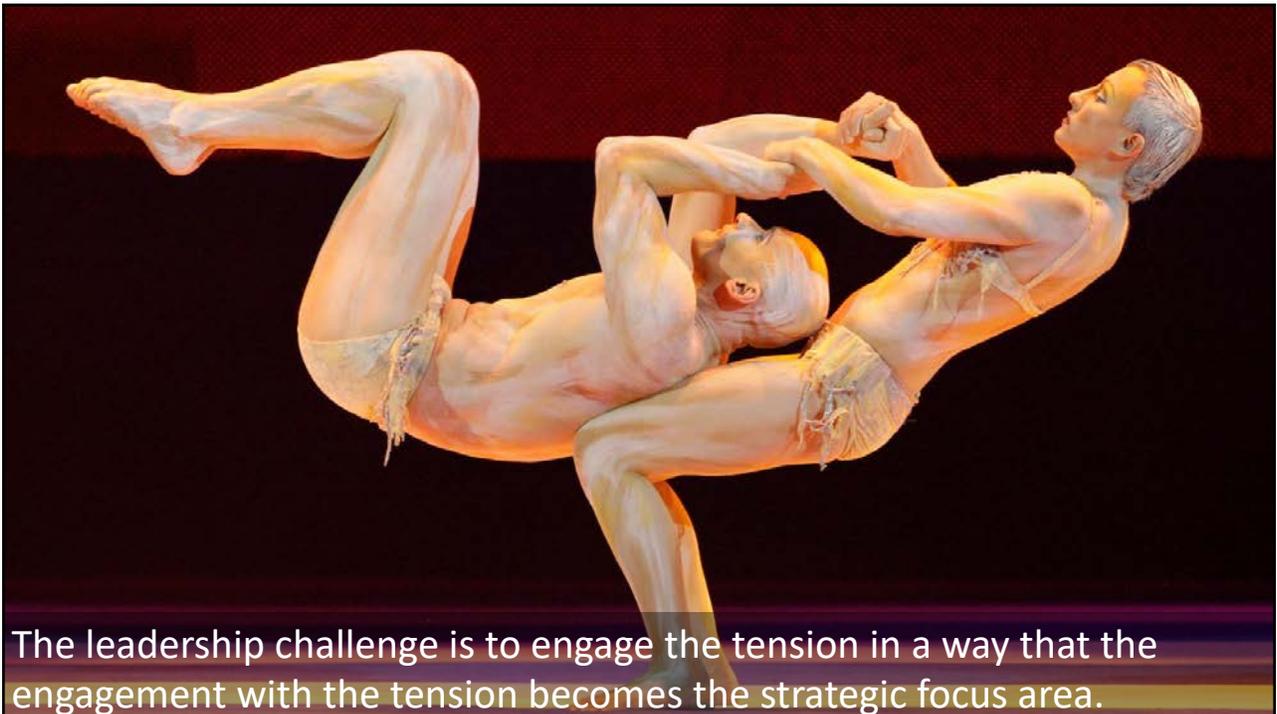


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And so the pendulum swings, from one pole to the other, as each new leader tries to “problem-solve” away the natural tension in the system.



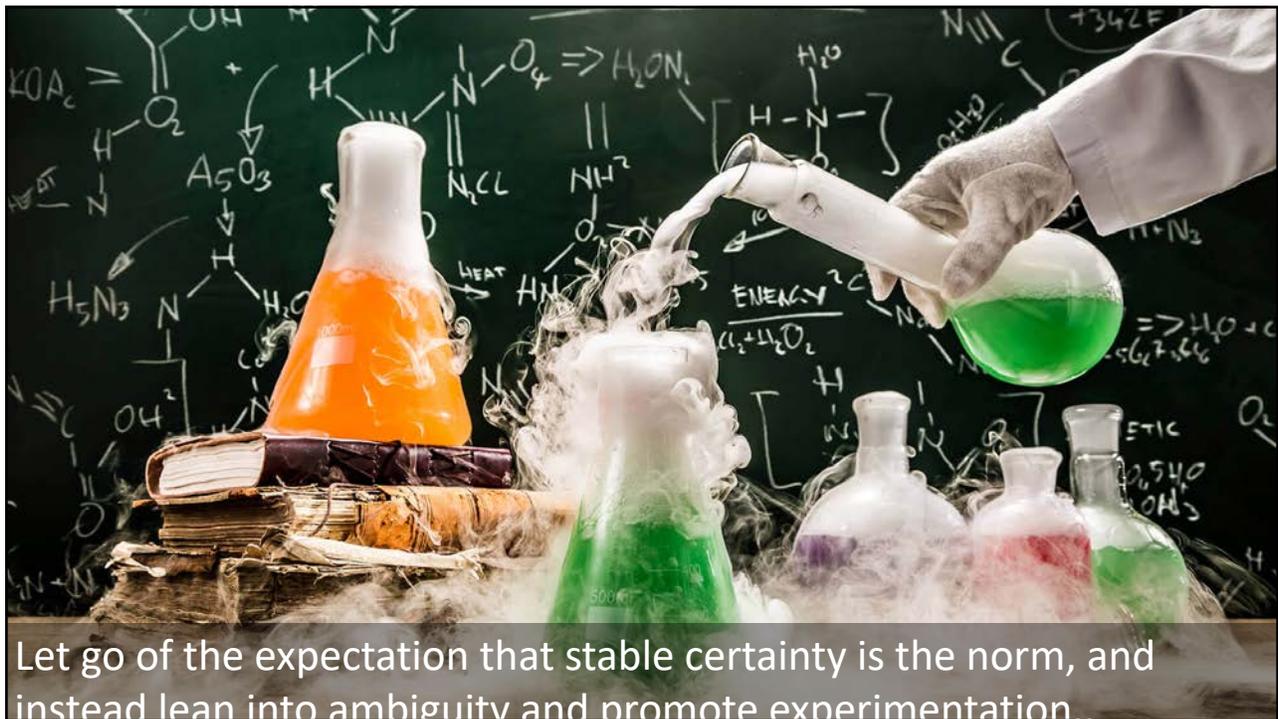
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Let go of the expectation that stable certainty is the norm, and instead lean into ambiguity and promote experimentation

