

Collective Efficacy is THE Upstream Solution to Developing Systemic Resilience

K12 Global Implementation Summit





PURPOSE

How do resilient teams build collective efficacy to overcome implementation barriers ... and what can we learn from them?

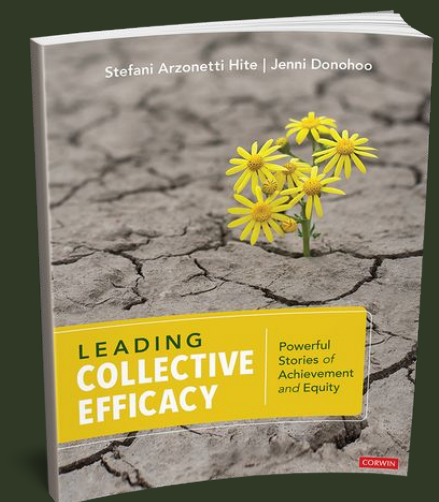
What strategies might we develop that are suitable for our local contexts?



Collective efficacy...

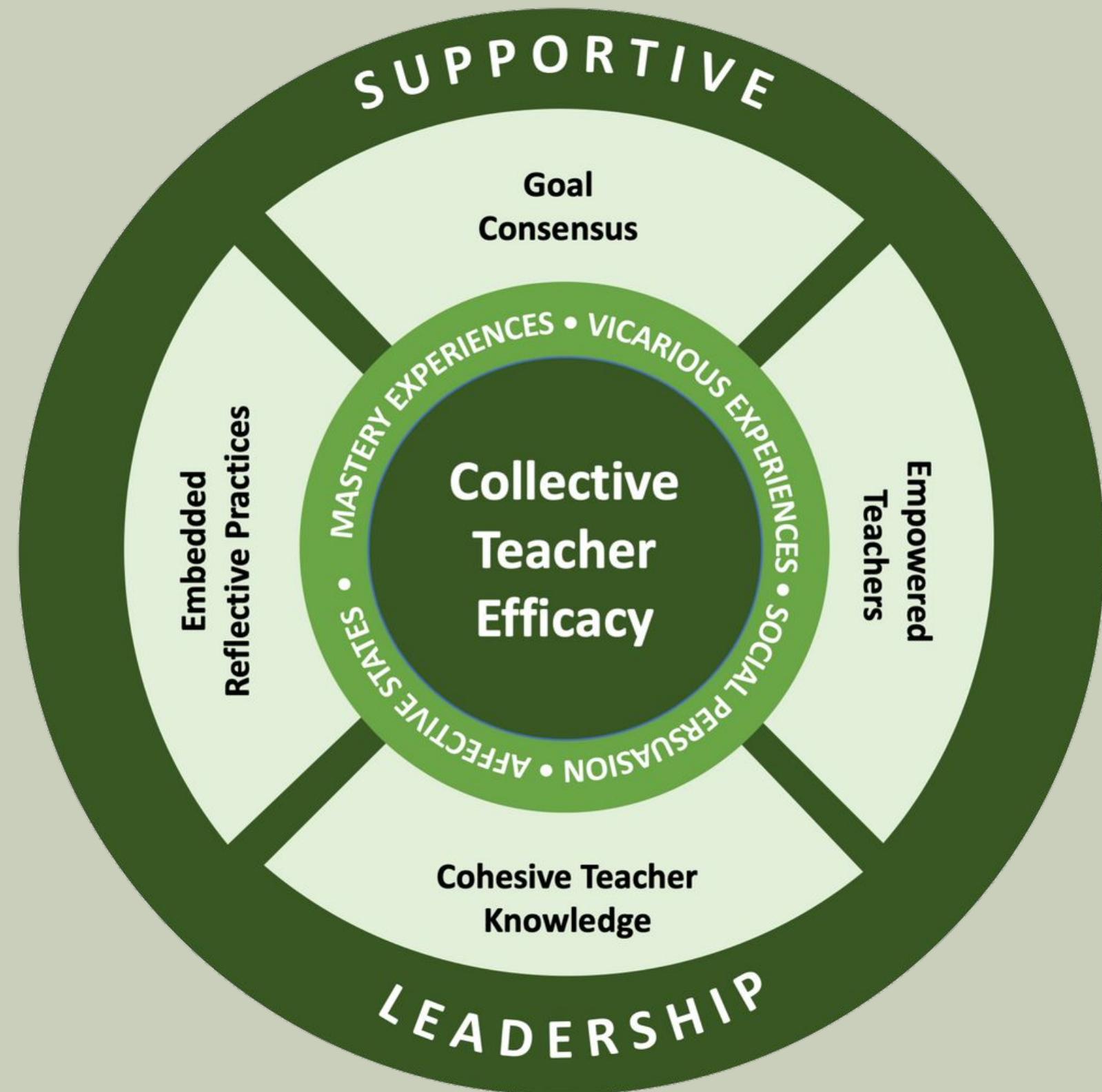
"... refers to a staff's shared **belief** that through their collective action they can positively influence student outcomes, including those of students who are disengaged and/or disadvantaged. "

(Hite & Donohoo, p. xv)



