



EAB

Morale Momentum Loop 101: Step #2 Prioritize Threats

*Wednesday, August 10th, 2022,
2pm – 2:30pm ET*

District Leadership Forum

Teacher Morale Momentum Loop 101 Sessions

Session #2: Resources to Prioritize Threats

Presenters and Research Team:



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Analyst

Objectives for Today



Identify the tools and resources available for districts to implement Step #2: Prioritize Threats of the momentum loop



Describe the actions districts will take during Step #2 of the momentum loop



Enroll in the September cohort of EAB's Collaborative to Improve Teacher Morale

A Successful First Teacher Morale Collaborative



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35 Districts Nationwide Currently Participating and Finding Success

“

*"The entire process has been helpful in providing tools and ideas that go **beyond teacher morale.**"*

*"**LOVE the structure of everything.** It's taking a complicated challenge and making it feel doable and possible!"*

*"A strategic and intentional focused plan that we can **easily implement.**"*

*"I have **learned a great deal** about the feelings of our staff but also learned a valuable process to conduct surveys for other needs."*

*"With **all of the tools provided** we could just follow the process and allow for actionable items to emerge for our improvement strategy."*

*"The materials you provide are amazing! There is no way we could do all of this on our own. **We appreciate our partnership with EAB so much!**"*

”



Morale Momentum Loop 101 Sessions

Sharing the EAB Resources to Execute Each Step



Diagnose
CAUSES

Prioritize
THREATS

Co-Design
SOLUTIONS

July 20th

This Session

August 24th

Reminder of Resources Available for Step #1

Two Parts to Diagnosis: Quantitative Data and Qualitative Input



Collect Quantitative Data



Analyze Quantitative Data

Quantitative Supporting Resources

- EAB's Diagnostic Questions
- Diagnostic Survey Data Analysis Tool
- Communication Templates



Collect Qualitative Input



Summarize Qualitative Data

Qualitative Supporting Resources

- Productive Qualitative Input Toolkit
 - Selecting Input Format Overview
 - Formal Sessions Support
 - Question Bank
 - Facilitator Tips
 - Notetaking and Summary Guides
 - Communication Templates

Six Threat Areas Jeopardize Morale



Personal Safety & Belonging

Baseline needs related to feeling safe at work and having relationships and a community



Time & Resources

Access to the right resources and training for success and a manageable workload



Leadership Trust & Values Alignment

Assurance that the districts' values mirror their own, and that leadership behaviors reflect those values



Ownership & Input

Feelings of autonomy and ownership of their classroom practice and an ability to contribute to district/school decisions



Recognition & Value

Feeling appreciated and recognized for their contributions to their district, the school, their students, and the community



Professional Growth

Sufficient opportunities for professional growth and leadership and managerial support of career aspirations

All Resources Discussed Today on EAB Website

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Located on the Teacher Morale Resource Center

Resource Center organized by the three steps of morale loop. Today will be focused on resources supporting Step #2: Prioritize Threats.

The screenshot shows the EAB Teacher Morale Resource Center website. At the top is a dark blue header with the EAB logo and a search bar. Below the header are three main sections, each with an icon and a 'VIEW RESOURCES' button:

- Diagnose causes**: Represented by a magnifying glass icon.
- Prioritize threats**: Represented by a checkmark icon.
- Co-design solutions**: Represented by a lightbulb icon.

Below these sections is a large white area with text and a video player. The text discusses the current state of teacher morale and the success of outlier organizations. A video player titled 'How schools can overcome low teacher morale' is embedded, with a blue 'ACCESS RECORDINGS' button below it. At the bottom, a circular diagram illustrates the three steps of the morale loop: Diagnose CAUSES, Prioritize THREATS, and Co-Design SOLUTIONS, connected by arrows in a clockwise cycle.