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What polarities are masquerading as
as problems in your organization, and
how might you reframe them?

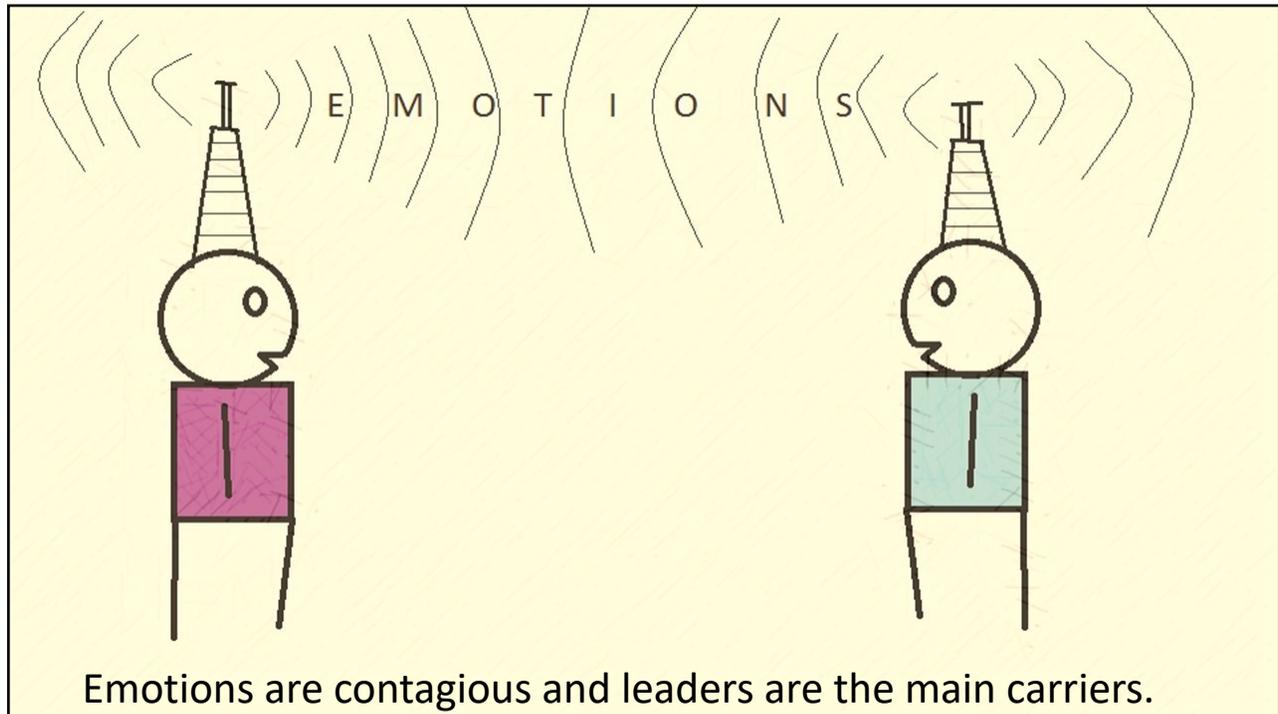


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2.

