



EAB

Morale Momentum Loop 101: Step #3 Co-Design Solutions

*Wednesday, August 24th, 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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Objectives for Today



Identify the tools and resources available for districts to implement Step #3: Co-Design Solutions of the momentum loop



Describe the actions districts will take during Step #3 of the momentum loop



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

A Successful First Teacher Morale Collaborative



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



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

Reminder of Resources Available for Step #2



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

Six Threat Areas Jeopardize Morale

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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

Located on the Teacher Morale Resource Center

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Resource Center organized by the three steps of morale loop. Today will be focused on resources supporting Step #3: Co-Design Solutions.

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** (magnifying glass icon)
- Prioritize threats** (checkmark icon)
- Co-design solutions** (lightbulb icon)

Below these sections is a large white box with text about teacher morale. It includes a paragraph about the current state of morale and a section titled 'How schools can overcome low teacher morale' which mentions a recent roundtable event and includes an 'ACCESS RECORDINGS' button. At the bottom of the page is a circular diagram with three steps: 'Diagnose CAUSES' (magnifying glass), 'Prioritize THREATS' (checkmark), and 'Co-Design SOLUTIONS' (lightbulb), connected by arrows in a clockwise cycle.

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

Step #1

● Identify Potential Solutions Using EAB's Compendium

Supporting Resources

- Compendium Guide
- 25+ strategies morale-boosting strategies
- Six guiding principles
- Templates and resources for most strategies

Step #2

● Collect Teacher Input to Co-Design Solutions

Supporting Resources

- Guide to Co-Design Solutions
- Communication Templates

Identify Solutions Using EAB's Compendium



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Solution Conversations Lead to Either Silence or Noise

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...Making Co-Designing Morale Strategies A Challenge



Silence

Leaders and teachers alike **struggle to think of potential solutions** to improve on the prioritized threats to morale



Noise

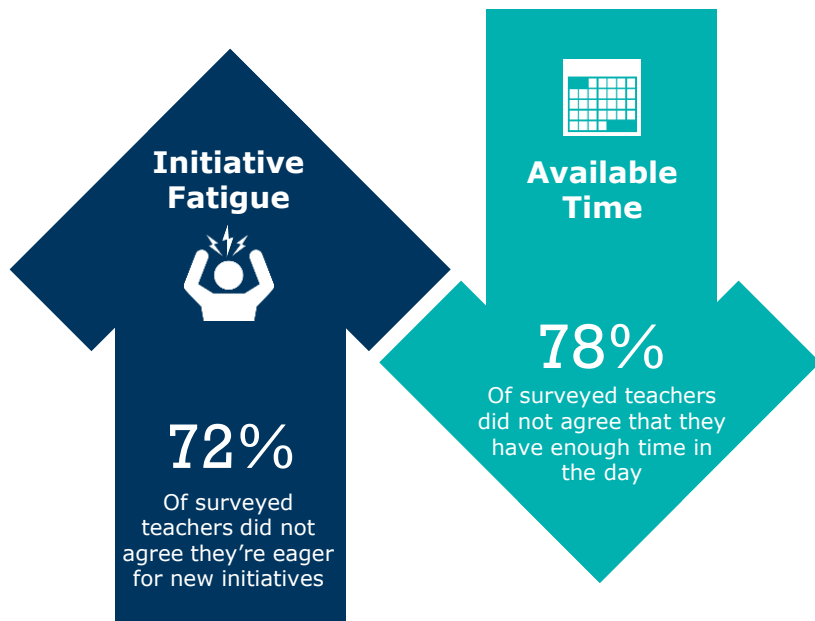
Leaders struggle to sort through **ineffective and/or impossible potential solutions** suggested by teachers



50+

Superintendents shared with EAB during focus groups and research interviews that leaders' and teachers' inability to identify solutions that effectively solve morale threats is a **main barrier to co-designing solutions**

Teachers Have Limited Time, Energy to Participate



Compendium Combats Silence and Noise

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25+ Morale-Boosting Strategies to Jumpstart Co-Design Conversations