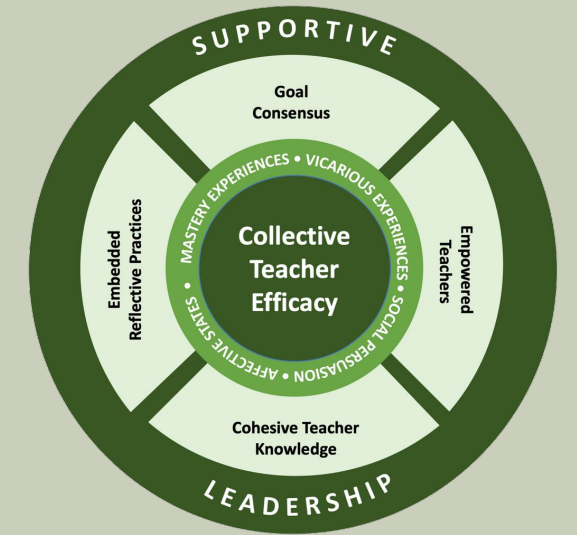
Enabling conditions

HITE & DONOHOO, 2021



Enabling conditions

HITE & DONOHOO, 2021



GOAL CONSENSUS

A community-oriented process for identifying and agreeing on long-term, mid-point, and short-term objectives.

EMPOWERED TEACHERS

Promoting the mindset that everyone can play a leadership role.
Acknowledging the positive impact of teacher influence.

COHESIVE KNOWLEDGE

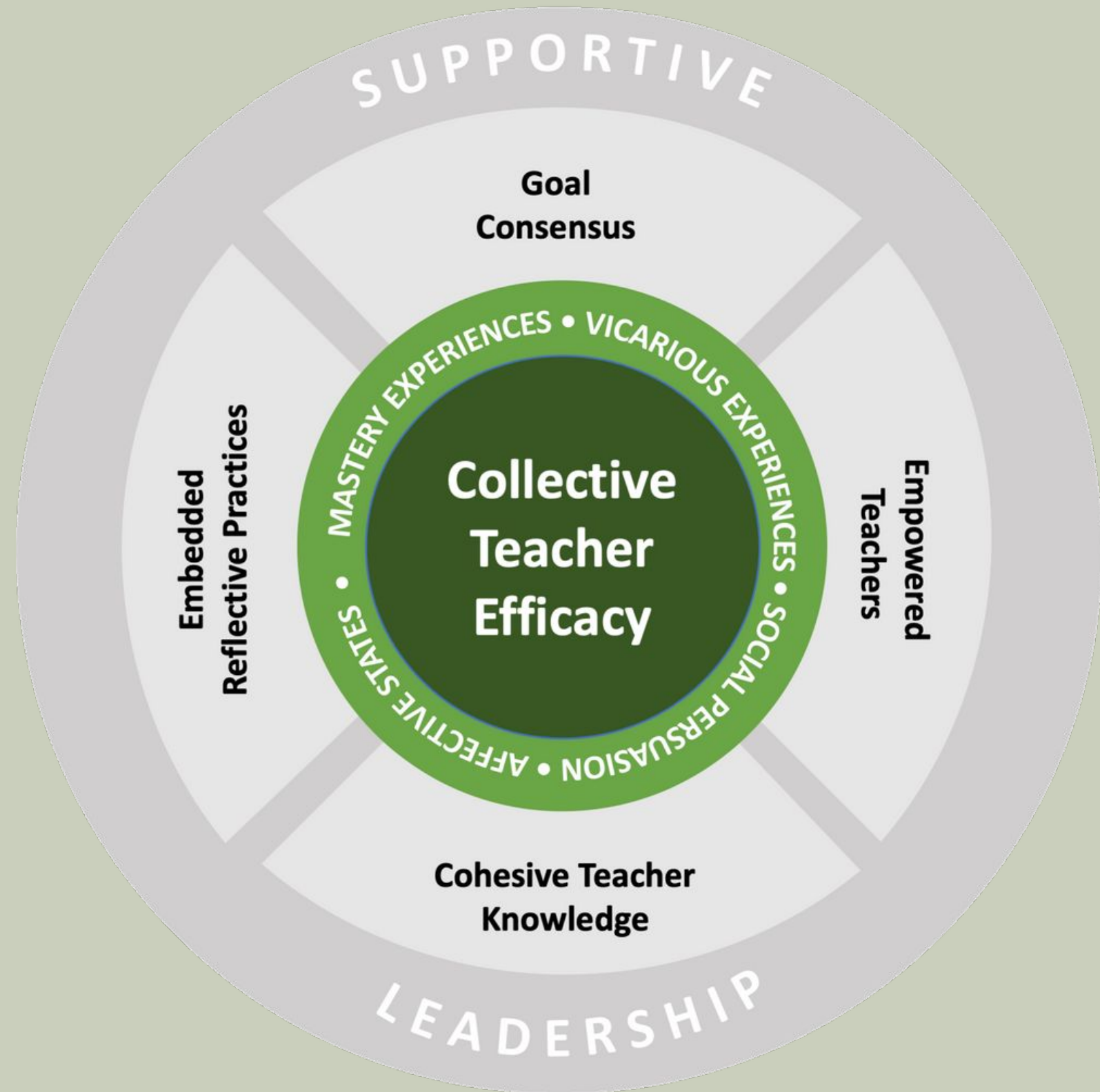
Encouragement from others that supports my beliefs and perceptions about potential success.

EMBEDDED REFLECTION

Positive emotions associated with building belief, trust, and confidence.