Role of Emotions and Grace

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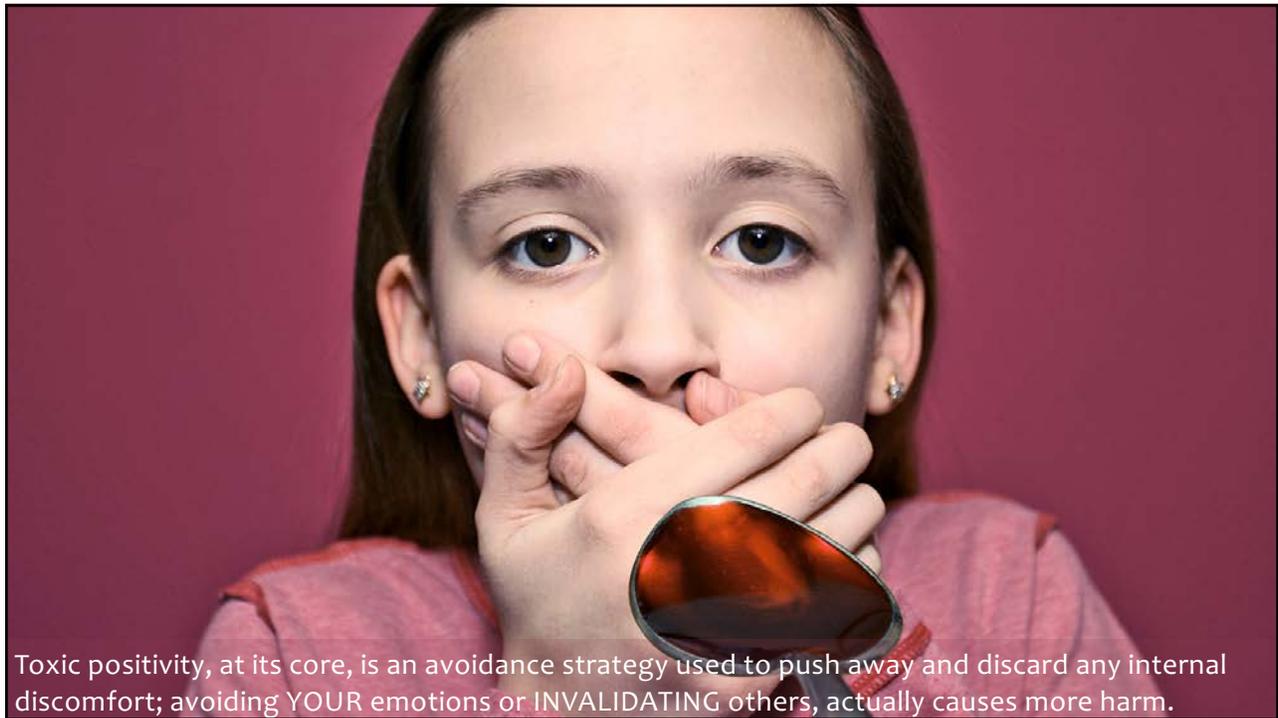
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Toxic Positivity

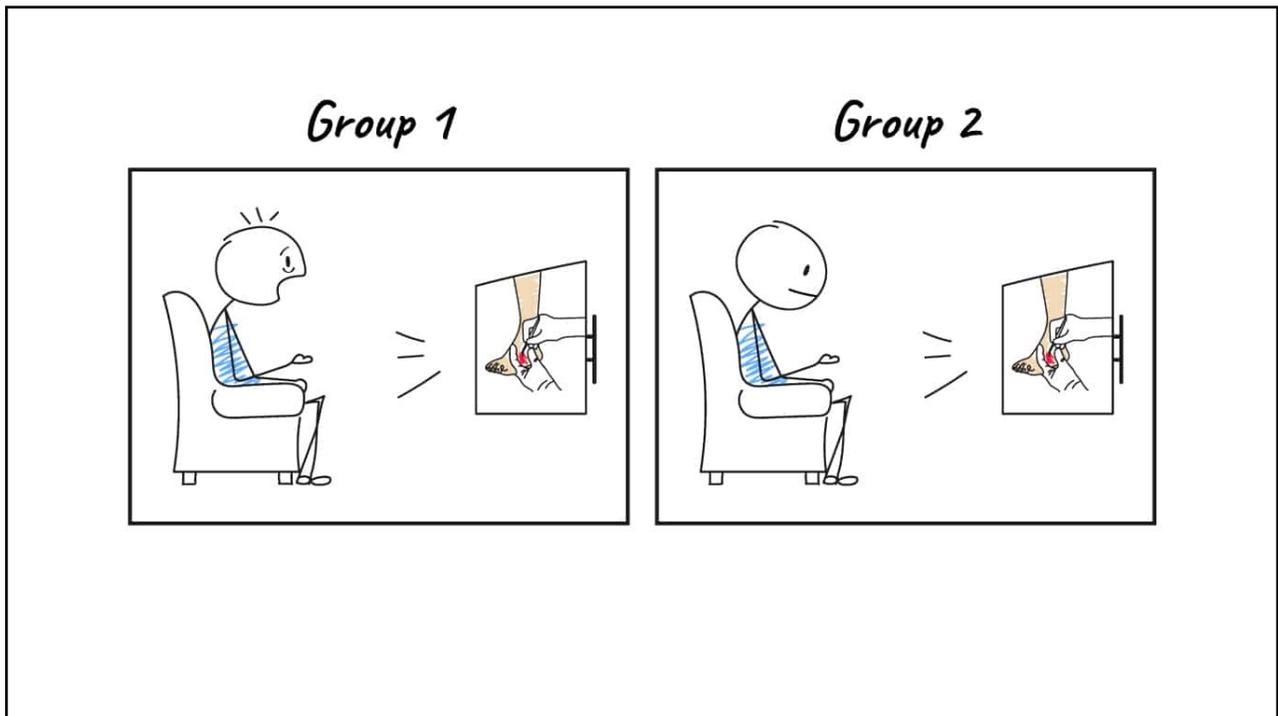
(noun)

The overgeneralization of a happy, optimistic state that results in the denial, minimization and invalidation of the authentic human emotional experience.

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Slowly build your sense of agency and that of others

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Build on positive emotions and wellbeing

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Healthy and frequent doses of compassion,
kindness, and empathy

25



Focus on relationships, purpose, and the larger community

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Change moves at the
speed of relationships.

Relationships move at the
speed of trust.

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3.

Sense of Belonging

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The Science of Belonging

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Connecting with our experiences and each other

In the breakout rooms reflect on a time you felt you really belonged...

