



SCHOOL CULTURE AND WHY IT MATTERS.....

ESPECIALLY FOR SCHOOL BUSINESS MANAGERS

Key Messages

- Successful companies and organisations are learning organisations
- In the best organisations, everyone knows and understands the business, particularly the key purpose of the business
- Successful organisations have a consistent culture
- Everyone is judged more on how they behave than on what they say or what their designated role is

Why focus on “Culture”?

- “Culture eats strategy for breakfast” – Peter Drucker
- ... and you have it by design or neglect
- Culture is what makes any organisation work
- Culture is what buys forgiveness and allows risk
- Failure to understand the culture of an organisation will lead to failure in any efforts to change it

And your culture????

- How would you sum up the culture of your organisation ?
- Do you feel part of it?
- Is there any regular check on culture?
- Is it healthy(and for whom is it healthy?)?
- How do you know?
- How might you change/develop the culture?
- What “tools” will you use?

AND THIS “CULTURE”?

SOME QUESTIONS

What did you see as the strengths of this school's culture?

Do you think that the culture makes a difference for young people and staff?

Which elements, if any, of this culture are replicated where you work?

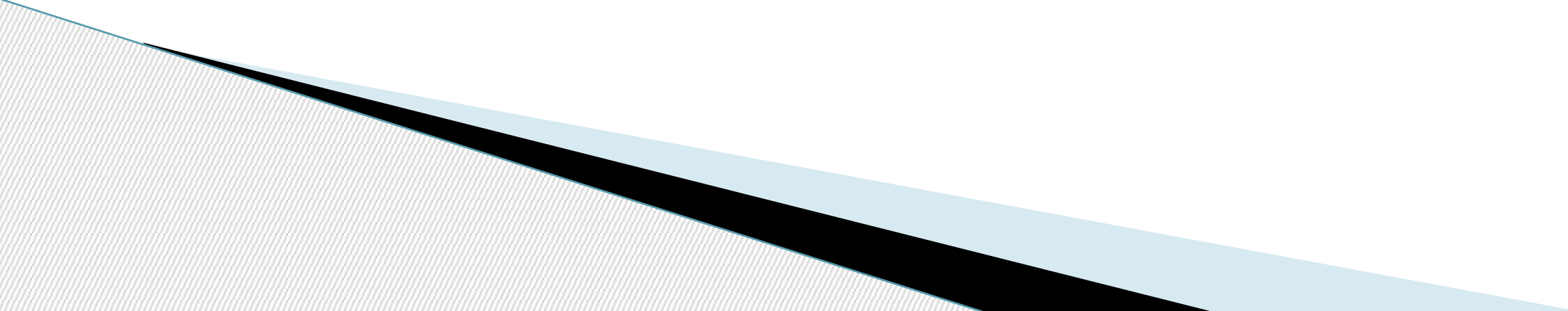
Has the video made you think about any changes you would like to see in your workplace?

**“I’m helping
put a man
on the moon!”**

- NASA Janitor



You know you are in a good school when....

- Teachers TALK about teaching
 - Teachers OBSERVE each other teach
 - Teachers plan, organise and evaluate TOGETHER
 - Teachers teach each other
- 

AND YOU KNOW WHEN YOU ARE IN AN EXCEPTIONAL SCHOOL WHEN.....

Everyone TALKS about learning

Colleagues OBSERVE each other work

Staff in all roles plan, organise and evaluate TOGETHER

You all teach each other

And

- Everyone learns from each other regardless of role
- Research and reading are shared

A contention

- We spend too much time talking about embedding and not enough thinking about growing

- In times of complex change the answers will come, not from the soloists, but from the choir
- Meaningful change won't be driven, it needs to be organic
- Founded in trust and engagement

You role - Key questions

- Separation of roles or integration into teams?
- Key leader? Part of the leadership team? Team leader?
- Dogsbody?
- What should you want?
- What should you bring?
- How might the role develop?

- “The last straw for me was the chickens. I didn’t mind the guinea pigs so much”

UNFINISHED BUSINESS

Inspired by Tim Brighouse



UNFINISHED BUSINESS

The life and legacy of
Sir Tim Brighouse
– a tribute and a call to action

Edited by
David Cameron, Steve Munby and Mick Waters

A Vision

- ▶ "We always knew that good schools were human places: exploiting every moment, warm in every crevice and celebrating learning for every person. Good schools are joyous and purposeful places where people enjoy being together, they connect with a real world, have memorable and funny events, happinesses and sadnesses. They help pupils to think for themselves and act for others'
- ▶ Mick Waters and Tim Brighouse

- ▶ He recognised the importance of culture, of focussing on how we behave and how we make each other feel.
- ▶ Tim modelled that. He was unrelentingly courteous, curious and interested. We praise him as speaker, but he was a genius at listening and, having listened, he responded with power of praise respect and recognition. All of that brought loyalty and, in his terms, “sustained discretionary effort”

- ▶ Tim sought power to enable and to liberate, never to centralise and control. He saw his role as being clear about the wider moral purpose of education. He always saw education as being central, not only to individual lives, but to society more generally. We needed to support attainment, but we needed to help children to become good people.
- ▶ He was a compass and never a Sat-Nav. He pointed a direction, but allowed you to find a route. Because of this he could work with people who did not share all of his views and build wide and strong alliances.
- ▶ That sat well with his understanding that collaboration was key to improvement, but he was always careful to avoid hierarchies in this.

**WHO OR WHAT IS IN YOUR HEAD WHEN
YOU MAKE A DECISION?**

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