

**Newmeasures**<sup>™</sup>

 **COLLABORATE**  
Building Our DPS Together

This presentation is specially prepared for:



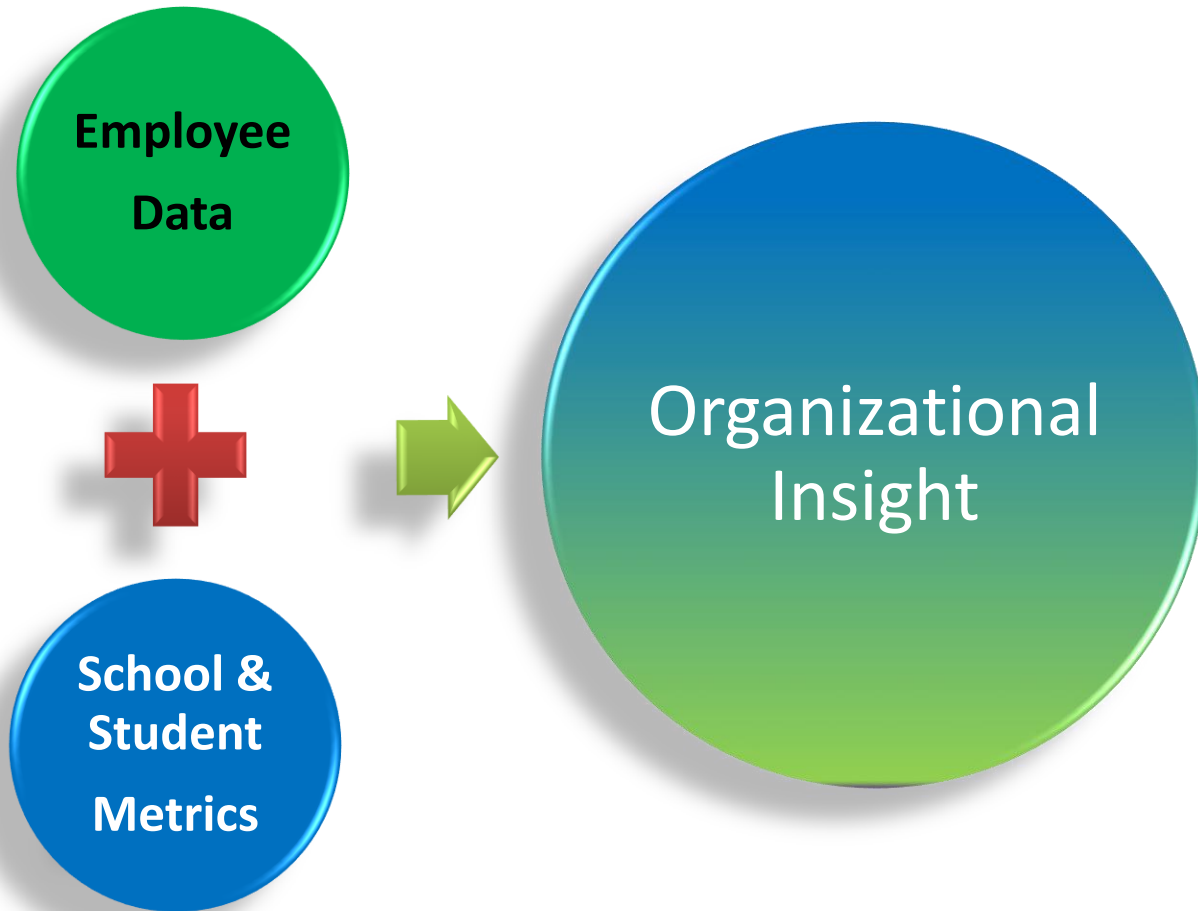
Discover a World of Opportunity<sup>™</sup>

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# *Surveys Provide Valuable & Actionable Insight*