How did it feel? What did you notice about yourself in that space?

What were the conditions that supported that feeling?

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A Sense of Belonging is Fundamental

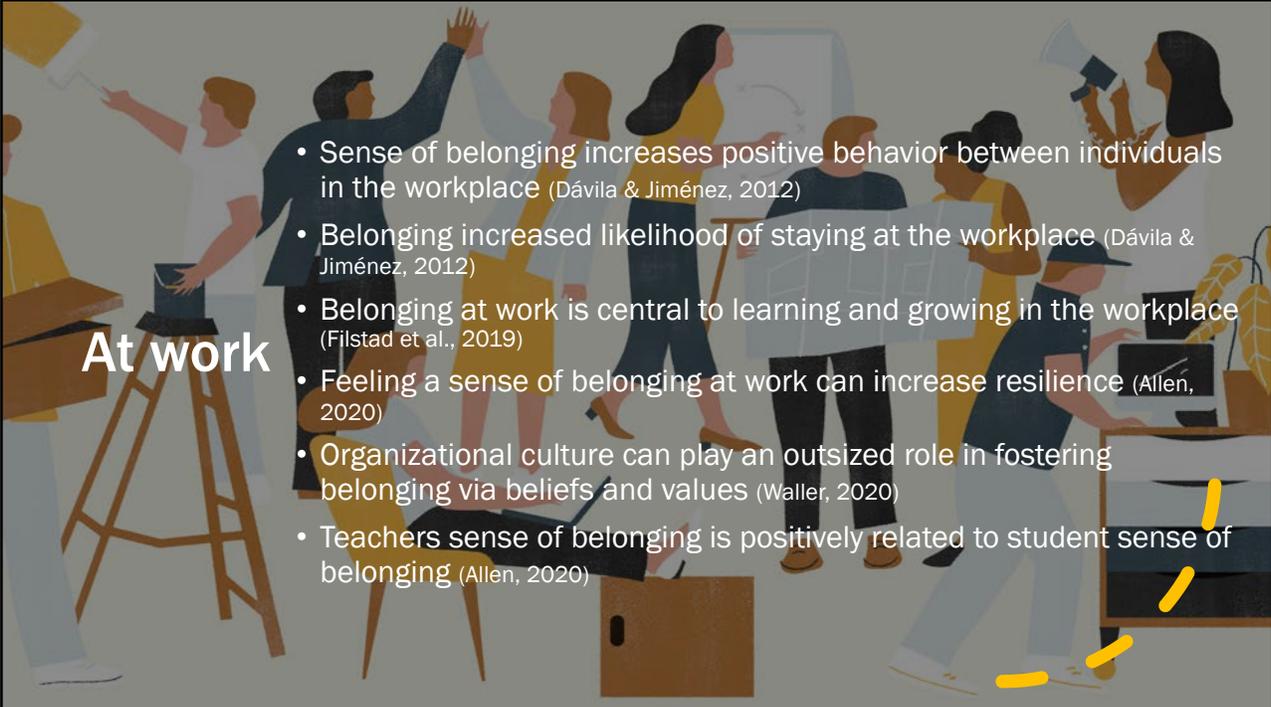
- Belonging is a fundamental human need (Baumeister & Leary, 1995)
- We are biologically motivated to belong (Allen et al., 2021; Slavich, 2020)
- The need to belong is at the foundation of people interpersonal behavior (Leary & Allen, 2011)
- Sense of belonging is a core part of what makes us human (Baumeister & Leary, Deci & Ryan, 2000)
- Belonging is “fundamental to who and what we are” as human beings (Miller, 2003, p. 217)
- Belonging offers feelings of safety and security (Allen et al., 2021)
- Social networks provide opportunities to belong (Allen et al., 2021)

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Belonging Matters

- Feeling a sense of belonging to a group can give lives purpose and meaning (Haslam et al. 2009)
- Feeling a sense of belonging to a group makes people “feel distinctive and special, efficacious and successful” (Haslam et al. 2009, p. 3)
- Feeling belonging to a group is central to health and well-being (Haslam et al. 2009)
- People who have higher sense of belonging perceive higher levels of meaning in their lives (Lambert et al., 2013)
- We find meaning and relevance through belonging (Allen, 2020)
- Lack of belonging is associated with host of negative psychological outcomes (Abrams et al., 2005)
 - E.g., depression, anti-social behavior, anxiety, lower feelings of self-worth, etc.

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At work

- Sense of belonging increases positive behavior between individuals in the workplace (Dávila & Jiménez, 2012)
- Belonging increased likelihood of staying at the workplace (Dávila & Jiménez, 2012)
- Belonging at work is central to learning and growing in the workplace (Filstad et al., 2019)
- Feeling a sense of belonging at work can increase resilience (Allen, 2020)
- Organizational culture can play an outsized role in fostering belonging via beliefs and values (Waller, 2020)
- Teachers sense of belonging is positively related to student sense of belonging (Allen, 2020)

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In school

- Sense of belonging increases motivation in school (Gooden & Grady, 1993; Walton et al., 2012)
- Belonging is positively related to academic achievement in K-12 students (Kuperminc et al., 2008)
- Feelings of school belonging are positively related to students academic expectations and aspirations (Ibañez et al., 2004)
- When students feel like they belong at school or in the classroom they are more likely to find value in the work of school (Gillen-O'Neel & Fuligni, 2013)
- School belonging is related to academic self-efficacy (McMahon et al., 2009)
- Sense of belonging is tied to positive peer and teacher relationships (Green et al., 2016)
- Students of color often feel lower sense of belonging than their white peers (Hamm & Faircloth, 2005; Murphy & Zirkel, 2015)
- Sense of belonging is linked to students intervening against bullying (Tam & Brown, 2020)
- Teachers attitudes towards student learning and expectations are positively related to sense of belonging (Stevens et al., 2007)



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Creating a
sense of
belonging

4 Key Aspects

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1. Dignity is innate
All individuals by nature of existence have dignity

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2. Personalization
Each individual is unique and valued

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Connecting with our aspirations

Consider the science behind a sense of belonging...

