

A great workplace is one where people trust the people they work for, take pride in what they do, and enjoy the people they work with.

Earlier, I had reviewed the three building blocks of trust – credibility, respect and fairness.

This week, I propose to review the dimension of pride in a positive sense – people taking pride in what they do. As educators, we lament this as a deficiency among some of our students. Certainly, we know how to welcome it when we see it among our teachers.

But in The Great Workplace, it appears that we as school leaders can contribute positively or negatively to our teachers' pride in what they do. That can be both encouraging (we can do something about it) or it can be discomfiting. So here are some pointers.

1. Personal Pride in One's Job

- a) Making a Difference : give teachers a sense of personal authority where they are empowered to take things on, make decisions, and see the results of their work. (Actually, in the classroom this is already happening. Perhaps that's why so many teachers do take pride in their work in the classroom. They may take less ownership, you notice, of some of the committee work you give them. So the latter may be where they do not feel empowered.)
- b) Meaningful or Purposeful Work : again this is easier when it refers to actual classroom teaching although sometimes you may have doubts even about this when you see classroom instruction that does not build meaning and seems only interested in transmitting chunks of unconnected information. But it is even more challenging when teachers are asked to contribute data for SEM, for example. Here is where The Great Workplace recommends that you explicitly make the link between their job and some tangible or important outcome. Many employees need help to 'connect the dots' between their daily responsibilities and the success of the organisation

2. Pride in the Team

- a) Pride in the Team's Accomplishments : when people at a great workplace reflect on the work of the team, they experience pride in the collective effort of their workgroup or the organisation and feel good to have contributed to the effort. The annual Outstanding Contribution Award that you give to your different teams is your recognition of this pride in the team's accomplishment.
- b) Giving Extra to Get the Job Done: in great work places, this is an ethos to be envied. You see this very frequently in the time your teachers spend with students beyond the curriculum hours. But giving extra also means that leaders

recognise that extra effort is given by others to increase the value and output of the team.

3. Pride in the Company

This is where employees highlight their pride in the School or Branch. Teachers may complain about the work, but I notice they do take pride when their school gets an award. On the other hand, teachers can get rather dismissive of their school when it doesn't seem to win anything. (But you don't need to win everything!)

Leadership Imperatives

Build Pride at Every Turn

Support a Boundary-Less Organisation – focus on the *collective* good.

Learn from Failures, Too – not only from winning teams

Set the Tone – your extra effort speaks volumes