# Engagement and Leadership



## Effectiveness

DRIVE RESULTS AND  
DEMONSTRATE EXPERTISE

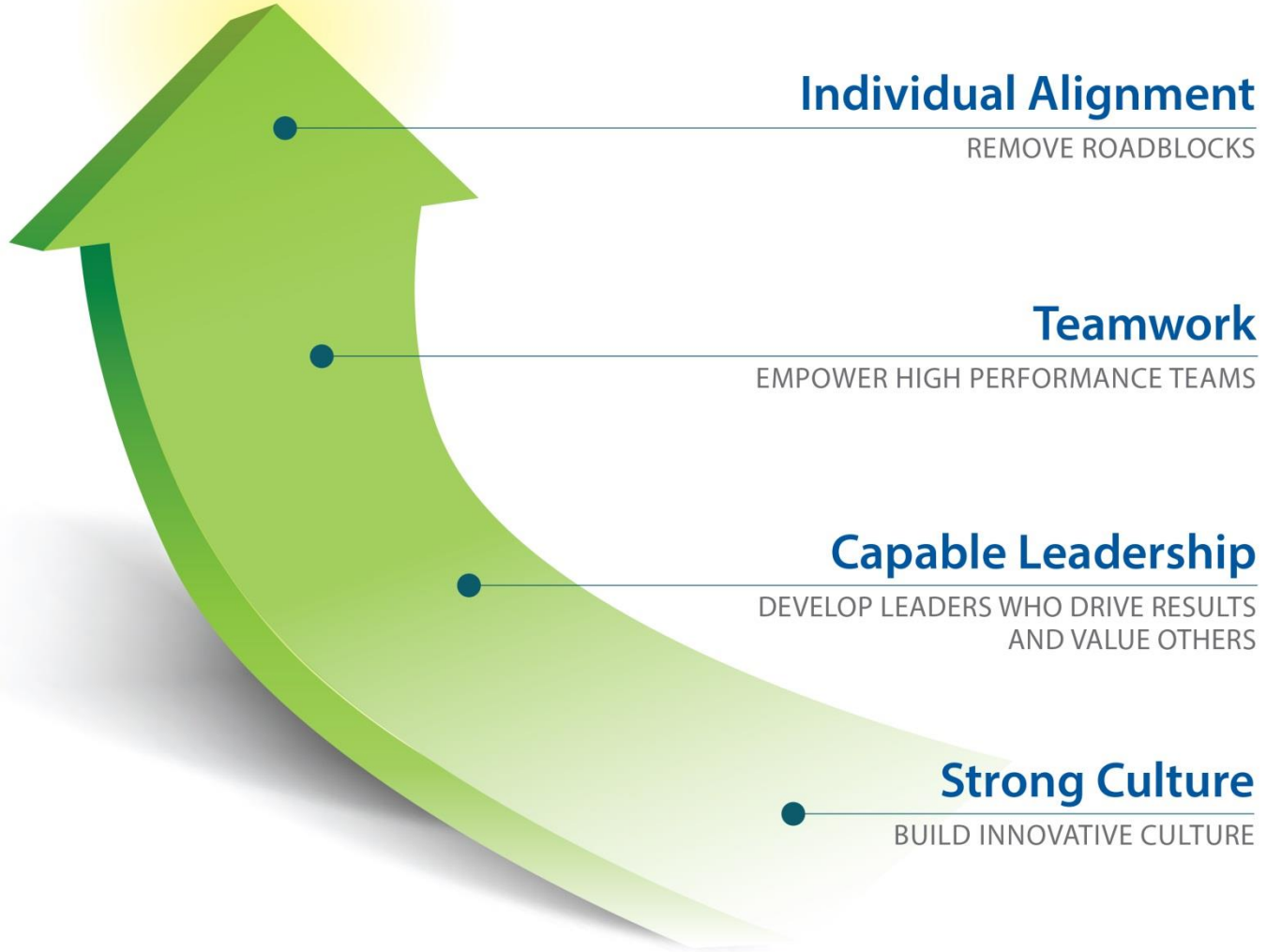
## Mission Acceleration

## Valuing People

ENGAGE AND  
INSPIRE

# 4 Accelerators of Engagement

Mission Accomplished



**Individual Alignment**

REMOVE ROADBLOCKS

**Teamwork**

EMPOWER HIGH PERFORMANCE TEAMS

**Capable Leadership**

DEVELOP LEADERS WHO DRIVE RESULTS AND VALUE OTHERS

**Strong Culture**

BUILD INNOVATIVE CULTURE

# Great Increases in Participation

	Previous	Current
Full Survey	67%	75%
Teacher Perception Survey	82%	85%
Central School Support	62%	76%

Denver Public Schools



Ready to take the survey? [Click here](#)

¿Quisieras comenzar la encuesta? [Haga clic aquí](#)

# *The Big Picture*

## Overall Engagement Score

(average of all items)



# *Engagement Outcomes Improved*

- > The components of the engagement index we asked in both years improved 3 points
- > 91% view their job as having a positive impact on DPS (up 5 points)
- > 85% enjoy their work (up 4 points)

# Engagement Outcomes

	2013	2014
<b>Engagement Outcomes</b>	<b>77%</b>	<b>76%</b> <b>(80%)</b>
I enjoy my work at DPS.	81%	85%
My job has a positive impact on DPS.	86%	91%
I feel valued as an employee of DPS.	N/A	61%
I am proud to tell people I work for Denver Public Schools.	76%	78%
I would recommend DPS to others as a good place to work.	64%	66%
<b>Overall Composite</b>	<b>67%</b>	<b>73%</b>

