

Flourishing Teachers, Thriving Schools

Tricia Stobbe, Executive Director



Hope for today:

1. Discover what organizational health is
2. Appreciate what staff engagement is
3. Understand how the two are related
4. Become familiar with the stakeholders in Christian education
5. Understand the work of Christian Educators of BC



Introductions

- ✓ Who you are
- ✓ What school you serve
- ✓ What interests you about this topic/what you hope to learn



Our schools today



*"Over the decades our schools have grown, developed and matured. They have become more organizationally sophisticated... We have refined our **governance** models, defined our **leadership** structures, engaged in **professional development** and grown in our understanding of how to effectively deliver the product we call **Christian education**. We have expanded our **programs**, improved our **curriculum** planning, varied our **pedagogy**, enhanced our ability to **assess** learning, and built shiny new **buildings**. We have developed **strategic plans**, **marketing** strategies, **financial** sustainability models and **technology** infrastructures."*

Ed Noot, [The Link](#), February 2016, Vol. 39 No.3



What is Organizational Health?

- minimal politics and confusion,
- high morale,
- high productivity,
- low staff turnover.

Patrick Lencioni, [The Advantage](#)



Four Levels of Health



- | | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> ▪ Highly Political ▪ Stifled ▪ Closed ▪ Direction? ▪ No trust ▪ Fear ▪ Autocratic leadership ▪ Low staff engagement ▪ Dishonesty | <ul style="list-style-type: none"> ▪ Compliance fostered ▪ Outlook uncertain ▪ Limited risk-taking ▪ Valued for performance ▪ Negatively paternalistic ▪ Limited action ▪ Poor fit | <ul style="list-style-type: none"> ▪ Staff feel encouraged ▪ Healthy relationships ▪ Shared leadership ▪ Authentic, accountable ▪ Trust levels high ▪ Positive outlook | <ul style="list-style-type: none"> ▪ People first ▪ High trust ▪ Highly authentic & accountable ▪ Collaborative teams ▪ Dynamic & effective leadership ▪ Very positive outlook ▪ Risk-taking innovation |
|--|---|--|--|

Best Christian Workplaces Institute



"Teachers make more minute by minute decisions than brain surgeons...and that is why you're going home so exhausted each day."

Dr. Tina Boogren







*"What employees really want in their jobs is **autonomy**, the chance to get better at what we do, and a purpose that connects us to something larger. This is especially true of the Millennial generation. Studies show that recent MBAs will work for a significantly lower salary if they truly believe in what they are doing."*

Daniel H. Pink



70% of North American employees are disengaged

The impact of employee disengagement

- 87% more likely to leave
- 33% lower operating income

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Firms in top-quartile of employee engagement

- ✓ 65% lower turnover
- ✓ 48% fewer safety incidents
- ✓ 41% fewer quality incidents (defects)
- ✓ 55% higher Net Promoter Score
- ✓ 36% more likely to stay
- ✓ 4% increase in incremental operating margin

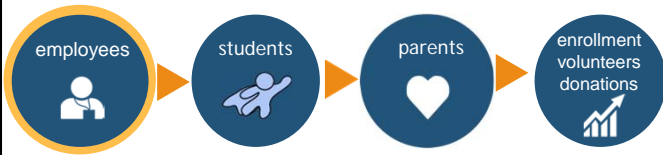
CHRISTIAN EDUCATORS OF BRITISH COLUMBIA

Impact of employee engagement

Decrease employee turnover by



Staff Engagement and School Growth



Know well the condition of your flocks, and pay attention to your herds

Prov. 27:23



Employee Engagement



What makes an employee engaged?

What are the drivers and influencers of engaged and disengaged employees?



| Meaningful work | Hands-on management | Positive work environment | Growth opportunity | Trust in leadership |
|------------------------|----------------------------------|-------------------------------------|---------------------------------|---------------------------------|
| Autonomy | Clear, transparent goals | Flexible work environment | Training and support on the job | Mission and purpose |
| Select to fit | Coaching | Humanistic workplace | Facilitated talent mobility | Continuous investment in people |
| Small, empowered teams | Invest in management development | Culture of recognition | Self-directed, dynamic learning | Transparency and honesty |
| Time for slack | Modern performance management | Inclusive, diverse work environment | High-impact learning culture | Inspiration |
| A focus on simplicity | | | | |

Deloitte: Five elements drive engagement

| 1 Leadership | 2 Goals and objectives | 3 Workload and work/life | 4 Image | 5 Empowerment |
|--|--|---|---|--|
| <ul style="list-style-type: none"> Effective at growing the business Sincere interest in employees' well-being Behaves consistently with organisation's core values Trust and confidence in job being done | <ul style="list-style-type: none"> Good understanding of organisation's business goals and steps needed to reach those goals Understanding of how job contributes to the organisation achieving its business goals | <ul style="list-style-type: none"> Healthy balance between work and personal life Work arrangements are flexible Enough employees in work group to get job done right Amount of work required is reasonable | <ul style="list-style-type: none"> Organisation highly regarded by general public Organisation conducts its business with honesty and integrity | <ul style="list-style-type: none"> Management involves employees in decisions that affect them Organisation seeks opinions/suggestions of employees Organisation acts on employee suggestions |

Towers Watson

Top Factors that Drive or Influence Engagement



Factors are Unique to Each Organization



What uniquely drives engagement at your school?



