



NATIONAL  
CHARTER SCHOOL  
RESOURCE CENTER

# Leading in the Unknown

*Creating a Culture of Care: Building a Life RAFT for Your Team*

Learning Module #1

[charterschoolcenter.ed.gov](http://charterschoolcenter.ed.gov)

## About the NCSRC

The National Charter School Resource Center (NCSRC) provides technical assistance to federal grantees and resources supporting charter sector stakeholders. NCSRC is funded by the U.S. Department of Education (ED) and managed by Manhattan Strategy Group (MSG) in partnership with WestEd.



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# Your Guide



***Lisa Diaz, Founder***



# Leading in the Unknown



# What You'll Learn in Creating a Culture of Care



Explore how developing and maintaining a culture of care is critical to organizational impact



Discover ways to prioritize staff and self-care



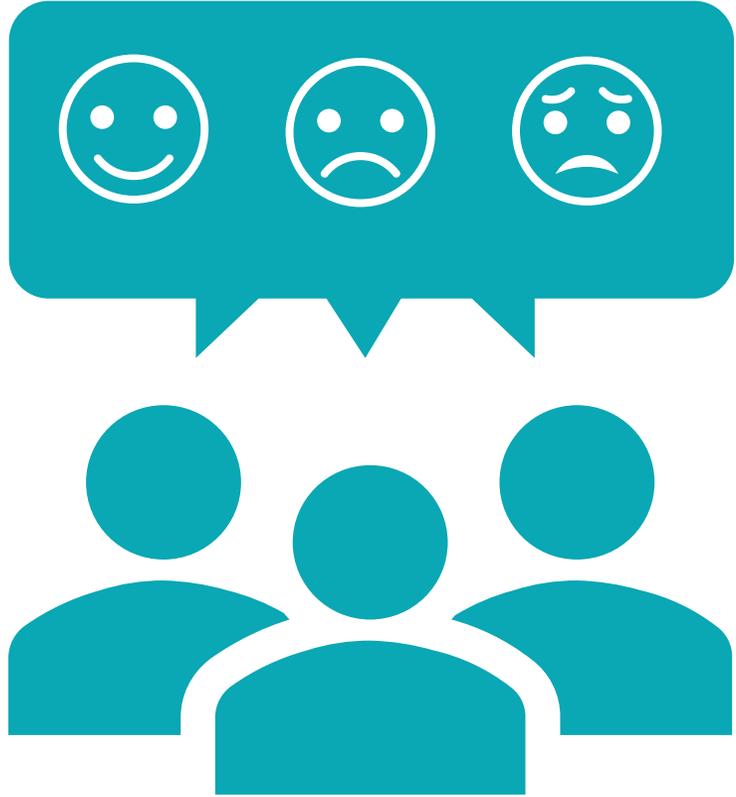
Learn how to lead staff utilizing self-care as a priority even in uncertain times



