



**Training Justification:**

Trust is the single greatest indicator of successful leadership in any organization. That is the definitive and shared conclusion from decades of research conducted throughout many industry sectors (i.e. manufacturing, retail, technology, government, NGOs, etc.). Research also demonstrates that when schools and school leaders are marked by high levels of trust, they possess a significant

advantage over other schools and school leaders. Results include higher levels of student achievement in academics, athletics, extracurriculars, and many other measureable benefits:

- Higher faculty and staff retention rates
- Greater progress with school improvement initiatives
- Reduction in student behavioral referrals
- Increased engagement in learning
- Reduction in operational costs
- Improved levels of parent and community satisfaction
- Increased levels of volunteerism by employees and parents

This training identifies research-based factors of organizational and relational trust, which school leaders need to consider in their efforts to build healthy and strong relationships with all school stakeholders (i.e. faculty, staff, students, parents, and their surrounding community).

**Learning Objectives:**

1. Understand the critical importance of establishing, maintaining, developing (and when necessary), restoring trust.
2. Identify and reflect on research-based factors (i.e. responsibilities and characteristics) that have a direct impact on trust in the school and in the school’s leadership.
3. Discover specific steps that can enhance trust levels among school stakeholders.
4. Create a practical and actionable plan to address specific factors, which will result in a greater level of trust among stakeholders.

**Session Description & Format:**

(FRAMEWORK) During this portion of the training an overview is provided on the wide-range of research demonstrating the critical importance of developing and maintaining trust in the school as an organization, and specifically in those who serve as school leaders. Conclusions and observations are founded on the research of Dr. Travis as well as studies conducted by:

- *Edelman* ([www.edelman.com](http://www.edelman.com)) - the world’s largest public relations firm and foremost research group on the subject of organizational trust.
- *The Trust Edge Leadership Institute* (<https://trustedge.com/>) – one of the leading providers of professional development training for global corporations (e.g. FedEx, IBM, Verizon, John Deere, Toyota, etc.).

## TrustED® School Leader Training with Dr. Toby A. Travis

- Marzano Research ([www.marzanoresearch.com](http://www.marzanoresearch.com)) - an all-inclusive research-into-practice resource center.

The framework identifies key *responsibilities*, which successful and trusted school leaders must manage, as well as key *characteristics*, which must be emulated in order to foster healthy levels of trust.

(INTERACTION) Attendees utilize a self-assessment tool\* to identify areas of strength, as well as areas for improvement, when it comes to their own “trust level.” The self-assessment is followed by a guided discussion, which includes video vignettes, role simulations, and other activities. Table groups consider, identify, and share their observations and application of the “trust factors” (i.e. *responsibilities* and *characteristics*) to their own school administration experience. Dr. Travis also provides specific examples of how each factor impacts the level of trust between schools and school-stakeholders.

(TAKE-AWAY) Participants have the opportunity to create a *90-Day Action Plan* in which they can make adjustments to their current personal and organizational practices related to one or two of the “trust factors.” In addition, they will be encouraged and equipped to continue and complete this exercise at a later date on their campus - considering all of the factors with their entire leadership team. The plan identifies (1) where they are now in relation to the chosen factor, (2) where they want to be in 90 days to enhance their level of trust, (3) why they want to be there (a critical element in the success of any strategic plan), and (4) what next steps they will take immediately following the workshop to implement their plan.

### Customization & Time Allotment:

The TrustED® training is customizable in length and depth of content, based on the needs of the hosting school and the setting of the session(s). Training sessions have been provided as workshops lasting less than an hour, and up to two full days of professional development (i.e. 12 hours of instruction).

\*Note: In addition to the individual assessment, Dr. Travis can provide an assessment tool for leadership teams, as well as for the entire school organization. An online assessment tool can be completed in advance of the training, identifying areas that require the greatest need for improvement, and thus customizing the training provided.



**About The Presenter:** The organizational and leadership experience of Toby Travis includes working in senior leadership roles of several international schools, non-profit ministries, and corporations. As a trainer and speaker, he has appeared throughout the USA, as well as in Canada, Mexico, England, Ireland, Wales, Poland, Germany, India, Sri Lanka, Guatemala, Belize, the Dominican Republic, Panama, Paraguay, and Ecuador. He is author of the widely-read *TrustED® School Leader Blog* ([www.trustedschoolleader.com](http://www.trustedschoolleader.com)), and currently serves as Headmaster of Desert Christian Schools in Tucson, Arizona.