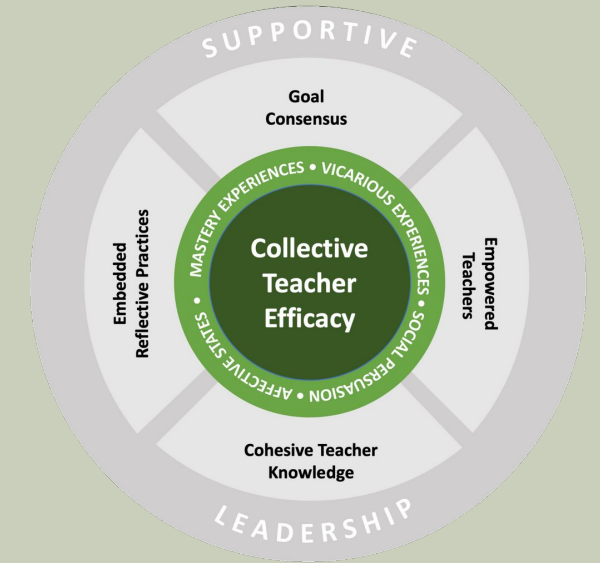
Efficacy sources

BANDURA, 1977



Efficacy sources

BANDURA, 1977



MASTERY EXPERIENCES

Experiences that provide me with feedback about my current success and potential success.

VICARIOUS EXPERIENCES

Other's successful experiences that provide me with feedback about my potential success.

SOCIAL PERSUASION

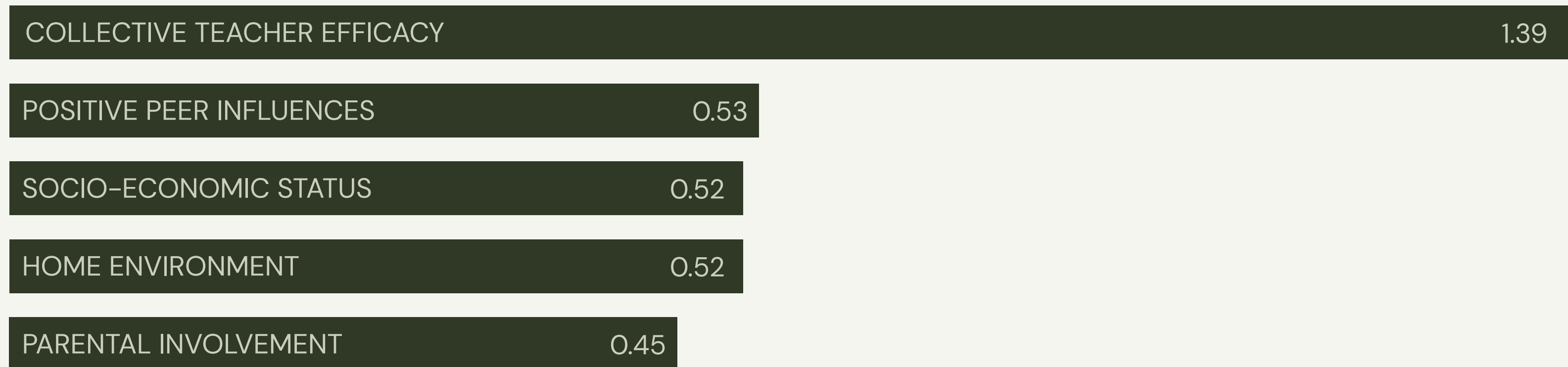
Encouragement from others that supports my beliefs and perceptions about potential success.

AFFECTIVE STATES

Positive emotions associated with building belief, trust, and confidence.

Why is collective efficacy so important?