Access the original webinar recording if you need a refresher on the Morale Momentum Loop

Roadmap to Effectively Prioritize Threats



Schedule Leadership Decision Meeting



Synthesize Inputs to Assess Impact and Feasibility



Prioritize 1-2 Morale Threats to Address



Communicate Next Steps

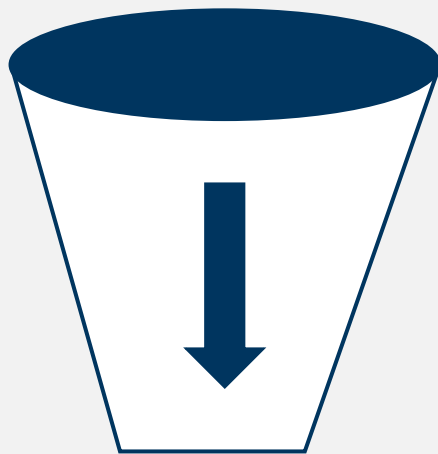
Supporting Resources

- Leadership Morale Prioritization Meeting 101
- Morale Threats Register
- Applying Maslow's Hierarchy to Morale Threats
- Threat Prioritization Decision Matrix
- Email Templates for Principals and Teachers
- Frequently Asked Questions Guide

Efforts to Diagnose Lead to Information Overload



Request for Teacher Input



100s of survey responses collected from EAB's morale diagnostic survey

100s of comments using EAB's resources to collect productive input

10s of threats to morale from teachers

Common Mistakes in Responding

- ✗ Try to solve too many problems
- ✗ Prioritize projects that are "possible" rather than critical
- ✗ Select projects based on popularity alone
- ✗ Determine next steps without clear rationale to teachers

Four Elements of Effective Threat Prioritization



Threats Must Be...

Achievable

Commit to 1-2 prioritized threats at a time so districts can robustly and effectively address threats



Impactful

Select threats with the greatest likelihood to improve morale



Prioritization Must Be...

Efficient

Make decisions quickly for timely teacher communication



Consistent

Establish a repeatable decision-making process so teachers can understand decision rationale



Roadmap to Effectively Prioritize Threats



1 

**Schedule
Leadership
Decision Meeting**

2 

**Synthesize
Inputs to
Assess Impact
and Feasibility**

3 

**Prioritize 1-2
Morale Threats
to Address**

4 

**Communicate
Next Steps**

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Synthesize Inputs to Assess Impact and Feasibility



Prioritize 1-2 Morale Threats to Address



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Leadership Prioritization Meeting Support

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Overview of purpose, pre-work, and goals of the meeting



Recommended participants and invite scripting



Step-by-step guidance for successful morale priority decisions

EAB's Collaborative to Improve Teacher Morale, Session 3 Workbook

Leadership Morale Prioritization Meeting (During Meeting)

Use the below guidance to lead a Leadership Morale Prioritization Meeting. This session is designed to be used during the meeting.

1 Introduction

- Remind and direct
- Open summary

2 Explanation

- Use time on well-being
- Refer in which answer

3 Reflection

- Give morale
- Ask for survey

4 Each

- Have question
- Plot

5 Prioritization

- Vote
- Share

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EAB's Collaborative to Improve Teacher Morale, Session 3 Workbook

Leadership Morale Prioritization Meeting (Pre-Meeting)

Use the below information to help set a clear goal for the meeting and invite the right participants.

Meeting Objectives

18 Overview of Meeting

- Analyze the 3-5 lowest scoring (i.e., highest disagreement) survey questions and synthesize the survey data with qualitative input
- Assess ability to address threats to morale based on impact and feasibility

19 Goal of the Meeting

The goal of this meeting is to determine the 1-2 threats to morale the district will address for the next several months. The aim is to collaboratively unpack the top morale threats teachers have shared so districts can make a decision that is feasible and impactful for teachers and ultimately will improve morale.