Explore the balance between staff-care and job expectations

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

*-Maya Angelou*

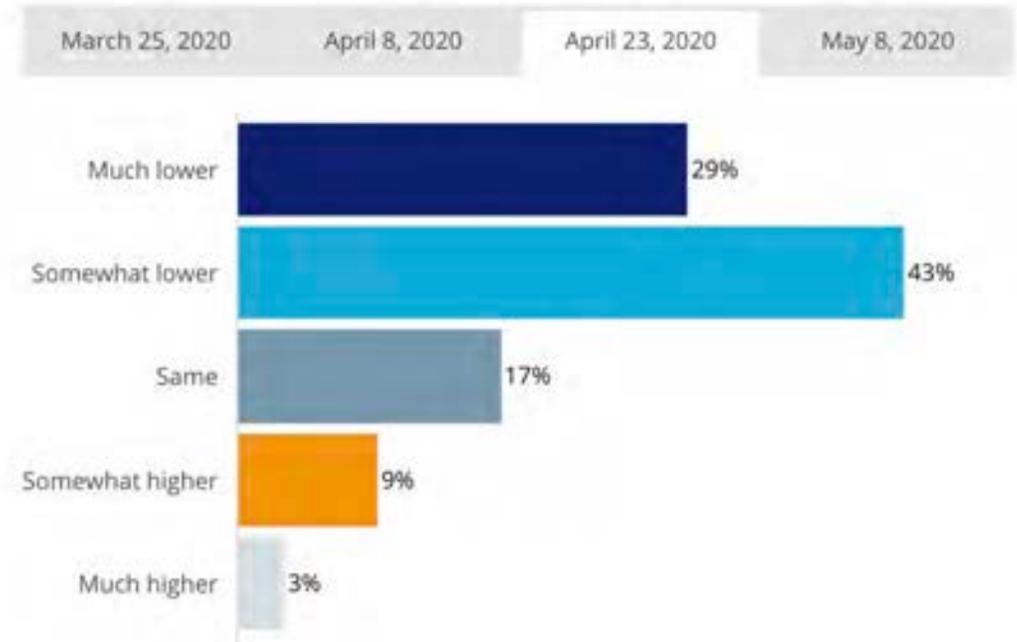


What percentage of your team, if surveyed right now, would indicate that they have a lower spirit/morale today than they did in January 2020?

## Survey Says...

Surveys by the EdWeek Research Center document the decline in teachers' spirits. In the March 25 survey, 63 percent of teachers reported that teacher morale was lower than before the pandemic. By April 8, that figure rose to 69 percent, and by April 23, it reached 72 percent. On May 7, 71 percent of teachers reported that morale was worse than before the pandemic.

Teachers report a steep decline in teacher morale since before the Coronavirus closed schools.



SOURCE: EdWeek Research Center survey, 2020

EdWeek  
Research Center

# What's the Cause?



# What Can We Do?

Build a life “RAFT” for your team...

**R**elationships

**A**ppreciation and Acknowledgement

**F**lexibility

**T**ransparency

# Relationships

The heart of your team.



“We have forgotten that organizations are first and foremost places of human interaction, not just transaction. Research shows that our greatest need after food and shelter is social connection — positive social relationships with others.”

*Good Bosses Create More Wellness than Wellness Plans Do  
by Emma Seppälä*



<https://hbr.org/2016/04/good-bosses-create-more-wellness-than-wellness-plans-do>

# Move Questions from Generic “How are you?” to...



How are you, really?



Are you getting enough sleep?



What additional resources do you need right now?



Is there something I or the organization can do to make your life easier right now?



# Appreciation and Acknowledgement

Showing your team you care.



A recent study shows that when employees (at any level) are given recognition, their engagement score increases by 26%.

*10 Reasons You Need to Show Appreciation Daily  
By David Sturt and Todd Nordstrom*



<https://www.forbes.com/sites/davidsturt/2017/10/22/10-reasons-you-need-to-show-appreciation-daily/#502edd874ff3>

# Make it Personal



# Leading with Acknowledgement



Identify two team members you can acknowledge for something you have observed recently



How will you acknowledge them?



When will you give this acknowledgement?



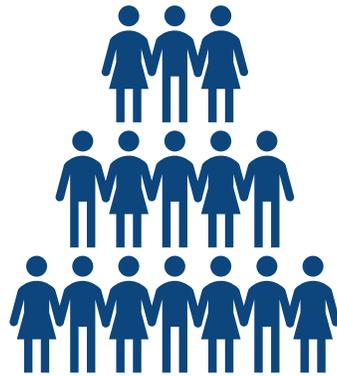
What kind of accountability or support do you need to ensure success?

# Flexibility

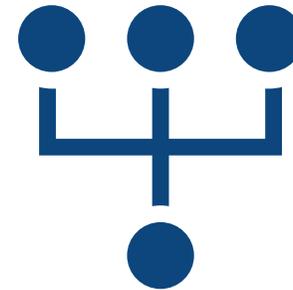
Meeting people where they need to be met.



