Figure 4.1: Positive Versus Negative School Culture

Positive School Culture	Negative School Culture
★ **Vision and mission:** They are shared among stakeholders, and everyone owns them.	★ **Vision and mission:** They belong to the principal alone; there is no shared ownership.
★ **Relationships:** They are positive.	★ **Relationships:** They are strained or individualistic.
★ **Collegiality:** We are in this together, and this is our school. Let's collaborate on this.	★ **Collegiality:** It is lacking. There are cliques and loners. People think, "We can do this our way, and this is my classroom."
★ **Leadership:** All voices matter and everyone has strengths.	★ **Leadership:** There is one leader and one voice.
★ **Clarity:** Everyone knows the work that is being done.	★ **Clarity:** It is lacking. There is chaos. Everyone has their own understanding of what to do.
★ **Behavior:** Everyone has participated in the development and models the expectations. Positive behavior is taught, modeled, and reinforced.	★ **Behavior:** It is addressed inconsistently. Staff ignore misbehavior. The school feels unsafe.
★ **Professional learning:** High-quality professional learning is provided to staff and students. There is positive risk taking.	★ **Professional learning:** The group agrees that they should keep doing it the way they have always done it.
★ **Celebrations:** Successes are recognized and promote the work of all stakeholders.	★ **Celebrations:** They only recognize certain individuals and create resentment.
★ **Expectations and support:** Expectations and support are high.	★ **Expectations and support:** There are low or no expectations and support.