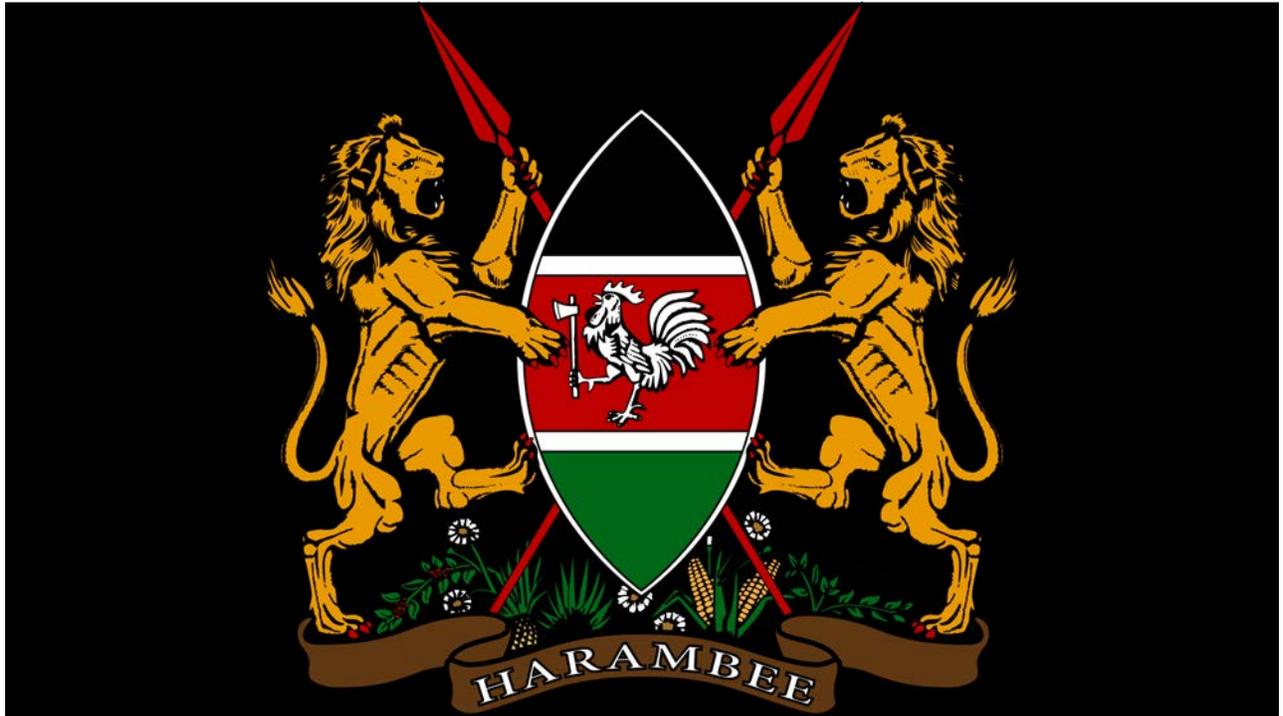
What is one small thing you can do in the next month to increase a sense of belonging of those around you?

If the spirit moves you, please type in chat

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Harambee (Swahili) literally means "all pull together"

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The idea of “Harambee” was used as a way to bring people together in self care, support and action



**KEEP
CALM
AND
START
A
REVOLUTION**

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Generosity and support, Let “Service be our earnest endeavor”

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Discharging our Loyal Soldiers