EAB's Improving Teacher Morale Toolkit: Morale-Booster Compendium (Recognition and Value)			
Recognition and Value Strategies			
Strategy	Capsule Description	Problem Addressed	Profiled Institution
Social Media Recognition Campaign	Create a social media campaign centered around shouting out your teachers highlighting specific instances of exemplary teaching. Tag organizations your teachers are involved in outside of the classroom and their alma maters. Oftentimes, colleges or organizations will share your post celebrating their exemplary alumni. Richmond Public School's Teacher of the Year posts for individual teachers were often shared by their alma maters and other community involvements increasing reach.	Primary Problem: Teachers are not aware of regular recognition coming from leadership because it is not publicized. Recognition on social media increases public reach. Secondary Problem: Recognition efforts too often feel impersonal and not specific to teachers' accomplishments. By celebrating teachers' life outside of the classroom, recognition becomes more personal and specific.	Richmond Public Schools, Richmond, VA
Who? District and/or Building Leaders			Complexity Medium
Weekly School/District-wide Shoutout Email	Send out a weekly email to the entire school calling out specific examples of excellent teaching or collaboration and the associated impact created for students or other teachers. Encourage teachers to submit examples of their colleagues, or of their own, excellent work to be shouted-out in the weekly email to increase buy-in and build anticipation for the consistent recognition.	Primary Problem: Teachers are not receiving recognition on a regular basis to promote feelings of value. Establishing a weekly shoutout email promotes consistent and timely recognition. Secondary Problem: Teachers are unaware of regular recognition coming from leadership because it is not publicized. By sending a weekly shoutout email to the whole school or district, teachers are more likely to see recognition and better understand the recognized behaviors.	Soulsville Charter School, Memphis, TN
Who? District and/or Building Leaders			Complexity Low

Compendium Includes
25+ Solutions

Solutions Organized
By **Six Threat Areas**

Complexity & Problem
Addressed Included

Use Compendium as a Starting Point with Teachers

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Identify Ongoing Ways to Get Teacher Input on Strategies

1 Use Strategies for Inspiration

Share 2-4 leader-selected strategies to workshop with teachers to avoid silence during solution brainstorming

2 Vote on Promising Strategies

Ask teachers to vote on top strategies for prioritized threat areas to avoid too much noise or unproductive ideas

3 Ask for Specific Input

Ask teachers to answer specific questions on chosen strategies so you can refine them

Benefits of Using EAB's Compendium to Codesign Solutions



Maintains focus on possible solutions



Provides starting point, helps with initial brainstorming



Ensures strategies are grounded in proven strategies and research

Guiding Principles for Each Threat Area

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To Inform Compendium Strategies and Your Work



Personal Safety & Belonging

Complete 'jobs to be done' for teachers rather than rely on self-care



Recognition & Value

Timely and specific recognition makes it valuable



Leadership Trust & Values Alignment

Trust requires strong relationships, expertise, and consistency



Time & Resources

Increase authority over time to increase perceptions of it



Ownership & Input

Discretion is not the only way to foster feelings of ownership



Professional Growth

Create meaningful opportunities for growth not only outside of the classroom but also within it

Timely and Specific Recognition Essential to Its Value

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Timely



Emphasizes importance of recognized behaviors



Helps connect positive neuro-chemical response to actual behavior or event

Specific



Specificity makes recognition feel personal and increases credibility



Recognition based on actions rather than outcomes improve specificity

Effective Recognition Formula



Identify the specific event or action being recognized



Explain the positive impact resulting from their action



Share the recognition promptly following the event or action being recognized

Sources: [Employee Recognition: Basics, Best Practices, and ROI](#), Workhuman, 2021; ["In Praise of Praising Your Employees"](#) Gallup, 2006; [Behavior-Specific Praise in the Classroom](#), Panorama Education, 2022; EAB interviews and analysis.

Supporting Resources Available for Most Strategies

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To Make Implementation Easy

Types of Supporting Resources

- One-pagers for communication
- Templates
- Step-by-step instructions
- Audits
- Checklists

EAB's Improving Teacher

Recogni

Small hospit

A small hospit
personalized,

District leader
district. Kits at
recognition no
Restock kit m

EAB has devel
Include these
to write notes

EAB's Improving Teacher Morale Toolkit: Morale-Booster Compendium (Recognition and Value)

21 Days of Thank You

Day 1

Send a personal email thanking a teacher who makes a difference in your life. Be sincere and very specific about what they do that you appreciate.

Day 3

Spend time walking around the school with the goal of observing positive behaviors. When you see something going well, speak up. Give them on-the-spot, specific praise. Do this multiple times throughout the day if possible.

Day 5

Start a chain of kindness. On a paper link, write specific words of praise about a teacher. Share it with them and ask them to add another paper note linked to the chain. Once you have built out a sizable chain, post it on a public bulletin board and encourage others to add to it.

Day 7

Deliver a teacher that has been going above and beyond a balloon bouquet with a handwritten note that specifically mentions their achievements. Give it to them in their classroom or in a team meeting, depending on their praise preferences.

Day 2

Thank a teacher face-to-face, telling them specifically how they make a difference in your school or district.