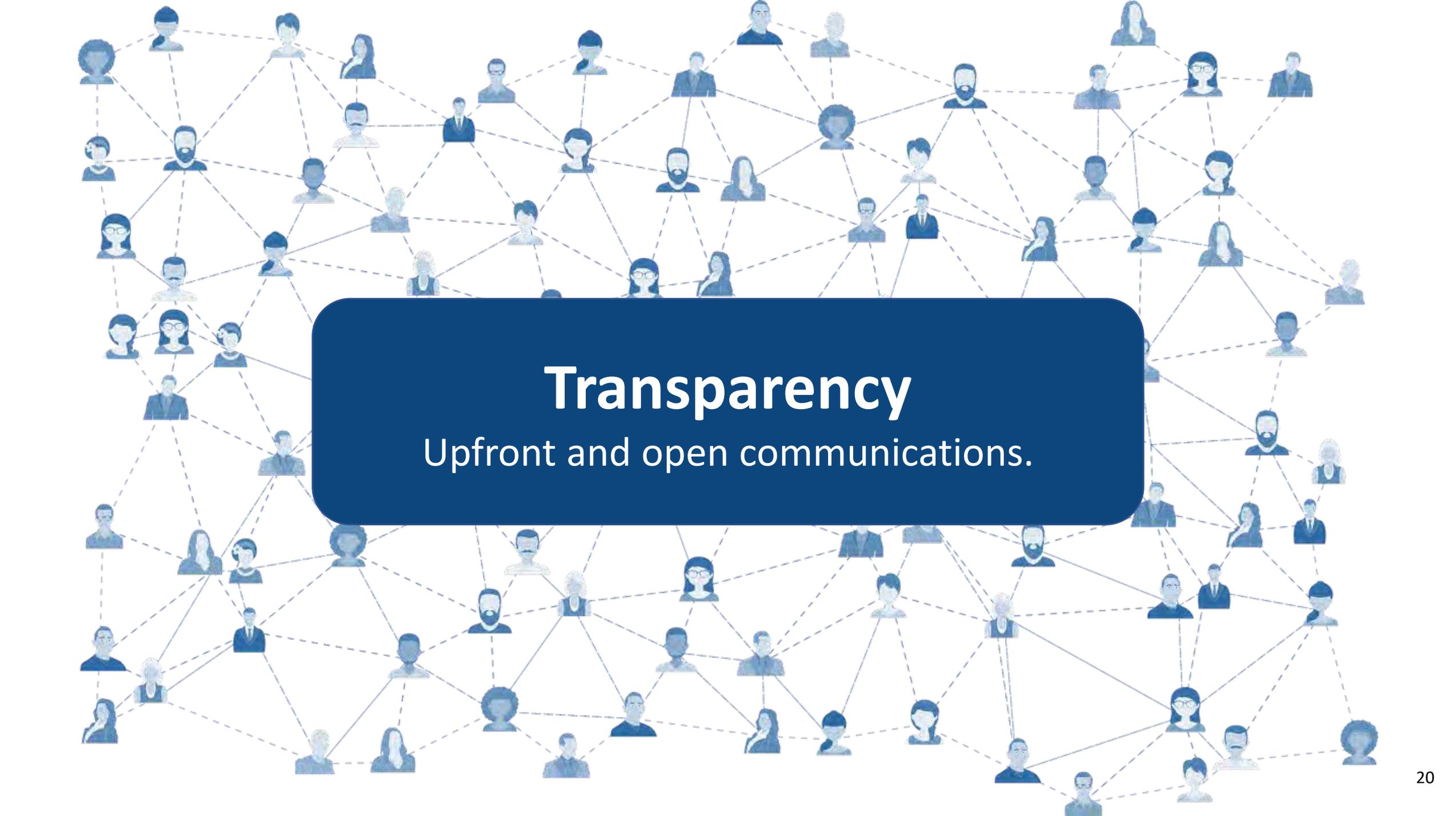
# Leading with Flexibility



How can you be more flexible to meet your team where they need to be met?