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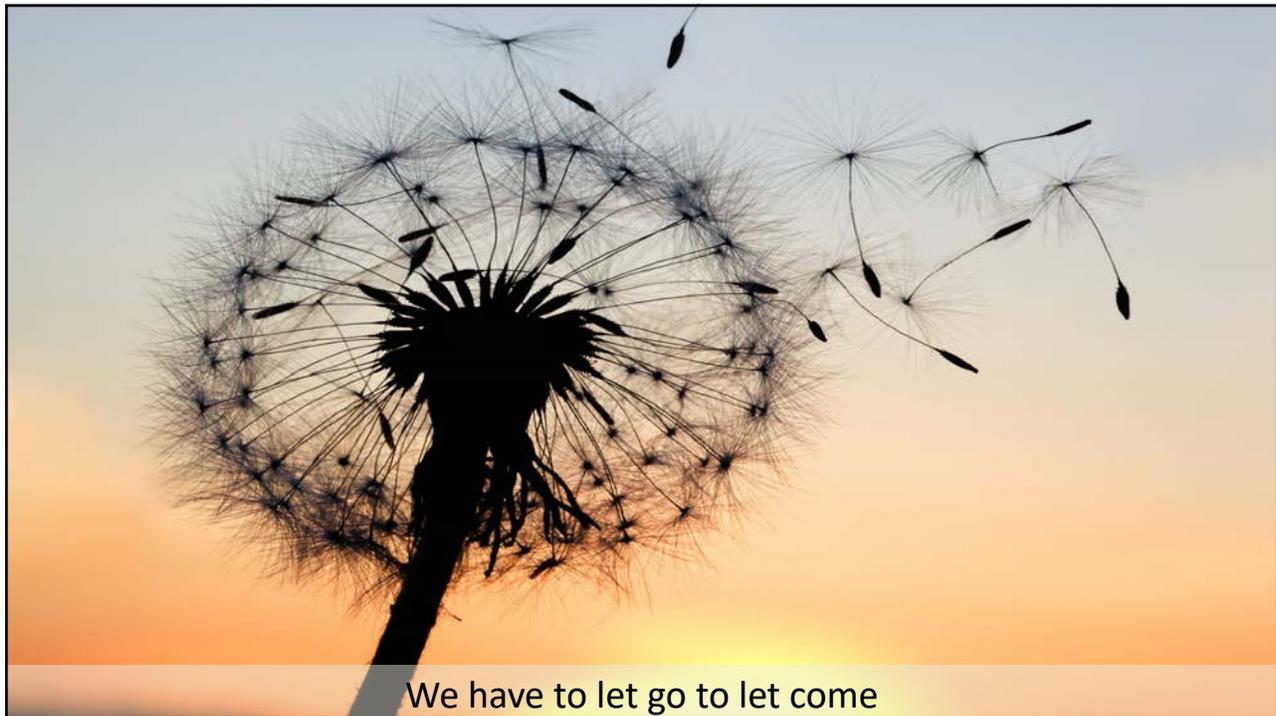
What holds you back?

Voice of Judgment: shutting down your open mind
(downloading instead of inquiring)

Voice of Cynicism: shutting down your open heart
(disconnecting instead of relating)

Voice of Fear: shutting down your open will
(holding on to the past instead of letting go)

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Quiet Reflection: Letting Go to Let Come

- Reflect for a moment on letting go to let come and the discharging of your loyal soldier
- What might you stop doing to start doing?
- What do you want to give yourself permission to let go so new can come?
- What has been holding you back and what do you need to move you forward?

Please reflect on these inquiries and take a moment.

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5.

Effective Teams

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The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, blue, green, red) with a small grey trademark symbol to the right.

Project ARISTOTLE 

Google Search

I'm Feeling Lucky

Data from over 2 years, 200+ teams and 200+ interviews from all **Google** employees across the world

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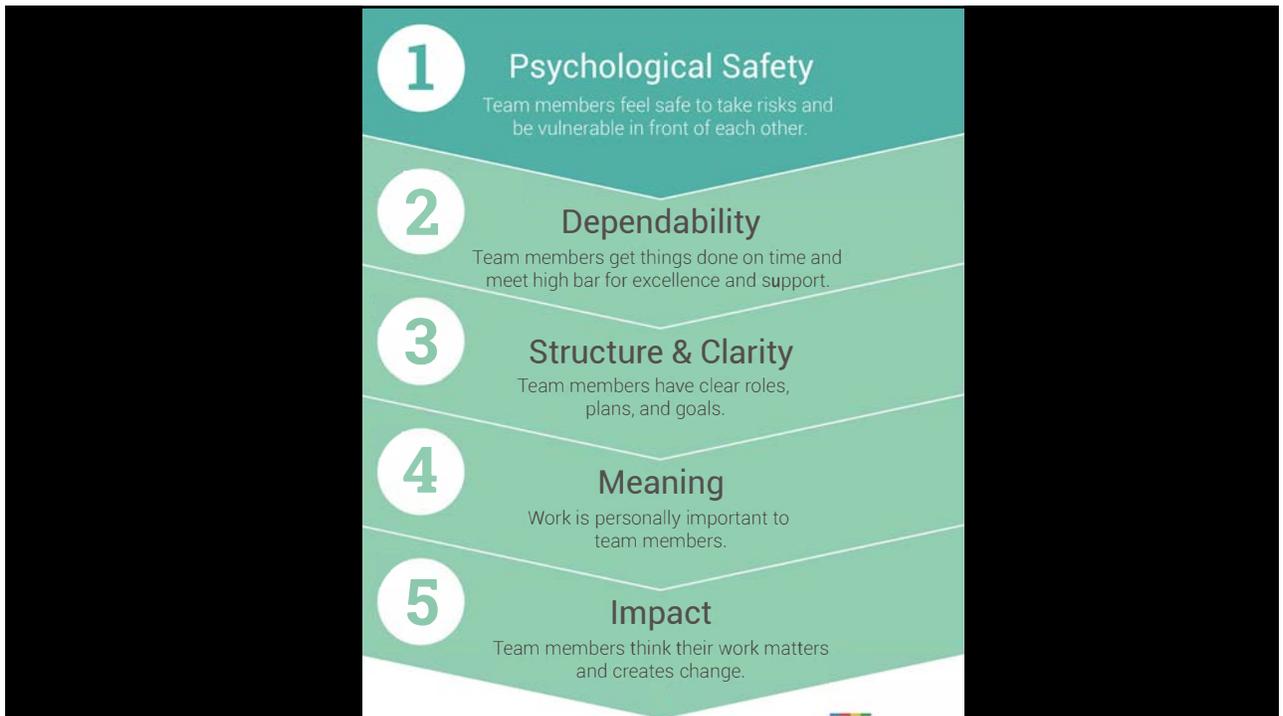


