



Adult Resilience Curriculum (ARC) for Educators

Leader-Focused Module: Creating Safe and Supportive Environments

Resources

Implementation Science

Learn more about the purpose and history of the field of Implementation Science

University of Washington. (n.d.). *What is implementation science?*

<https://impsci.washington.edu/implementation-science/learn/implementation-science-overview/>

Bauer, M. S., Damschroder, L., Hagedorn, H., Smith, J., & Kilbourne, A. M. (2015). An introduction to implementation science for the non-specialist. *BMC Psychology*, 3(32). DOI 10.1186/s40359-015-0089-9 ([Access article here](#))

Dimensions of Wellness

How do we conceptualize wellbeing?

University of Maryland (n.d.) *8 Dimensions of Wellness*.

<https://umwellness.wordpress.com/8-dimensions-of-wellness/>

Stoewen, D. (2017). Dimensions of wellness: Change your habits, change your life. *Canadian Veterinary Journal*, 58, 861-862. ([Access article here](#))

Implementation Climate

Use this scale and/or guide to assess and improve implementation climate in your school or district

School-Adapted Implementation Climate Scale ([Access rating scale here](#))

Thayer, A.J., Cook, C.R., Davis, C., Brown, E.C., Locke, J., Erhart, M.G., Aarons, G.A., Picozzi, E., & Lyon, A.R. (under review). Evidence of the Structural, Convergent, and Divergent Validity of the School-Adapted Implementation Climate Scale.

The CASEL Guide to Schoolwide Social and Emotional Learning. (n.d.). *Foster a supportive school climate*. <https://schoolguide.casel.org/focus-area-3/school/establish-schoolwide-norms/>

Psychological Safety

Resources to help build and promote psychological safety within your team

Edmondson, A. C. (2019). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley. ([Find book here](#))



The leader's toolkit for building psychological safety (Table 7.1) from the book:

	Setting the Stage	Inviting Participation	Responding Productively
Leadership Tasks	Frame the Work <ul style="list-style-type: none"> Set expectations about failure, uncertainty, and interdependence to clarify the need for voice Emphasize Purpose <ul style="list-style-type: none"> Identify what's at stake, why it matters, and for whom it matters 	Demonstrate Situational Humility <ul style="list-style-type: none"> Acknowledge gaps Practice Inquiry <ul style="list-style-type: none"> Ask good questions Model intense listening Set Up Structures and Processes <ul style="list-style-type: none"> Create forums for input Provide guidelines for discussion 	Express Appreciation <ul style="list-style-type: none"> Listen Acknowledge and thank Destigmatize Failure <ul style="list-style-type: none"> Look forward Offer help Discuss, consider, and brainstorm next steps Sanction Clear Violations
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation toward continuous learning

TEDxHGSE. (2014, May 4). *Building a psychologically safe workplace* [Video]. Youtube. <https://youtu.be/LhoLuui9qX8>

Additional Activities & Strategies

Try one or more of these strategies to develop and/or sustain effective feedback practices with your team

Implement regular feedback practices within existing meetings

Schedule regular office hours for leadership

360-degree feedback instrument

Bracken, David & Rose, Dale. (2011). When does 360-degree feedback create behavior change? And how would we know it when it does? *Journal of Business and Psychology*, 26, 183-192. DOI: 10.1007/s10869-011-9218-5 ([Access article here](#))

Weekly "Mistakes Into Lessons" highlights from leaders

Morin, A. (2014). *13 things mentally strong people don't do*. Harper Collins Publishers. (Find book [here](#))

Morin, A. (2017, July 17). *5 ways to turn your mistake into a valuable life lesson*.

Forbes. <https://www.forbes.com/sites/amymorin/2017/07/17/5-ways-to-turn-your-mistake-into-a-valuable-life-lesson/#73bd9e3e1c01>

Leading by Convening

Cashman, J., Linehan, P. C., Purcell, L., Rosser, M., Schultz, S., & Skalski, S. (2014). Leading by convening: A blueprint for authentic engagement. *Idea Partnership*. <http://www.ideapartnership.org/documents/NovUploads/Blueprint%20USB/NASD SE%20Leading%20by%20Convening%20Book.pdf>

Creating Staff Shared Agreements

CASEL Guide to Social and Emotional Learning (n.d.) *Creating staff shared agreements* (OST). <https://schoolguide.casel.org/resource/creating-shared-agreements-ost/>