What are one or two ways that you may be able to work around an existing procedure/process to help your team meet the expectations, but in a different way?



# Transparency

Upfront and open communications.

# Leading with Transparency



Be truthful



“I don’t know.... But together...”



Share the most current information as to what is known



“I feel (insert feeling)”



Be open to ANY question

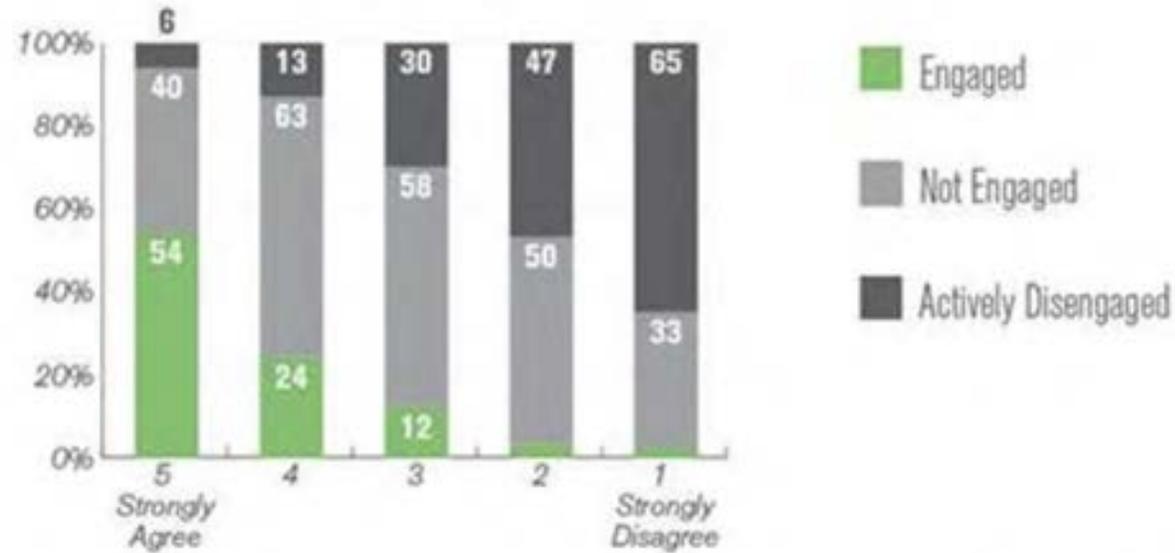
What could you do to create the greatest level of transparency, even when there are many unknowns?

# Gallup Findings

## EMPLOYEES WHOSE MANAGERS ARE OPEN AND APPROACHABLE ARE MORE ENGAGED

A productive workplace is one in which employees feel safe enough to experiment, challenge, share information and support one another. The best managers get to know their employees and help them feel comfortable talking about any subject, whether it is work related or not. Among employees who strongly agree that they can approach their manager with any type of question, 54% are engaged. When employees strongly disagree, only 2% are engaged, while 65% are actively disengaged.

*I feel I can approach my manager with any type of question.*



GALLUP®



# Leading with a Culture of Care



How strong are your relationships? Are you consistent in developing and maintaining these relationships?



How often and to what extent are you acknowledging team members?



Are you remaining flexible and meeting team members where they need to be met?