The research revealed elements that were connected to “norms” or the ways teams behave/relate with one another

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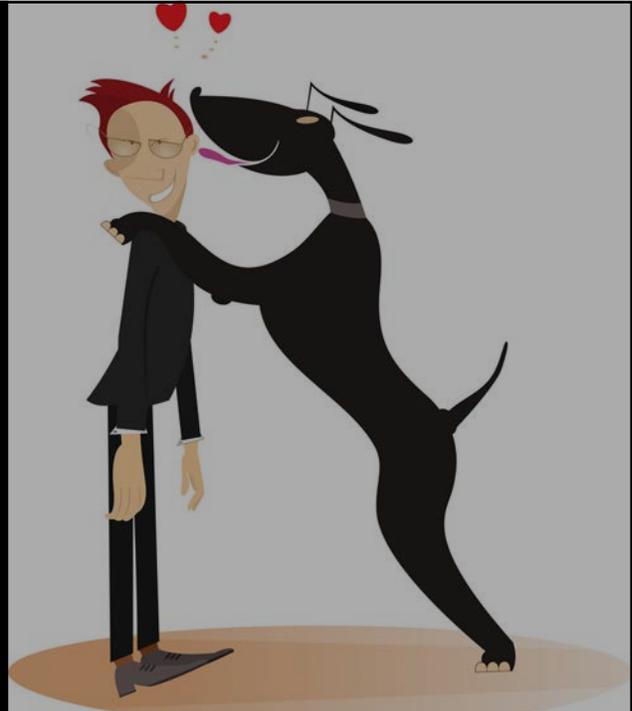
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Psychological safety: Psychological safety refers to an individual's perception of the consequences of taking an interpersonal risk or a belief that a team is safe for risk taking in the face of being seen as ignorant, incompetent, negative, or disruptive. |

In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

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Dependability: On dependable teams, members reliably complete quality work on time and look out for other members



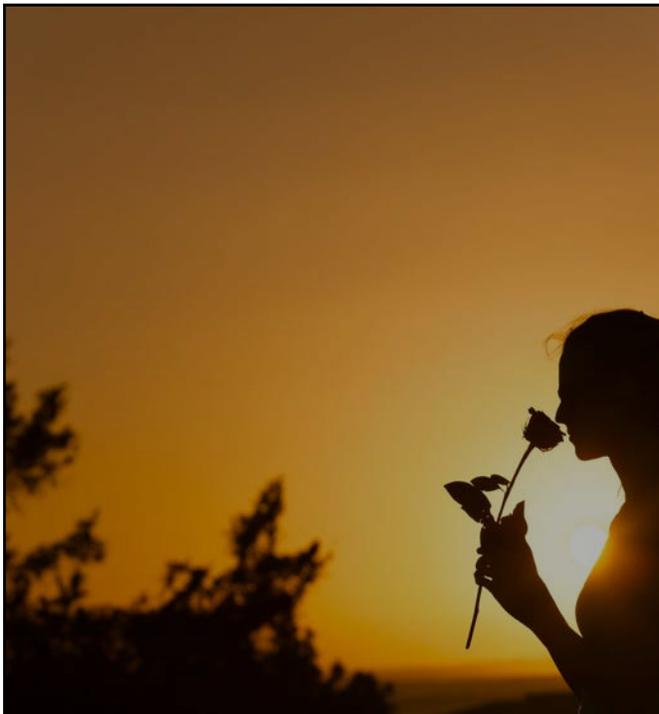
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Structure and clarity: An individual's understanding of job expectations, the process for fulfilling these expectations, and the consequences of one's performance are important for team effectiveness.

Goals can be set at the individual or group level, and must be specific, challenging, and attainable. The structure signals the importance of the team in meeting outcomes

