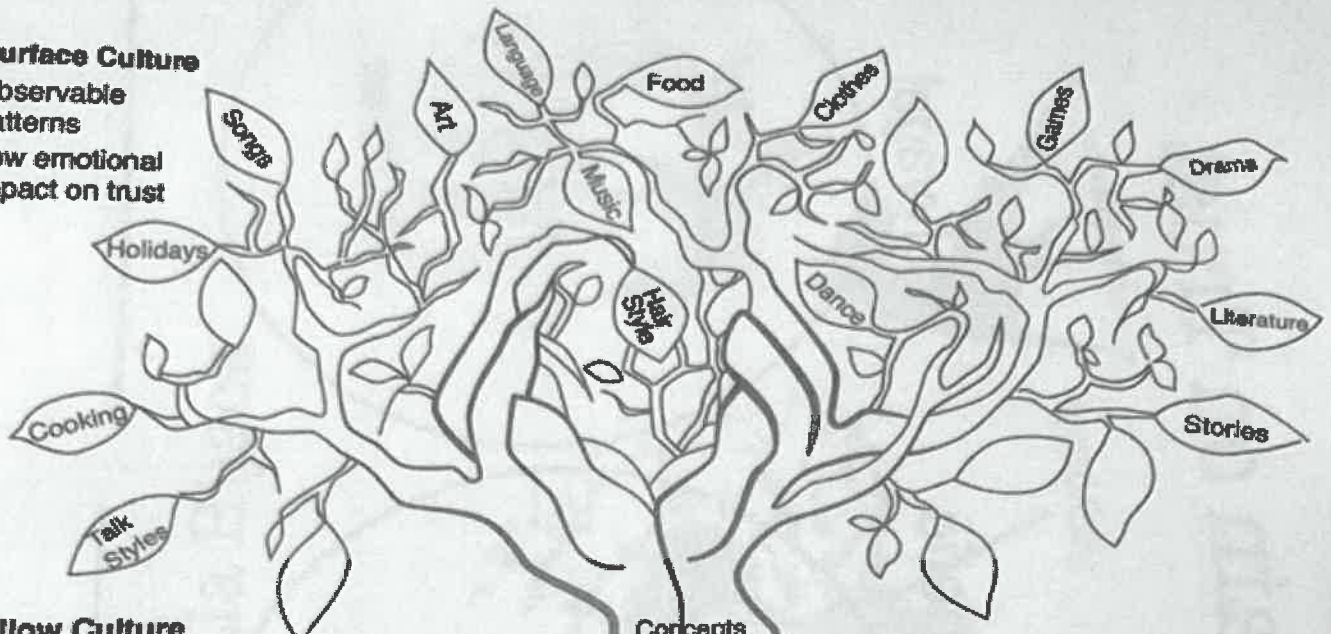
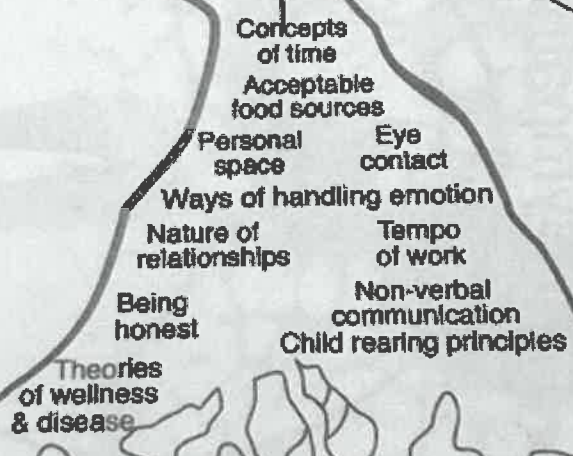


Levels of Culture

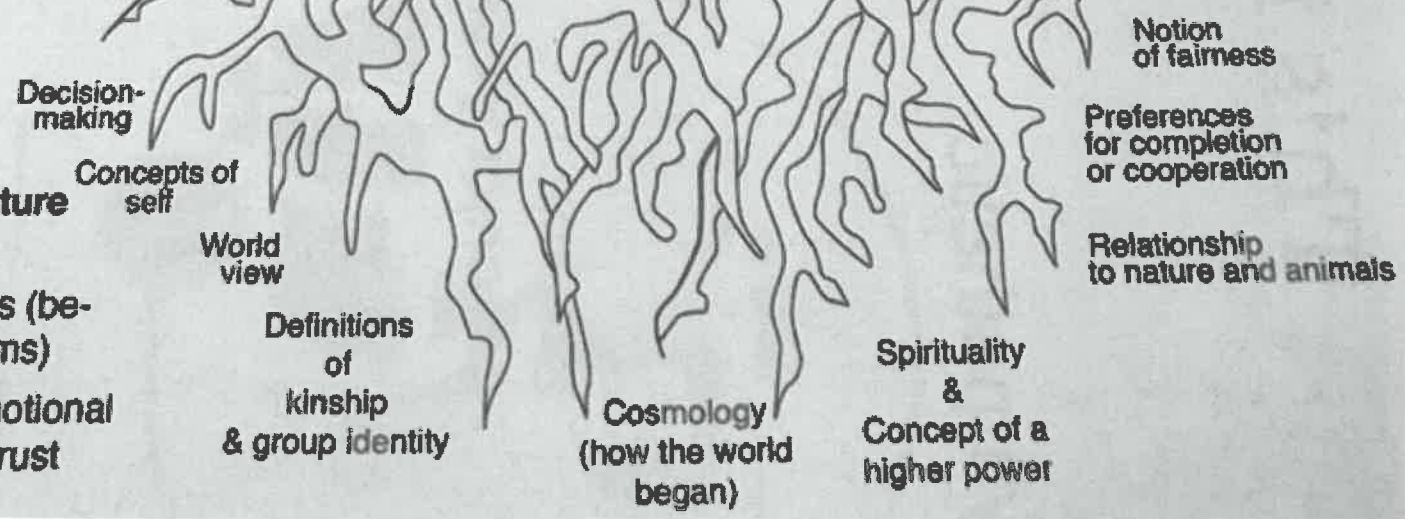
Surface Culture
 Observable patterns
 Low emotional impact on trust



Shallow Culture
 Unspoken rules
 High emotional impact on trust



Deep Culture
 Collective unconscious (beliefs & norms)
 Intense emotional impact on trust



Professional Development Scenario

Excerpt from The PD Book: 7 Habits That Transform Professional Development

As soon as Terry walked into the library, Elena could tell that the PD Session would be a battle. Terry was 15 minutes late, noisily crunching on tortilla chips, and when registered that that the meeting had already started, she loudly proceeded to sit in a chair on the other side of the room and pulled out a red pen and a stack of papers to grade.

"It's okay, Terry," Elena said, "we're just getting started. You can sit with your grade level team."

"That would be disruptive," Terry said. "And anyway, I have done this activity before. You're probably the third person from the central office who has tried to get us to do this." Terry's phone buzzed, and she looked at the screen and laughed. She looked up at Elena. "It's okay, you go on back to them. I'm sure they need you. I'll be fine here."

Terry was a department chair who held a lot of social capital in the school. She was liked and respected, and many teachers took their cues from her. Elena was a new instructional coach. She didn't know what to in response to Terry's behavior, and she could see that other teachers were observing their interaction.

What could be done differently to use the power for an advantage?

Says	Means	Matters