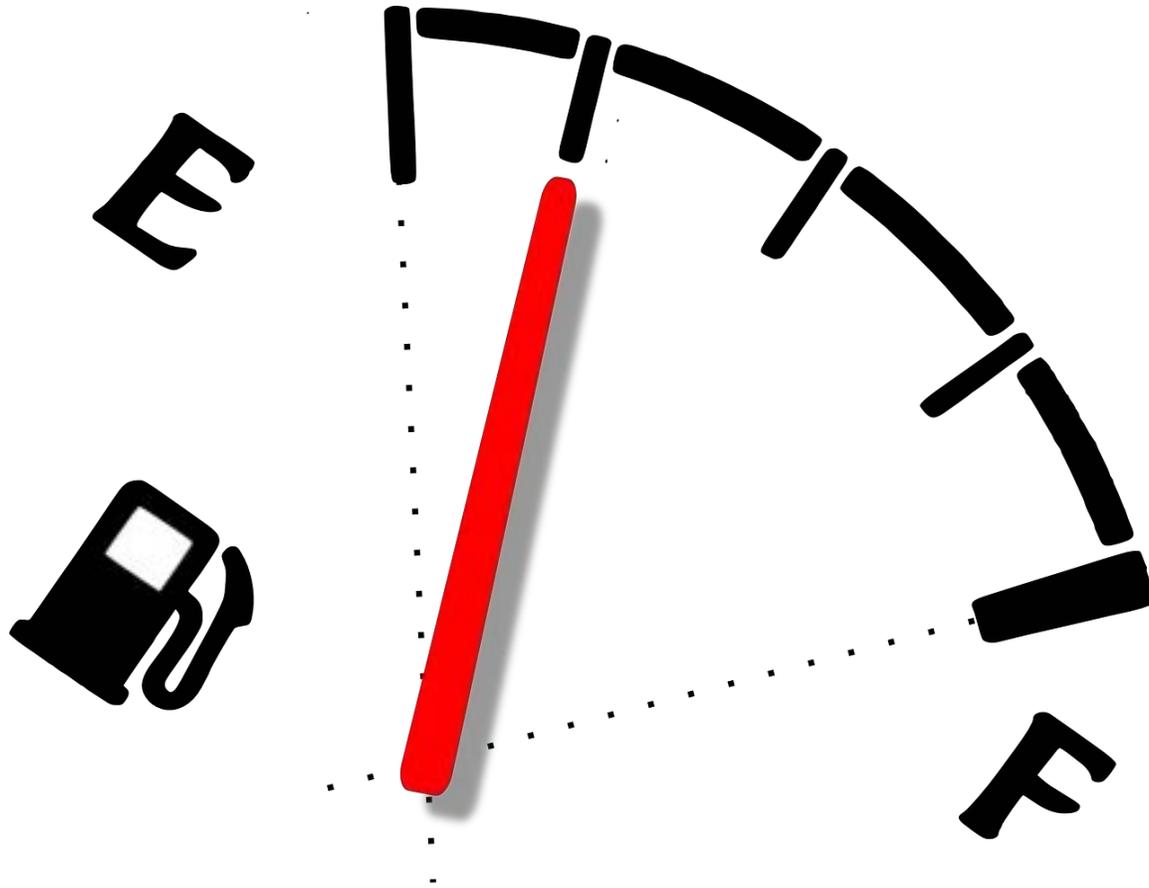
How transparent does your team feel you are?



When you look at the four elements of your life RAFT (relationships, acknowledgment/appreciation, flexibility and transparency), where do you need to add some additional intentionality?

What could this intentional action look like in your daily routine?