HATTIE, 2019



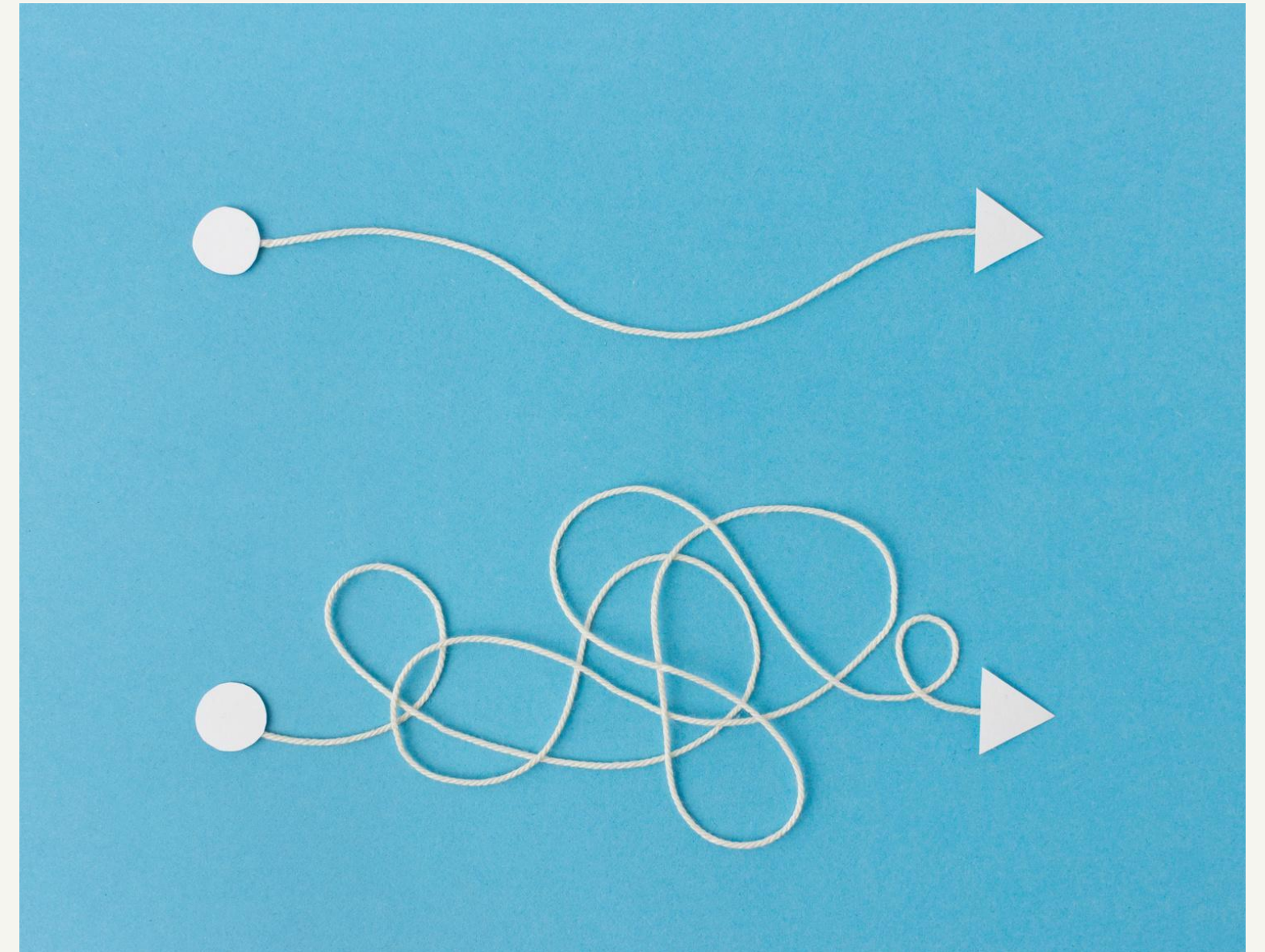
POWERFUL

The key is interdependence ...

The whole is greater than the sum of its parts.



Stefani Arzonetti Hite • May 2021

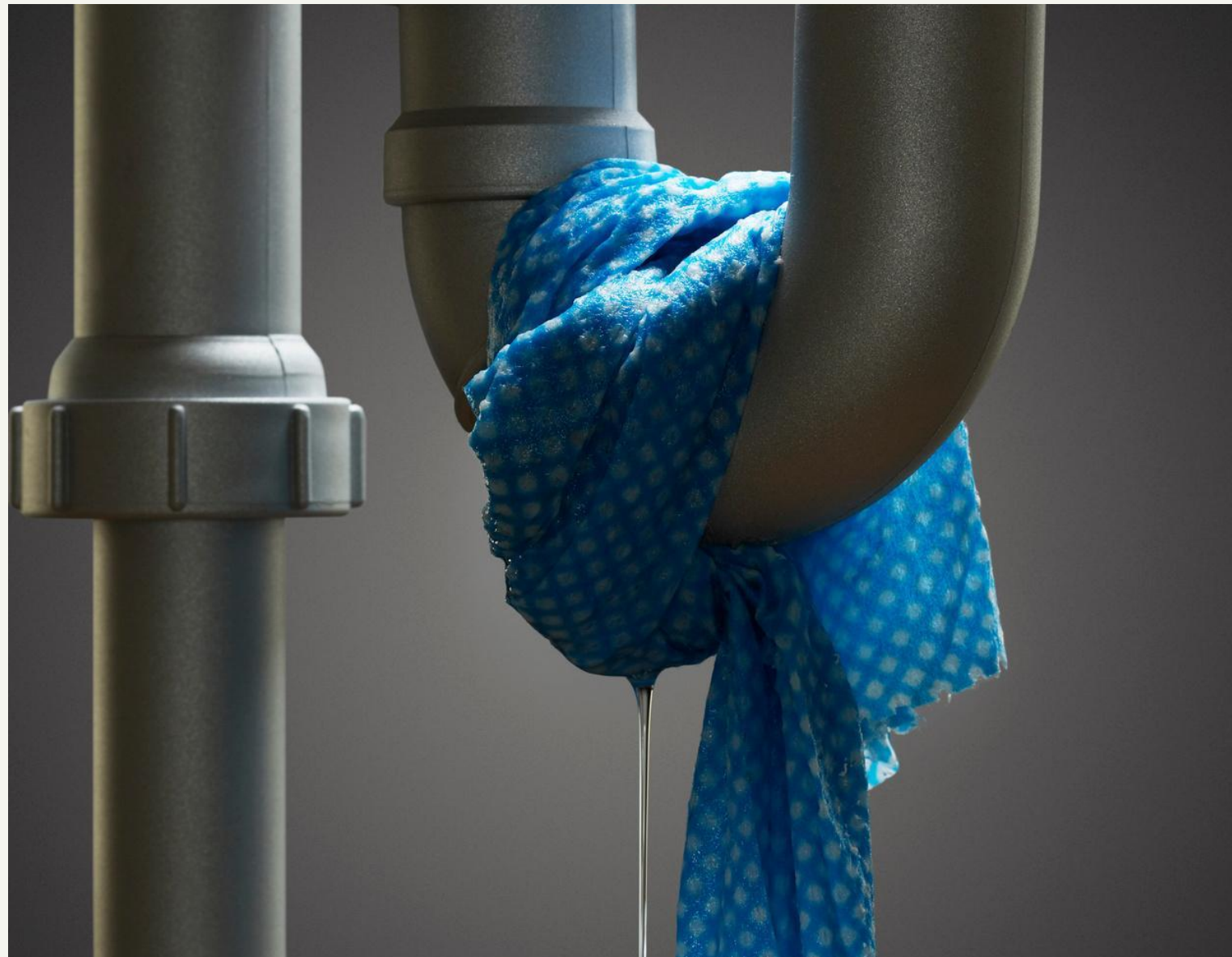


CHALLENGING

Complex work is daunting and requires that we resist the urge to simplify ...