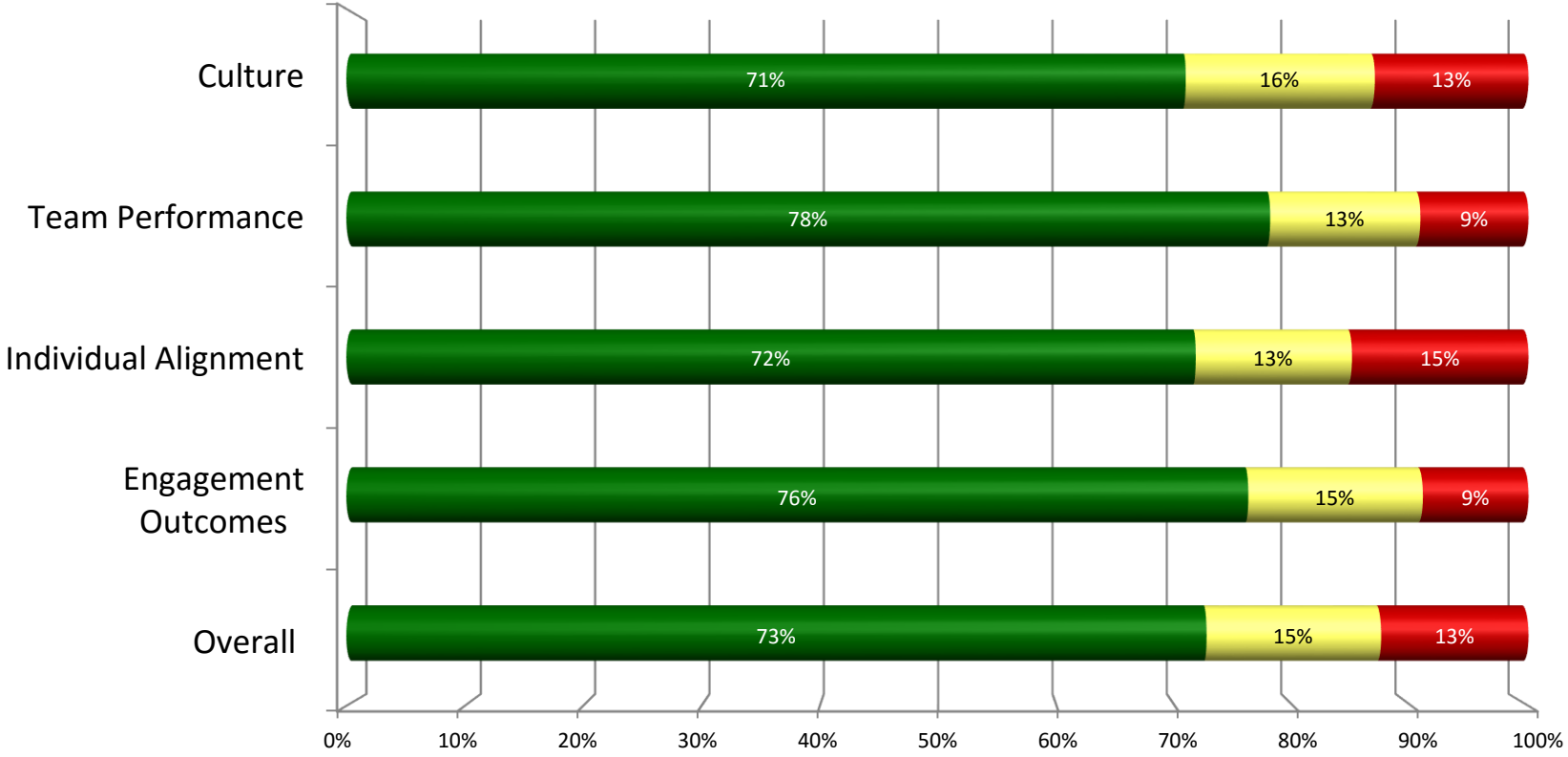


# High-level Summary: Accelerators

**Survey Interpretation Guidelines**  
based on normative data

Good	Very Good	Best-in-Class
70%	80%	85%

■ % Favorable ■ % Neutral ■ % Unfavorable **Dimension Scores**

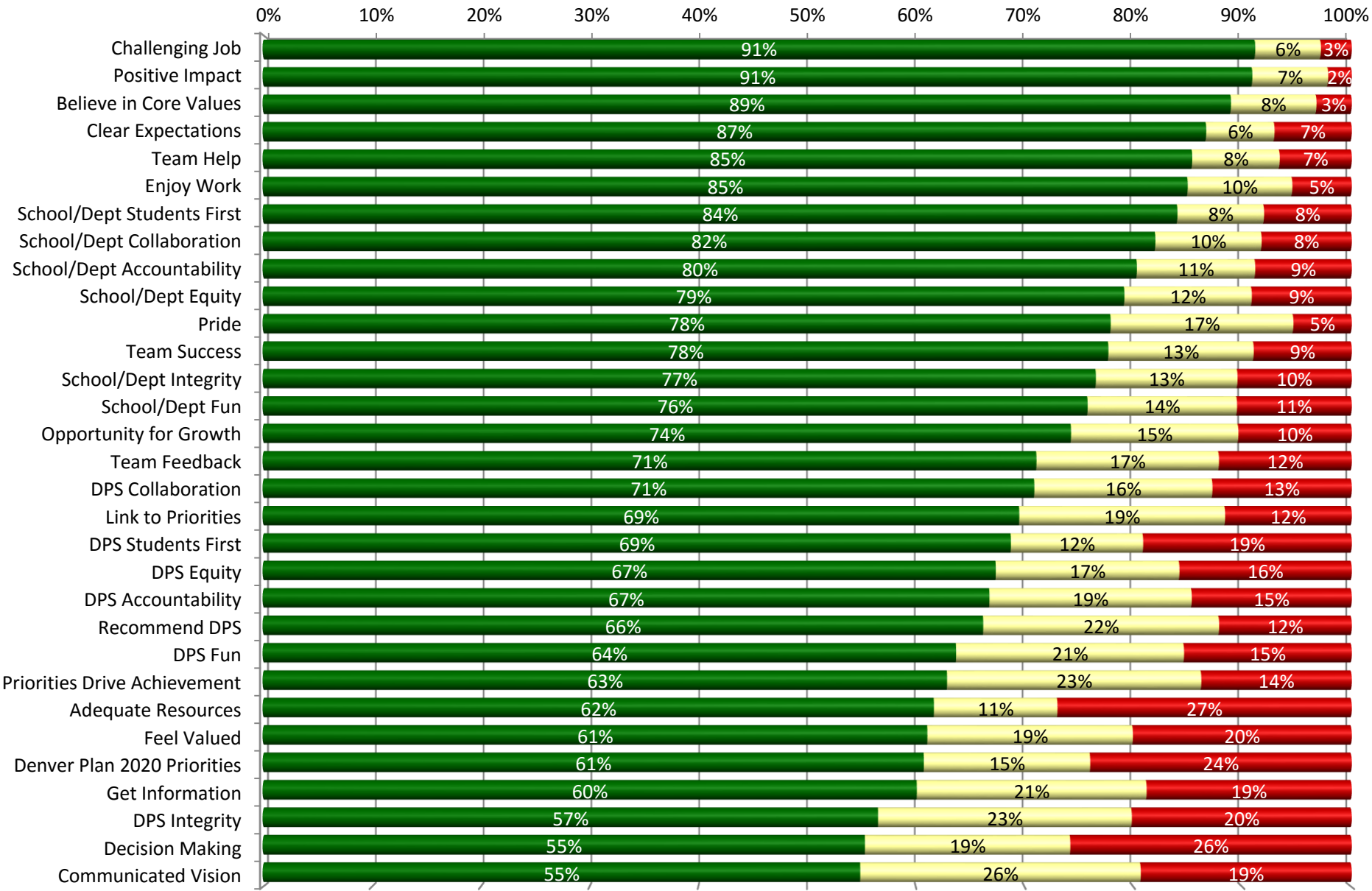


# % Favorable by Accelerator

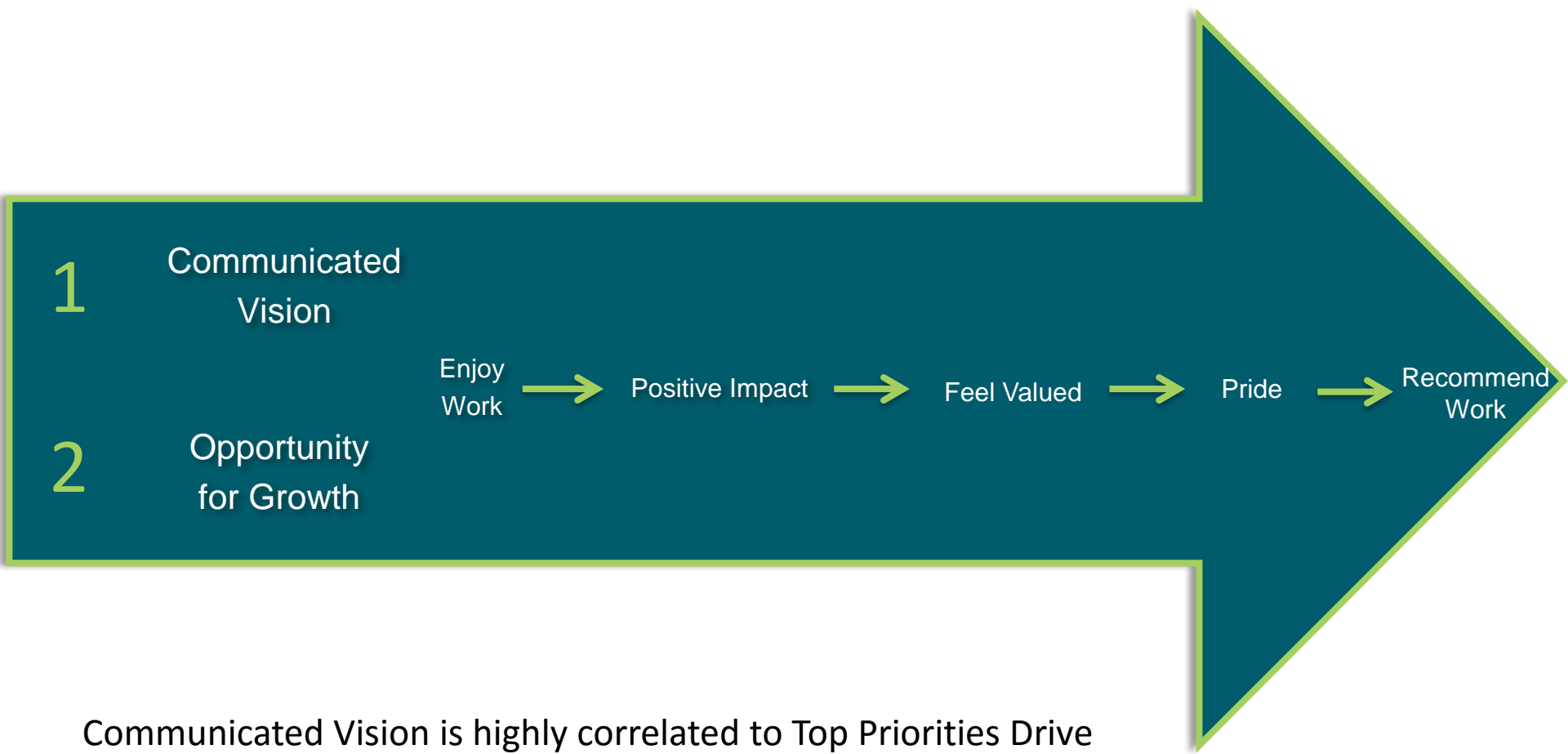
# of surveys = **2013** 7,907 **2014** 9,470

	<b>2013</b>	<b>2014</b>
<b>Individual Alignment</b>	<b>70%</b>	<b>72%</b>
I am aware of the Denver Plan 2020 top priorities.	76%	61%
I can see a clear link between my work and the top DPS priorities.	62%	69%