## Practicing Self Care

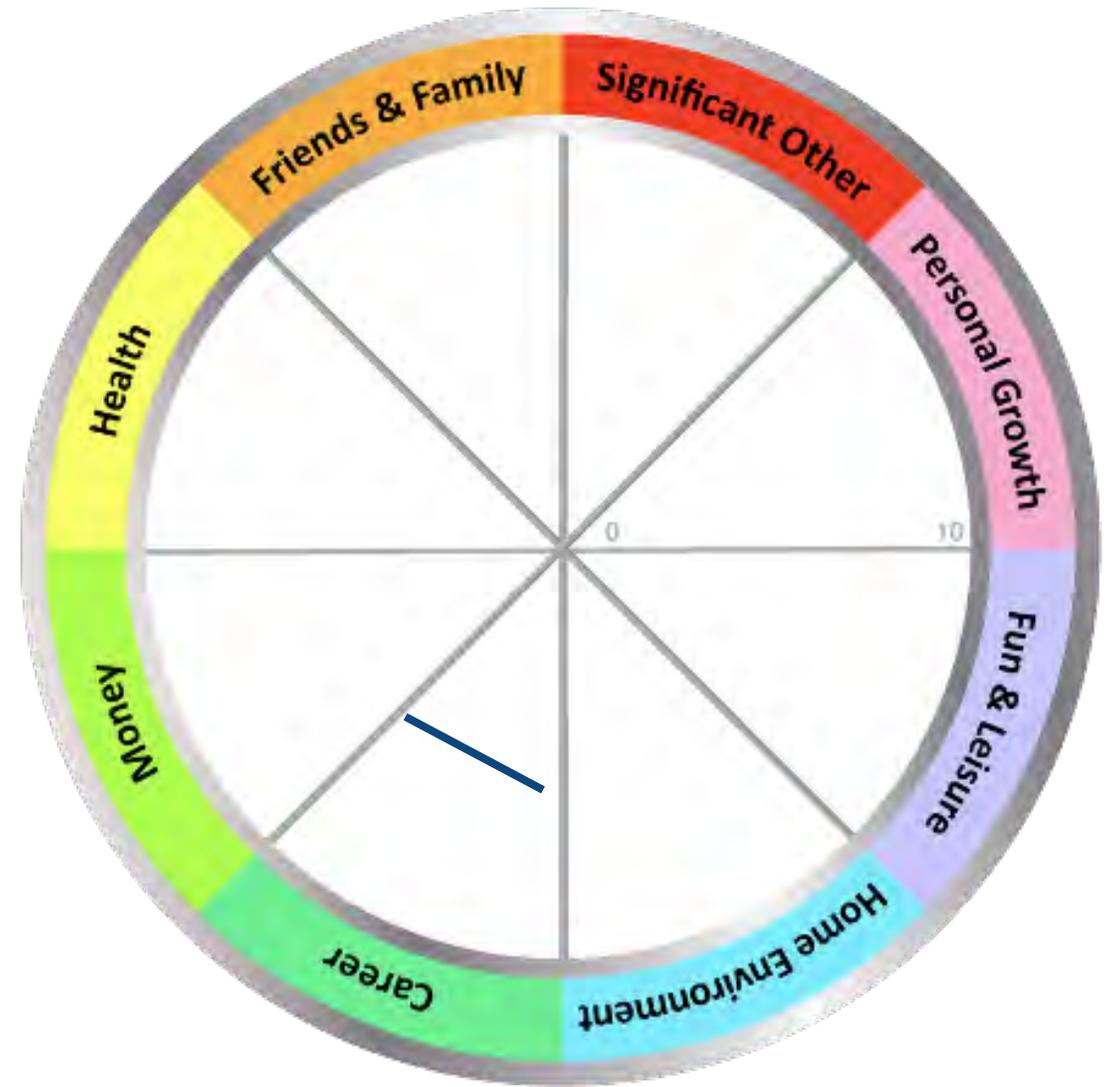


# Where is your tank?

*Empty? Half-full? Full?*

# Self-Reflection

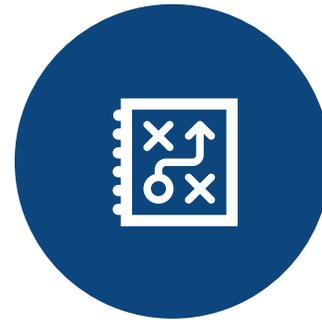
On a scale of 1-10, by drawing a line, indicate how satisfied you are with following aspects of your life:



# Putting Self Care into Practice



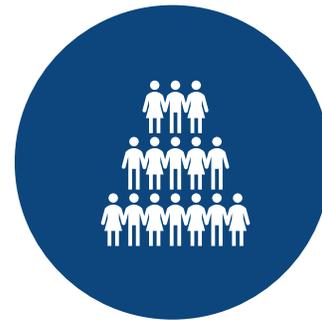
Identify one or two actions to move closer to a 10