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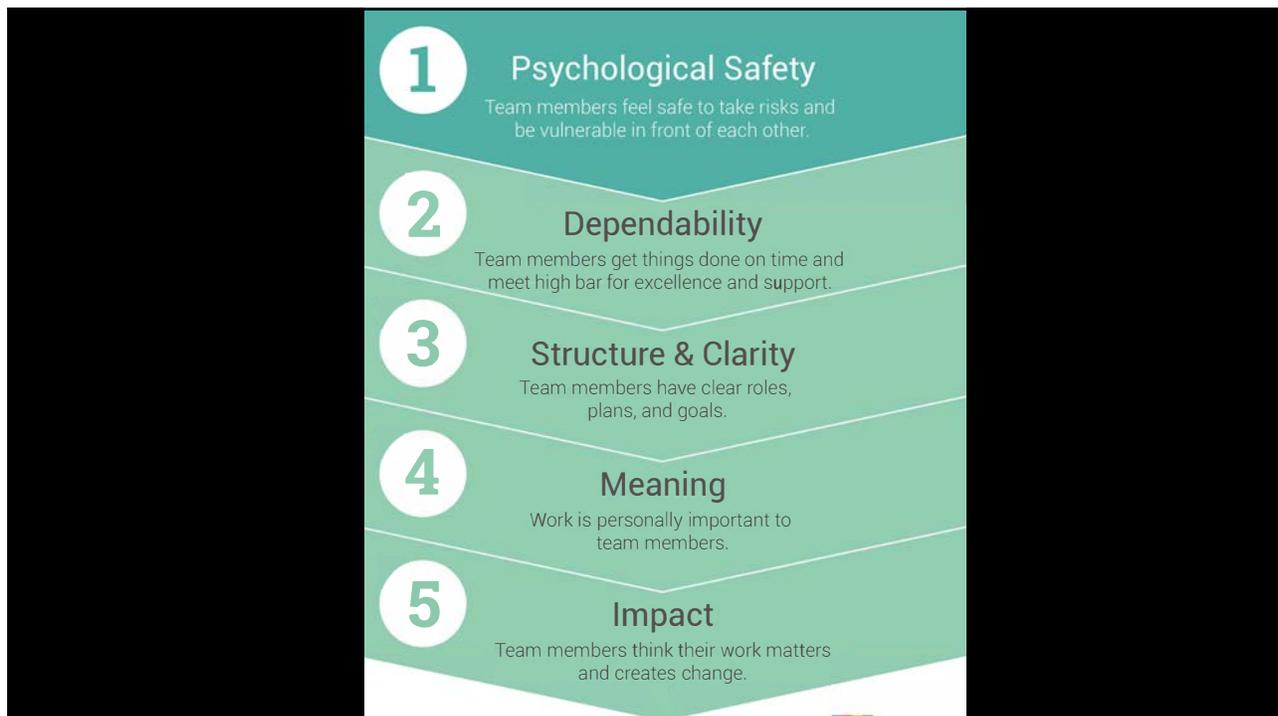
Meaning: Finding a sense of purpose in either the work itself or the output is important for team effectiveness. The meaning of work is personal and can vary: financial security, supporting family, helping the team succeed, or self-expression for each individual, for example.

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Impact: The results of one's work, the subjective judgement that your work is making a difference, is important for teams. Seeing that one's work is contributing to the organization's goals can help reveal impact.



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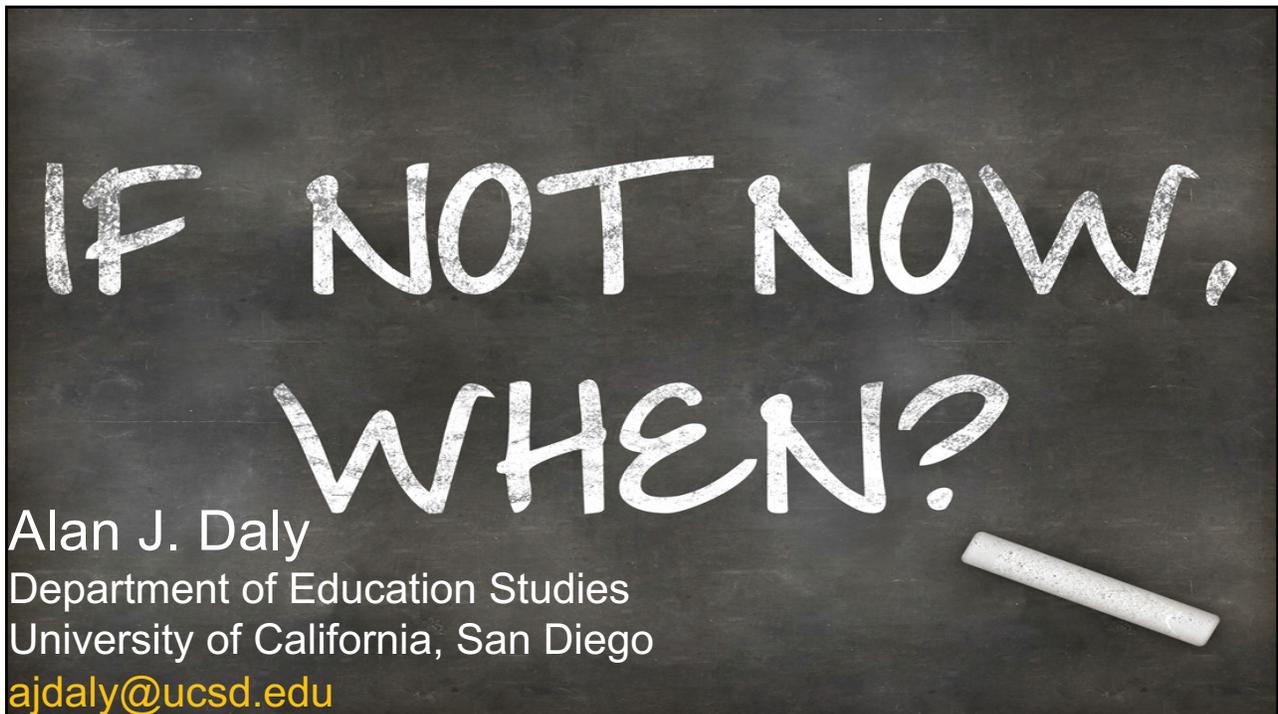
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Given these 5 research based successful team elements, over the next month where would you personally as well as the teams you work with like to get even better?

Off to your breakout rooms...

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