How to Measure Employee Engagement

Start by getting the RIGHT data



- Ask the right questions
- Keep it anonymous



Use a Survey



"I've had (leaders) tell me they don't want to do a survey because 'I'm afraid of what I'll learn'. That's so discouraging. If you're having health issues, you have to deal with it. Otherwise, the consequence could be the failure of your organization"

MacPherson



It Won't Hurt to Find the Good!



Employee surveys pay off in the long term.



Determining Staff Engagement



Simple Test: employee Net Promotor Score

"Would you recommend a family member or friend to work here?"
"How likely are you to recommend our school to your friends and family?"

Score from 0 to 10
0 = not at all likely
10 = extremely likely





Scoring

Promoters (9-10) Employees who love the school

Passives (7-8) Employees who are ambivalent

Detractors (0-6) Employees who are unhappy



Calculating the eNPS

% who are Promoters - % who are Detractors

Example:

70% Promoters; ~~10% Passives~~; 20% Detractors

Net Promotor Score: $70\% - 20\% = 50\%$



If eNPS is Neutral or Negative, Dig Deeper



Ask the Right Questions

"Asking questions around subjects that are proven drivers of employee engagement is important. Once organizations have a pulse on how employees are feeling, they are in a better position to impact engagement."

WorkTango-2017 Guide to Employee Engagement



Examples

| Question | Engagement Driver |
|---|----------------------------|
| I receive useful and constructive feedback from my Principal | Leader relationship |
| School leadership is transparent and communicates with me often | Open Communication |
| I feel recognized for my accomplishments | Recognition & Rewards |
| I understand how my teaching contributes to the school's goals and objectives | Strategic Alignment |
| I know and believe in the school's mission | School Mission and Culture |

Gather Data



Analyze the Data

- Analyze the data to figure out what areas need improvement
- Have leadership team meetings to discuss leadership styles and tactics to improve staff's sentiments



TAKE ONE SMALL



- Be transparent
- Prioritize
- Empower your leaders to act on feedback
- Be patient



"Taking surveys without sufficient follow-up makes employees more cynical and less inspired...if you're doing a survey, you have to realize that employees will expect something to get done"

Don MacPherson, *Modern Survey*



You Can't Do It All!



We're In This Together

- ❖ CEBC is here to help!
- ❖ We are here to support the flourishing of your school



We want to help!

CEBC's pilot program:

Assessing and improving staff engagement

- ✓ Design a survey
- ✓ Analyze the feedback
- ✓ Communicate
- ✓ Action plan
- ✓ Re-measure



What is CEBC?

Professional Organization
Supporting Christian Educators in BC



*CEBC Supports and Strengthens
Christian Educators so they can
Thrive in their Practice*



History

- 1963 - Convention Planning Committee
- 1978 - CTABC became Incorporated
- 1992 - First Executive Director Hired
- 2016 - Name changed to Christian Educators of BC



Membership

- Teachers
- Support staff
- Administrators

45% of Christian schools in BC



How is CEBC Funded?

Membership Fees:

| | |
|-----------|----------|
| Teacher | \$180/yr |
| Associate | \$60/yr |
| Principal | \$130/yr |



How is CEBC Governed?

BOARD of DIRECTORS

- 5 to 9 Members
- Positional & Regional Diversity
- Sets the Vision & Road-Map
- Responsible for ongoing & long-term success

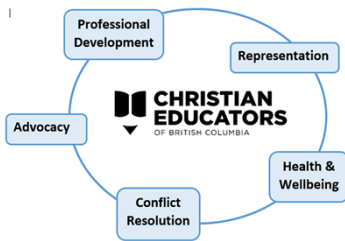


Future & Vision

- Support all Christian educators in BC
- Raise the profile and advocate for Christian educators as professionals in BC's educational landscape



Roles and Services



Representation

What is our relationship with stakeholders?









How does CEBC differ from the BCTF?

- Restoratively advocates for staff
- Works with & alongside staff
- Supports the vision of flourishing Christian communities



Willow Creek's Journey:

How one organization changed its Culture

<https://vimeo.com/75823573>