#CollectiveEfficacy is THE upstream solution

SHORT-TERM FIXES



VS



UPSTREAM SOLUTIONS

Why is collective efficacy so important?

OVERCOME IMPLEMENTATION BARRIERS



READINESS



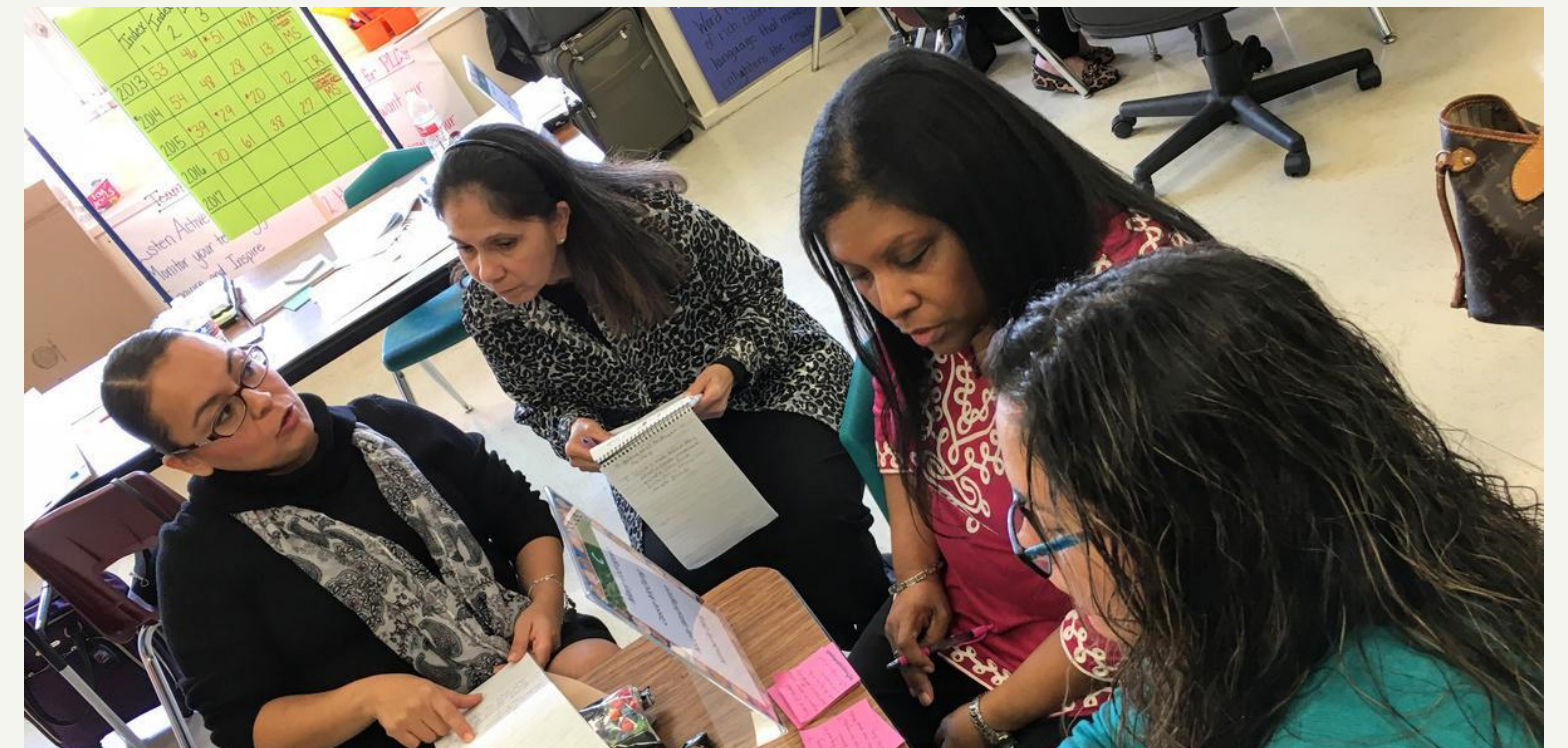
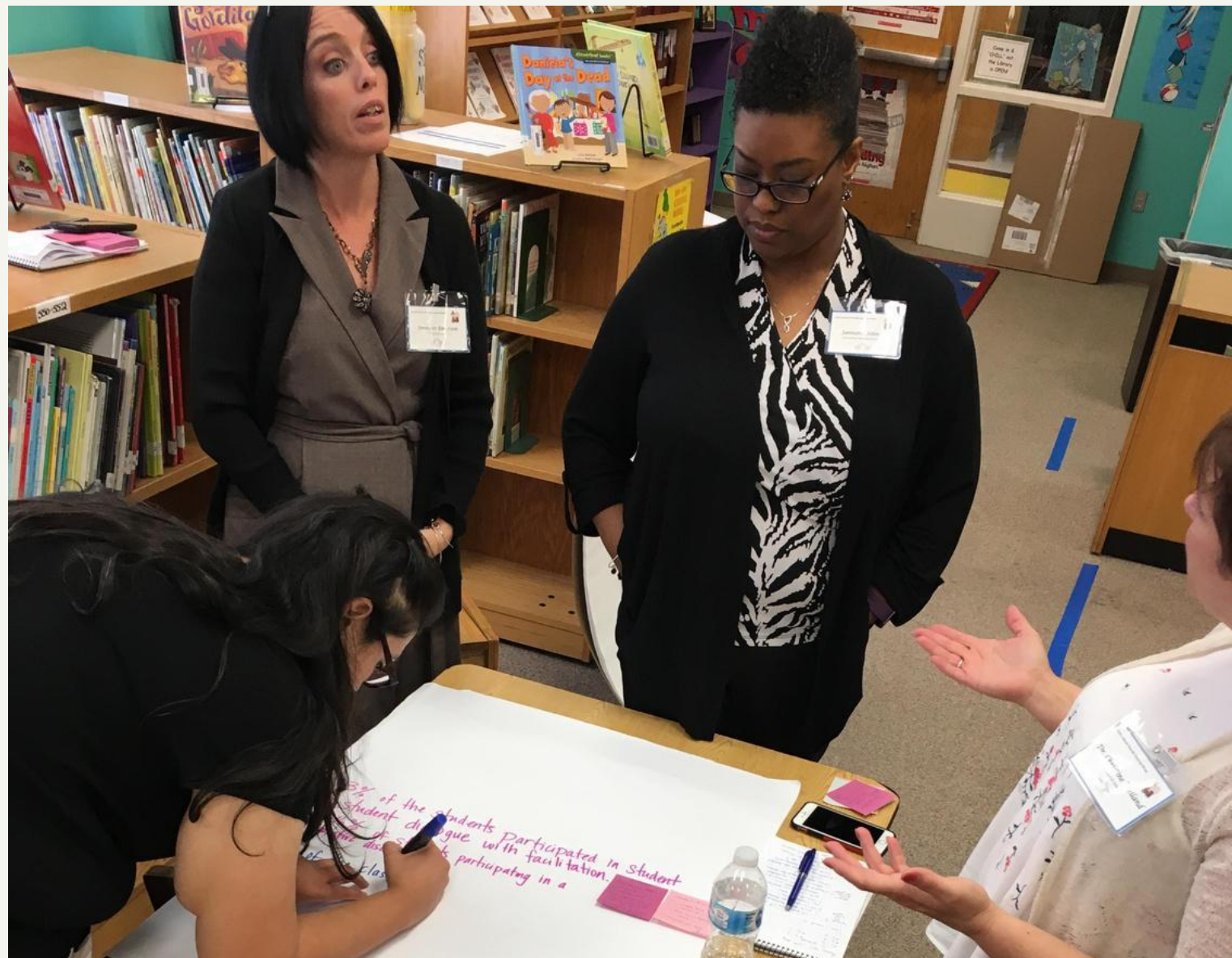
CLARITY