Who Should Attend

- Superintendent
- Other district leadership
- Human Resources representative and Union leader
- Implementation leader and executive sponsor



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Better Understand Key Prioritization Variables



Schedule Leadership Decision Meeting



Synthesize Inputs to Assess Impact and Feasibility



Prioritize 1-2 Morale Threats to Address



Communicate Next Steps

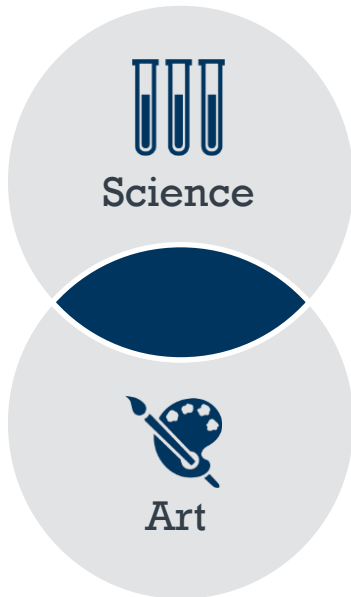
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Prioritization Is Both Art and Science



EAB Resources Will Help You Achieve Consistency



Consistency Key for Teachers to Trust the Process

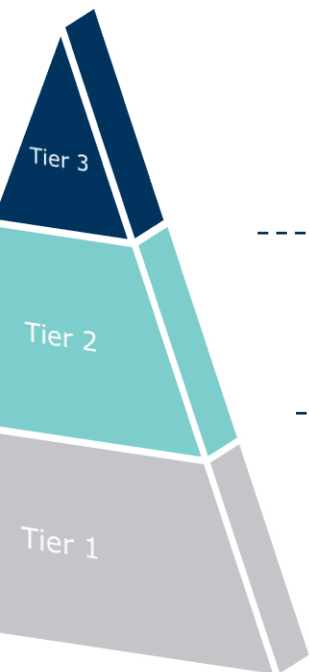
- 17% increase in employees' trust of leaders when leaders rated high in 'consistency'¹
- Your workbook provides leaders with a repeatable, consistent process to explain decisions to teachers

¹) Consistency is one of the three most important elements of trust according to analysis of more than 87,000 leader assessments

Consider Hierarchy of Needs to Assess Impact



How EAB's Six Threats Fit Into Maslow's Hierarchy of Needs



Self-Fulfillment Needs

The need to achieve one's full potential

EAB Threat Areas:

- Professional Growth

Psychological Needs

The need to feel respected and accepted

- Recognition and Value
- Ownership and Autonomy
- Leadership Trust and Values Alignment

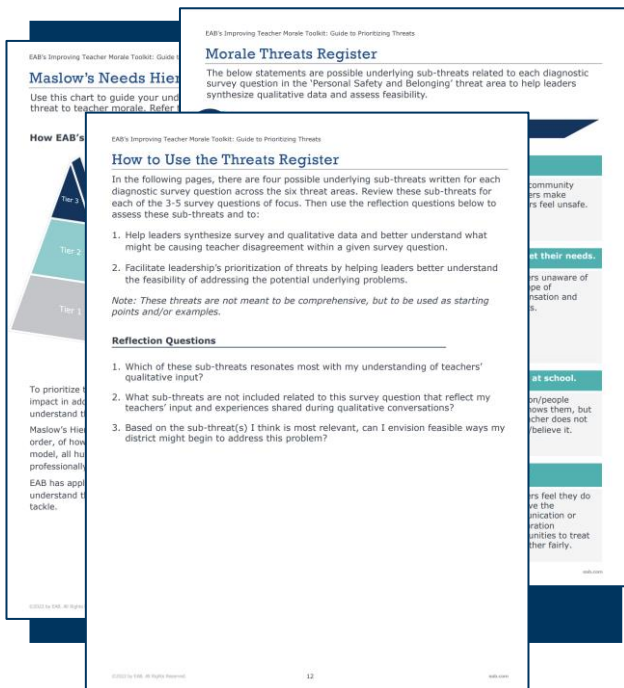
Basic Needs

The need to feel physically safe and have access to necessities

- Time and Resources
- Personal Safety and Belonging

Supporting Tools to Assess Impact and Feasibility

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Maslow's Hierarchy Cheat Sheet