I believe in the DPS Shared Core Values.	73%	89%
I have the tools necessary to do my job effectively.	68%	62%
I have a clear understanding of what is expected of me at work.	83%	87%
I find my job to be challenging and interesting.	87%	91%
DPS does a good job keeping me informed about matters affecting me.	55%	60%
I am involved in decisions that affect my work.	58%	55%
<b>Team Performance</b>	<b>69%</b>	<b>78%</b>
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	78%	85%
On our team we feel responsible for each other's success.	68%	78%
Employees in my school or department willingly provide candid and direct feedback to each other.	61%	71%
<b>Culture</b>	<b>63%</b>	<b>71%</b>
The district leadership of DPS has communicated a vision of the future that motivates me.	49%	55%
The top priorities for DPS are likely to drive student achievement.	58%	63%
I have the opportunity for growth and development at DPS.	66%	74%
DPS as a whole is effective at demonstrating Students First.	64%	69%
DPS as a whole is effective at demonstrating Integrity.	51%	57%
DPS as a whole is effective at demonstrating Equity.	63%	67%
DPS as a whole is effective at demonstrating Collaboration.	59%	71%
DPS as a whole is effective at demonstrating Accountability.	60%	67%
DPS as a whole is effective at demonstrating Fun.	55%	64%
My school or department is effective at demonstrating Students First.	76%	84%
My school or department is effective at demonstrating Integrity.	67%	77%
My school or department is effective at demonstrating Equity.	71%	79%
My school or department is effective at demonstrating Collaboration.	69%	82%
My school or department is effective at demonstrating Accountability.	70%	80%
My school or department is effective at demonstrating Fun.	62%	76%