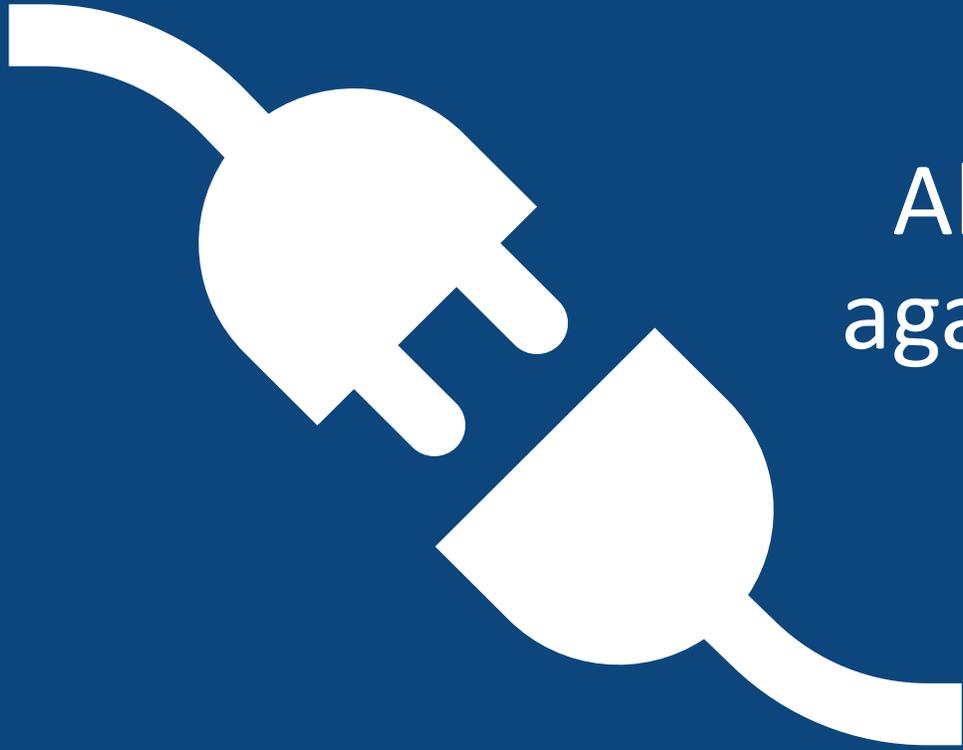
What will it take for you to prioritize these actions?



What might get in the way of success?



What type of support/accountability do you need to be successful?



Almost everything will work again if you unplug it for a few minutes... including you.

# Additional Resources



**A Culture of Care, Without Compromise, By Michele Booth Cole**

[https://ssir.org/articles/entry/a\\_culture\\_of\\_care\\_without\\_compromise#:~:text=A%20culture%20of%20care%20motivates,how%20to%20create%20this%20culture](https://ssir.org/articles/entry/a_culture_of_care_without_compromise#:~:text=A%20culture%20of%20care%20motivates,how%20to%20create%20this%20culture)

**Good Bosses Create More Wellness than Wellness Plans Do, By Emma Seppälä**

<https://hbr.org/2016/04/good-bosses-create-more-wellness-than-wellness-plans-do>

**How to Take Care of the Adults (and Yourself) in Your School Community**

<https://www.edweek.org/ew/articles/2020/05/13/how-to-take-care-of-the-adults.html>

**The Psychological Effects of Workplace Appreciation & Gratitude, By O.C. Tanner**

<https://www.emergenetics.com/blog/workplace-appreciation-gratitude/#:~:text=Showing%20gratitude%20can%20increase%20a,employee's%20well%2Dbeing%20and%20health>

**10 Reasons You Need to Show Appreciation Daily, By David Sturt and Todd Nordstrom**

<https://www.forbes.com/sites/davidsturt/2017/10/22/10-reasons-you-need-to-show-appreciation-daily/#502edd874ff3>

# Culture of Care in Practice



**Dr. Kelli Peterson**

Assistant Superintendent  
Louisiana Department of  
Elementary and Secondary  
Education

# Office Hours



Office Hours:

Time & Date TBD

# Next in Leading in the Unknown