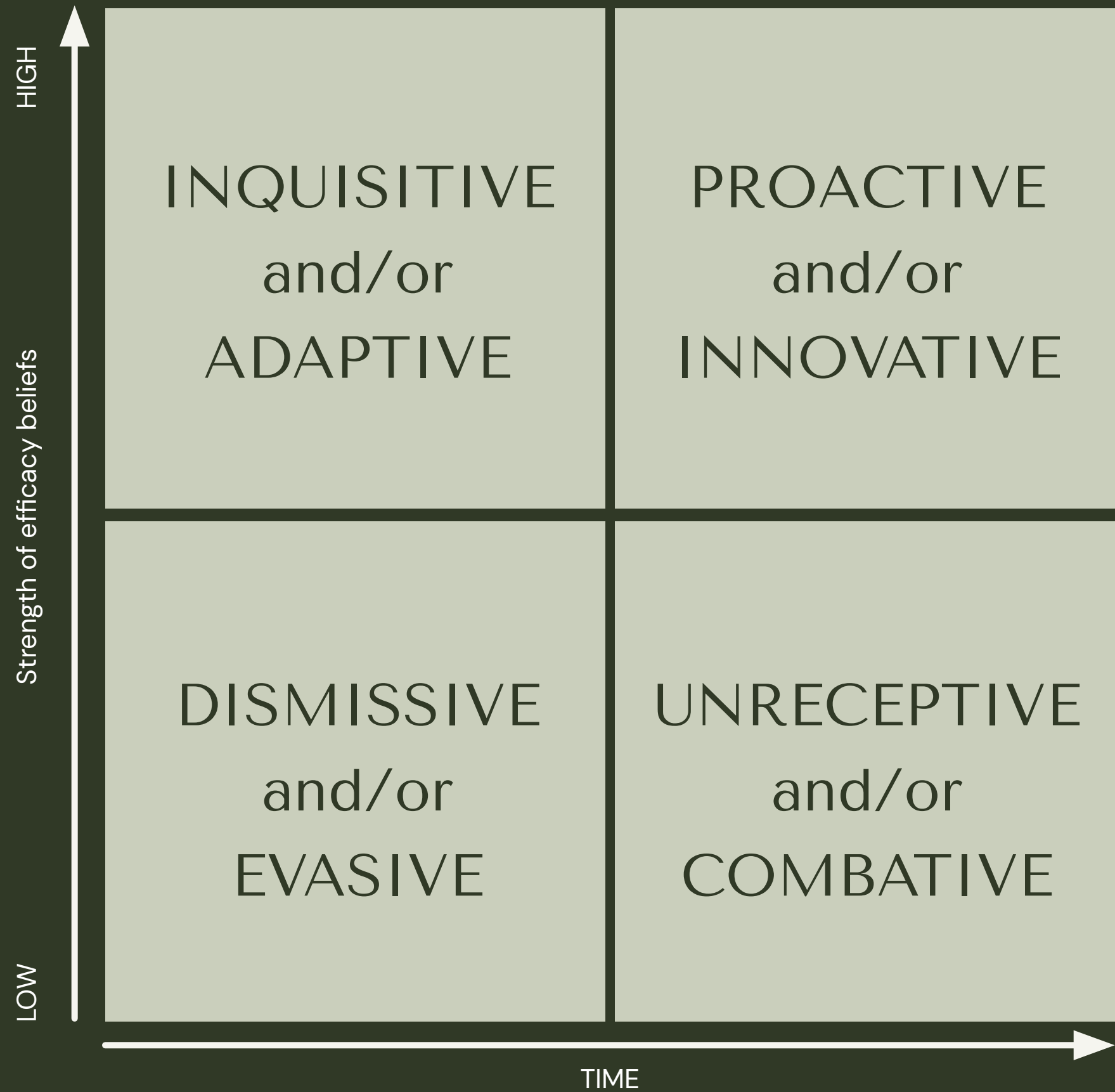
SUSTAINABILITY

San Antonio School District

READINESS

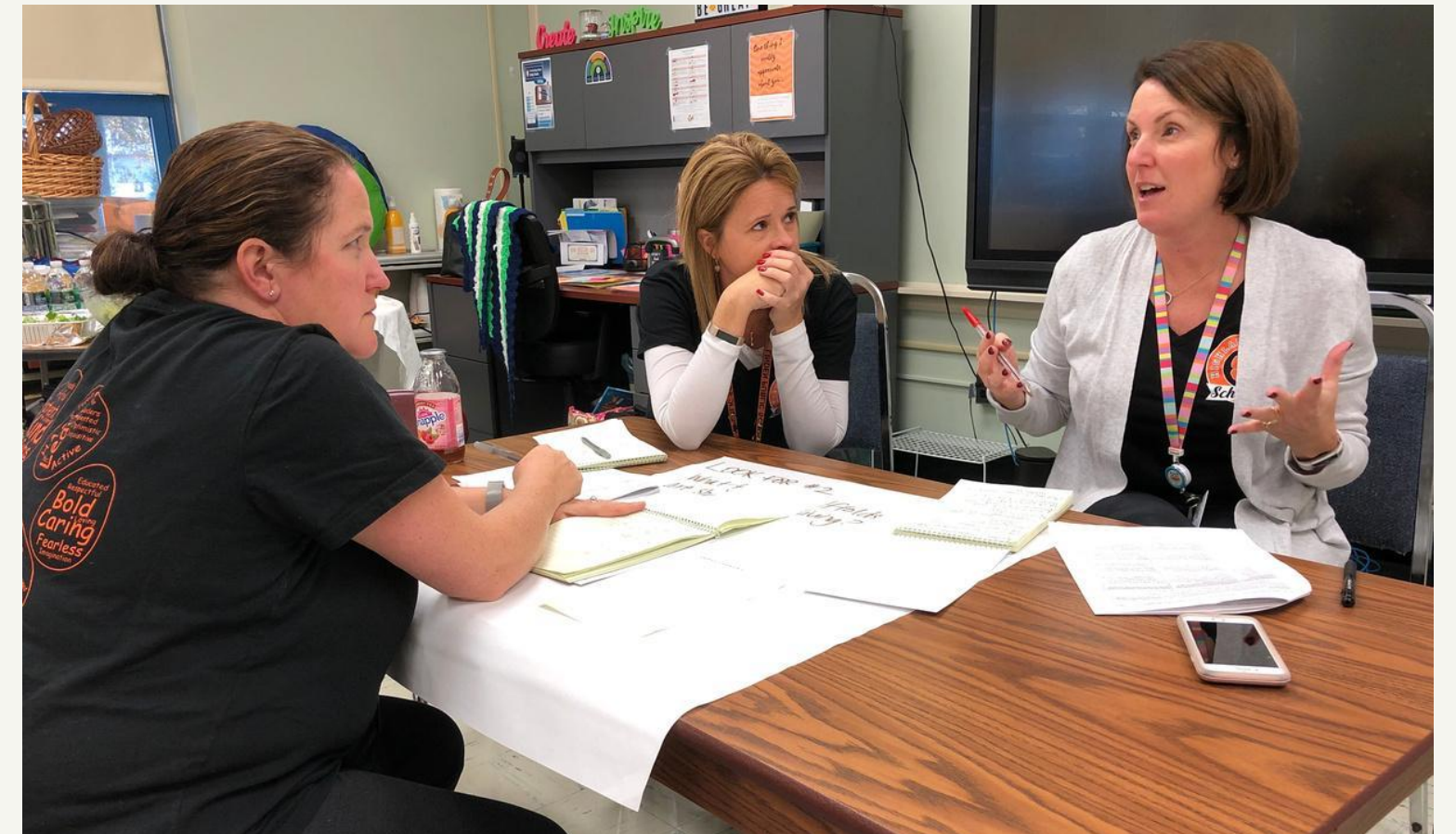


Strength of efficacy beliefs



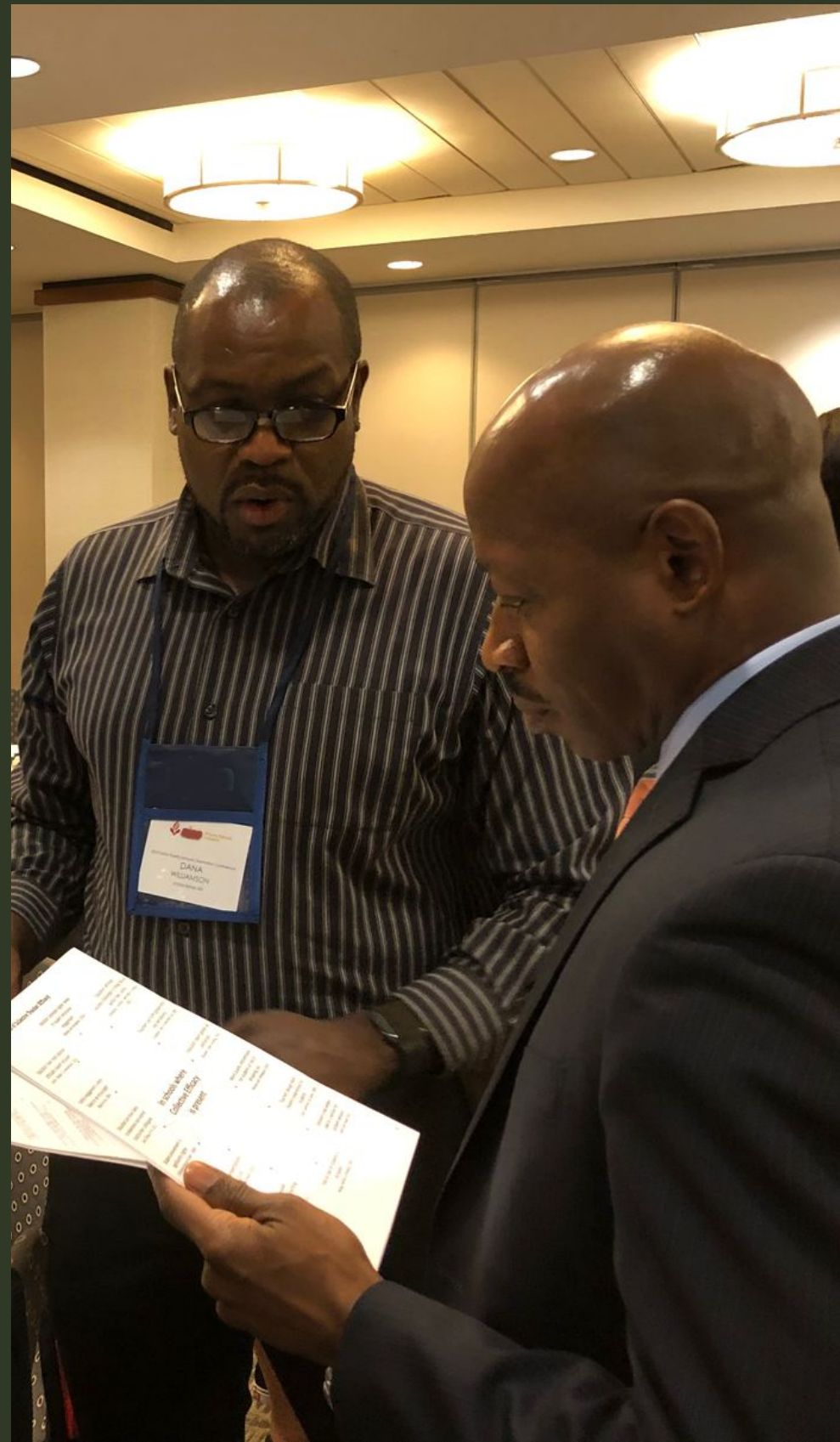
Linden Public Schools

CLARITY



Goal
Consensus

Cohesive
Knowledge



Maine Township High Schools

SUSTAINABILITY



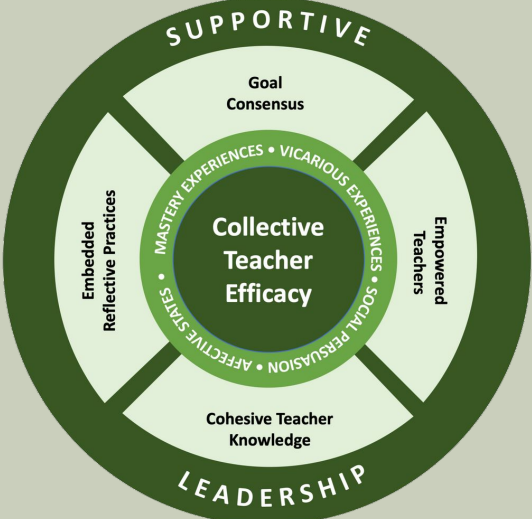
Empowerment

Embedded
Reflection



Leadership Mindset

HITE & DONOHOO, 2021



A LEADERSHIP MINDSET describes one who:



holds aspirational goals,
both for themselves and
their team members

believes in an actively
cultivates leadership
potential in others

creates a psychologically
safe environment that
fosters transparency and
collaboration

regularly offers and seeks
feedback that leads to
continuous team learning

Key Takeaways

Implementation is challenging due to three significant barriers: readiness, clarity, sustainability

Fostering collective efficacy builds resilience that helps overcome all three barriers

School leaders adopting a leadership mindset cultivate the conditions that foster collective efficacy

References

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Thank You!

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