Use to communicate survey results, decisions, rationale, and planned next steps to school leaders and teachers

Morale Threats Register

- Unpack survey responses to better understand root-cause of the issues
- Help districts better 'grade' feasibility

Make Decisions on Morale Threats



Schedule Leadership Decision Meeting



Synthesize Inputs to Assess Impact and Feasibility



Prioritize 1-2 Morale Threats to Address



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Use EAB's Prioritization Matrix to Decide on Threats

Answer 5 prioritization questions for each of the worst-ranked survey questions

EAB's Collaborative to Improve Teacher Morale, Session 3 Workbook

Morale Threat Prioritization Decision Matrix

Answer the following questions to the best of your knowledge. Repeat this assessment for each of the 3-5 survey questions in focus. Use the 3-point rating scale to answer each question and then add the total point count of each section to get your impact and feasibility score. You will use these sums to plot your questions on the next page.

Impact	1 point	2 points	3 points	Point Count
1. To which tier in Marlow's hierarchy does this survey question's threat area belong (see page X)?	Self-Fulfillment	Psychological Needs	Basic Needs	
2. How does this survey question rank in disagreement overall (percent disagree + strongly disagree)?	Below Top 5 Disagreement Overall	Top 5 Disagreement Overall	Top 2 Disagreement Overall	
3. How does this survey question's threat area rank in disagreement overall?	Threat area ranked 5 th or 6 th	Threat area ranked 2 nd or 4 th	Threat area ranked 1 st or 3 rd	
Sum of Impact Score				

Feasibility	Disagree	Neutral	Agree
4. Based on the problem statement(s) I think is most relevant (see Threat Register, pages X-Y), can I envision feasible ways my district might begin to address this survey question underlying threat?			
5. How much staff, time, and financial investment will addressing this threat require (make your best estimation)?	Significant	Moderate	Minimal
Sum of Feasibility Score			

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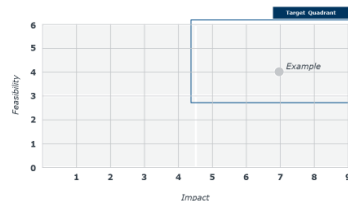
EAB's Collaborative to Improve Teacher Morale, Session 3 Workbook

Morale Threat Prioritization Decision Matrix

Write the impact and feasibility scores for each survey question in focus on the lines below. Then plot those scores on the matrix below. For example, the grey dot in the grid represents a question with an Impact score of 7 and a Feasibility score of 4.

Survey Question Scores

	Question #1	Question #2	Question #3	Question #4	Question #5
Sum of Impact Score (X-Axis)					
Sum of Feasibility Score (Y-Axis)					



Select 1-2 of the threats plotted in (or closest to) the top right quadrant to address to improve teacher morale. These are the survey questions with the scores highest in feasibility and highest in potential impact. District leaders should continue to apply the underlying threats they discussed during this meeting and synthesized qualitative feedback as they begin to address the prioritized morale concerns.

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Tool considers feasibility and impact scores to plot on matrix

Select 1-2 threats to prioritize from the top right quadrant

Keep Teachers in the Loop and Promise Action



Schedule Leadership Decision Meeting



Synthesize Inputs to Assess Impact and Feasibility



Prioritize 1-2 Morale Threats to Address



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Avoid Common Survey Data Communication Pitfalls

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And Replace with More Productive Personas

✗ The Copy & Paste Lecturer

This leader sends out the full survey results exactly how Google Forms sent it to her



✓ The Engaging Storyteller

This leader shares survey results but provides verbal or written context on trends, patterns, successes, and growth areas

✗ The Ghost Emailer

This leader sends out a message with the results but doesn't offer any opportunity for teachers to ask questions or engage with those results



✓ The Transparent Facilitator

This leader shares results and next steps and offers to have a discussion with teachers either by inviting emails, proactively scheduling small group meetings with teachers, or equipping principals and other leaders to have these conversations

✗ The Empty Words Broadcaster

This leader sends out all of the results but does not indicate a plan for how the district will use these results to make changes



✓ The Enthusiastic Implementer

This leader centers communication around their decisions, their rationale for these decisions, and their planned next steps and strategy to take action and make improvements.

