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# The relationship starts with respect

## Q How do you foster collegiality in a school?

People will remember how you make them feel. This is a feeling profession. It is about human relationships. You have to be authentic. Make people know that you're real. And you have to make people know that you value them, not by what you say, but by what you do. Give people a voice. Teachers are very intelligent, but over the years, the culture of education has devalued that, and they've been treated as if they're just little minions: Whatever administration says, they do.

By giving teachers voice and trust, it's amazing what can happen. People take on responsibility. As a coach, you have to work closely with the administration. Teachers have to trust and know that you're not going to go back to the administration and say things that are detrimental to

them. And the administration has to work with you in giving the teachers a voice and respecting what they say.

I learned early on that you can't tell people what to do, I don't care how big and strong or how much money you might think you have. Real leadership comes from relationships, not from ordering people around. That approach gets things done superficially.

The reason I work with people is because I respect them. When you treat people with respect and trust people, they will go above and beyond. If you boss me around, I'll do my job, which means I'll go by the union rules and I'll come in at 8:30 and leave at 3:30. I'll document that I've done my job, but I don't have to do anything. However, if you treat me with respect, then I will go to the next level and we will get things done.

Building relationships and being authentic is invaluable. ♦

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