Day 4

Put positive, encouraging Post-it notes up around the building. Leave specific affirmations in teachers' classrooms and general affirmations through the halls and common spaces.

Day 6

Encourage an employee who needs a little lift. Let them know how they make a difference and what they do well. Ask them how you can provide them guidance or additional support.

Day 8

Write a handwritten thank-you note for a teacher and encourage them to continue the chain. Initiate a thank you note marathon within your school!

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Step #2

● Collect Teacher Input to Co-Design Solutions

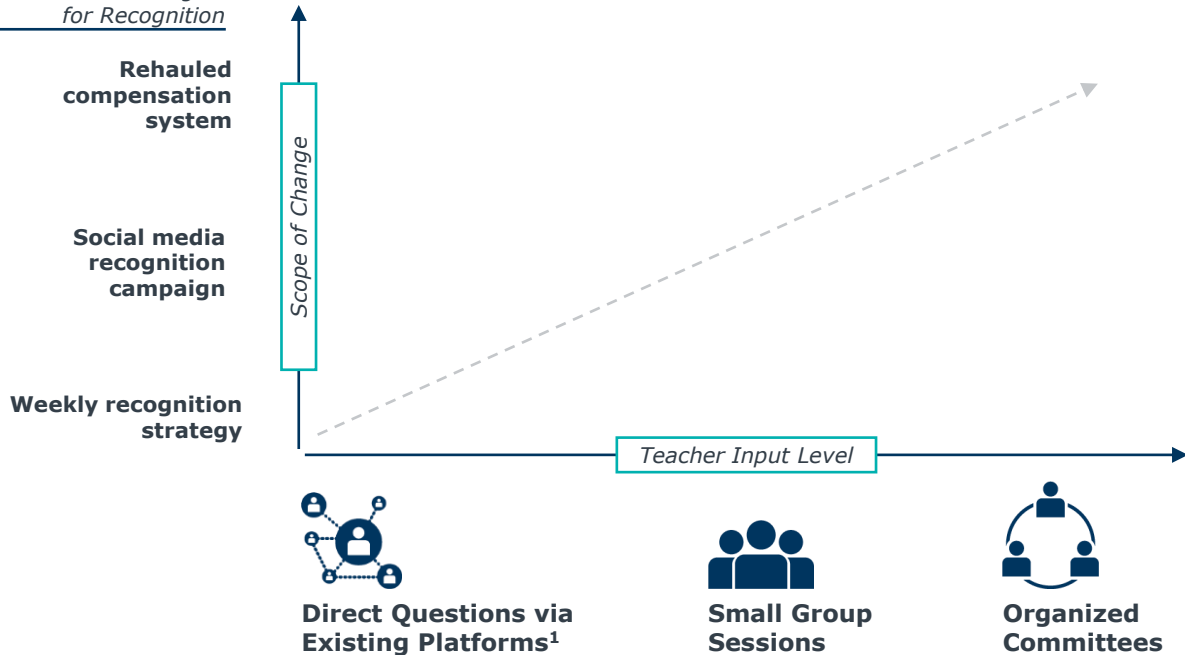
Supporting Resources

- Guide to Co-Design Solutions
- Communication Templates

Increase Input As Strategy Complexity Increases



*Example Morale-
Booster Strategies
for Recognition*



1) Districts can use platforms like social media, Google forms, or Thought Exchange to involve a lot of teachers in a quick and targeted way

Streamline Teacher Input with Social Media



Terrell ISD Quickly Gathers Teacher Input Via Well-Crafted Questions



Example Question

If a classroom
fairy could bring
you something,
what would you
want?



1

STEP

Write a clear, concise, and
direct question related to
a prioritized threat

2

STEP

Collect all replies in
one easy to sort place
(e.g., excel)

3

STEP

Look at all replies
and identify trends
across replies

4

STEP

Identify opportunities
for the district to act
on the results

200+

Actionable
responses from
teachers¹



Used responses to stock a
classroom 'market' where teachers
could 'buy' supplies with district-
provided currency

¹) Of an approximately 300 teacher district
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Use Worksheet to Decide How to Collect Input

1

Use EAB's step-by-step guide for co-designing solutions to identify morale boosting strategies and make an implementation plan

3

Fill out prompts to develop a plan to collect input from teachers on selected morale strategies

2

Identify the threat areas that correspond to the selected morale boosting strategies prioritizing threat areas identified through diagnostic survey

4

Once teacher input collected, use these prompts to begin implementing strategies

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

Co-Designing Solutions Worksheet

Use this worksheet to make a plan to collect teacher input on potential morale-boosting strategies. Repeat this exercise for as many strategies as the district is considering.