Communicating Next Steps to Teachers

Available on the Teacher Morale Resource Center

EAB's Collaboration to Improve Teacher Morale, Session 3 Workbook

FAQ to Aid Discussions with Teachers

Below

FAQ

Question

Answer

Question

Answer

Question

Answer

By Au

Question

Answer

will sh

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Communicating To Teachers

Use the template below to share survey results, morale prioritization decisions, and next steps with teachers.

Email from Superintendent

SUBJECT: Results of Teacher Morale Survey/Conversations and Next Steps

EMAIL TEXT:

Dear colleagues,

I would like to thank you for taking time to respond to our 2022 teacher survey and/or feedback sessions on improving teacher morale. [Two options depending on high or low response rate]

- The x% response rate was excellent—we appreciate your time and plan to continue to honor it by outlining how we plan to use this information and our next steps.
- We had a x% response rate. While we'd love to improve this, we so appreciate those who participated. We hope our investments coming out of this experience will encourage more of you to get involved as we continue our efforts into the future.

This survey and our conversations have enabled us to have a more accurate picture of how you feel about and your experience working in this district. Our district leadership team, including myself, has taken time to reflect on your feedback and the themes that have emerged from it.

I've attached a report that includes the survey data in full, but I also wanted to provide some context into how we used this data (and your input during conversations) to inform our next steps.

First, I wanted to highlight a few areas where we scored well.

1. Insert area of strength from the survey/teacher conversations
2. Insert area of strength from the survey/teacher conversations

Second, I wanted to highlight the two areas of focus for our leadership team across the next several months.

1. Insert area of focus #1
2. Insert area of focus #2

(Continued on the following page)

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Source: <https://www.eab.com/teacher-morale-survey>. Reprinted from
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Email Templates

Use to communicate survey results, decisions, rationale, and planned next steps to school leaders and teachers

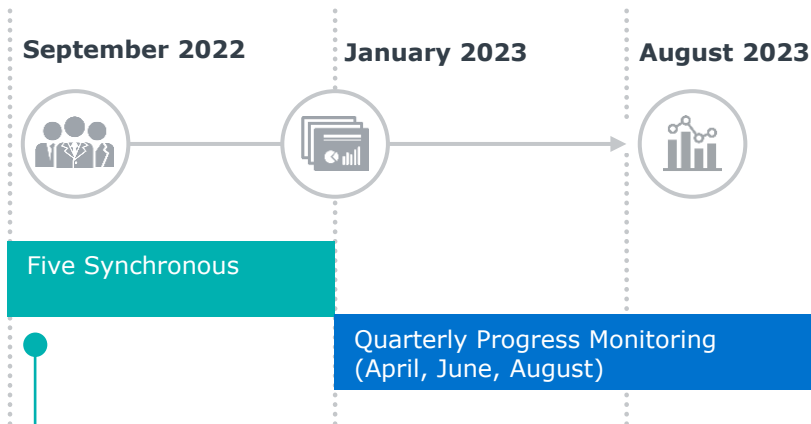
FAQ Guidance for Leaders

- Use to prepare leaders to answer teacher questions about survey results and next steps
- The tools includes questions and ideal answers to common teacher questions

Nationwide Collaborative to Improve Teacher Morale

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EAB'S Collaborative Schedule



REGISTER NOW!

Limited spots remain for September 21st, 2022 start date.

- Contact your dedicated advisor or click sign me up on the poll
- Register by August 25th, 2022 to secure your spot



Step-by-Step Guided Implementation



Peer Collaboration and Shared Accountability



Quarterly progress monitoring and long-term support

Final Thoughts

Please take a moment to answer this final poll question to provide your overall experience on today's session.