Selected Strategy #1:	
Threat Area:	
How large is the scope of change of this initiative (consider resource intensiveness and potential questions from teachers)?	How should I get teacher input? (Refer to page 6.)
When in the process of implementing this strategy should I start asking for input?	What questions should I ask teachers in order to get their input on this strategy?
Once Teacher Input Is Collected:	
What are my key takeaways about this strategy after collecting teacher input?	
What next steps does my district need to take to implement this strategy?	

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Communication Still Key

Templates Available to Update Teacher on Solutions Plan

EAB's Collaborative to Improve Teacher Morale, Session 4 Workbook

Template to Communicate Morale Solutions Plan

Below is a sample message to update teachers on strategies district leaders plan to use to improve morale and how they plan to co-design those solutions with teachers. District leaders should adapt this email based on their specific planned next steps.

SUBJECT: Next Steps to Address Teacher Morale Concerns

EMAIL:

Dear Teachers,

I want to provide an update on our investment and work to continue to improve teacher morale in this district. First, I want to reiterate my thanks—we've been able to work on these challenges because of your participation in our survey and follow up conversations at the end of last school year.

The next step in this work is to implement strategies aimed to address the challenges we have prioritized for now (I've copied my previous email below if you'd like a refresher on those challenges).

We can't design these solutions in a vacuum. We need your input to make sure these strategies work to meet your specific needs. Below, I've outlined a few of the strategies we plan to adopt. For each approach, I've also included how we intend to get your feedback.

[EXAMPLE—leaders should fill in details based on their specific context]

Strategy #1: (Detail new student behavioral support provided to teachers)

For this strategy, to address teacher concerns on increasing student behavioral challenges, we plan to dedicate 2 hours to get teacher input on this strategy during our back to school PD days.

Strategy #2: (Principal weekly recognition emails)

For this strategy, we will be posting a few questions via Thought Exchange to get teacher feedback on when and how to structure these emails and how to best collect stories of your great work.

I appreciate your continued support in this work and want to reiterate my commitment to all of you to continuously invest in you and your experience in our district.

Best,

Superintendent

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Source: EAB Workbook and analysis.
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Communicate to Teachers

Use the email template to provide teachers with an update and a plan on co-designing solutions.


Bookmark the Teacher Morale Resource Center

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 EAB


Diagnose causes
[VIEW RESOURCES](#)


Prioritize threats
[VIEW RESOURCES](#)


Co-design solutions
[VIEW RESOURCES](#)

Teacher morale is at an all-time low, causing disruptions in pandemic recovery initiatives, teacher absenteeism, and decreased quality in instruction. And districts' current investments to improve morale—such as expanding wellness programs and increasing teacher appreciation efforts—have not worked.

But low teacher morale—even during challenging times—isn't inevitable. EAB has uncovered outlier organizations across industries that dramatically improved employee morale despite challenging circumstances. Their success was not defined by a one-size-fits all or predetermined set of ideas for morale. Their success shared one common ingredient: all outlier organizations diagnosed the evolving needs of employees and co-developed and adjusted morale improvement solutions in collaboration with employees. EAB has distilled this process into the teacher morale momentum loop.

How schools can overcome low teacher morale

Watch the recordings from our recent roundtable event where we provided concrete steps district leaders can implement to boost teacher morale.

[ACCESS RECORDINGS](#)



**Diagnose
CAUSES**

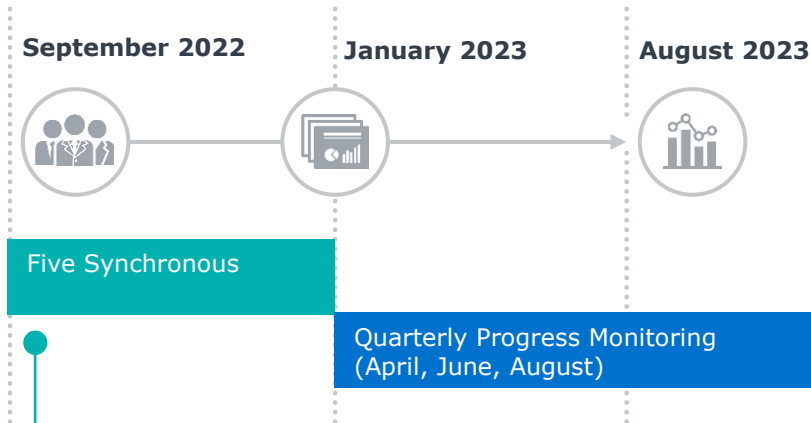
**Prioritize
THREATS**

**Co-Design
SOLUTIONS**

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
- Or register at the link in the chat!
- Register by September 9th, 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.