# Scores by % Favorable



# Engagement Drivers



Communicated Vision is highly correlated to Top Priorities Drive Student Achievement = explain **why** the priorities are what they are

# District Drivers

Survey Item	Rank	Accelerator	Survey Item Cont'd	Rank	Accelerator
<b>Communicated Vision</b>	<b>1</b>	<b>Culture</b>	School/Dept Integrity	14	Culture
<b>Opportunity for Growth</b>	<b>2</b>	<b>Culture</b>	Challenging Job	15	Individ Alignment
Priorities Drive Achievement	3	Culture	DPS Equity	16	Culture
DPS Fun	4	Culture	School/Dept Students First	17	Culture
DPS Integrity	5	Culture	Clear Expectations	18	Individ Alignment
Decision Making	6	Individ Alignment	School/Dept Accountability	19	Culture
Get Information	7	Individ Alignment	School/Dept Equity	20	Culture
DPS Collaboration	8	Culture	Overall Effectiveness	21	Supervisory Leadership
School/Dept Fun	9	Culture	Believe in Core Values	22	Individ Alignment
DPS Accountability	10	Culture	School/Dept Collaboration	23	Culture
Adequate Resources	11	Individ Alignment	Team Feedback	24	Team Perf
Link to Priorities	12	Individ Alignment	Denver Plan 2020 Priorities	25	Individ Alignment
DPS Students First	13	Culture	Team Success	26	Team Perf

***Facilitating Strategic Action  
Planning Conversations***

# STRATEGIC ACTION PLANNING



# **WHAT IS IT?**

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**Using employee feedback to identify and remove road blocks to accomplishing goals.**



# **WHY YOU CARE.**

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**Strategic action planning will generate ideas to make it EASIER to accomplishing goals.**

**It should NOT give you more unnecessary work to do.**

# CollaboRATE Thrive

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## THE PROCESS

- **Discuss with Direct Supervisor**
- **Share the results with your team.**
  - Celebrate strengths with the team and thank them for their input.
  - Ask: are there any surprises in the data?
  - Using the Engagement Dashboard ask, do the engagement drivers (if included) or Neutral/Unfavorable items feel like the most important things to work on? What are some of the barriers or roadblocks that get in our way of being effective?

# CollaboRATE Thrive

## THE PROCESS

### 1. IDENTIFY TOP PRIORITY

- Identify ONE team priority stemming from the Denver Plan 2020
- What do you need to accomplish in the next 3-6 months?

Draft CELT Example- Leadership: Attract , develop and retain strong, values-based leaders across DPS.

# CollaboRATE Thrive

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## THE PROCESS

### 2. IDENTIFY BARRIERS

- What is getting in the way of accomplishing the priority?
- Process, people, technology?

Draft CELT Example- Do all educators know about the values-based leadership development opportunities? How do we ensure access to the opportunities and application to people's work and personal lives?

# CollaboRATE Thrive

## THE PROCESS

3. PICK AN  
ENGAGEMENT  
DRIVER

➤ WHAT DRIVER IS MOST RELATED TO REMOVING THE BARRIER?

Survey Item	Rank	Accelerator
<b>Communicated Vision</b>	<b>1</b>	<b>Culture</b>
<b>Opportunity for Growth</b>	<b>2</b>	<b>Culture</b>
Priorities Drive Achievement	3	Culture
DPS Fun	4	Culture
DPS Integrity	5	Culture
Decision Making	6	Individ Alignment
Get Information	7	Individ Alignment
DPS Collaboration	8	Culture
School/Dept Fun	9	Culture
DPS Accountability	10	Culture
Adequate Resources	11	Individ Alignment
Link to Priorities	12	Individ Alignment
DPS Students First	13	Culture

Draft CELT Example- Opportunity for growth.

# CollaboRATE Thrive

## THE PROCESS

### 4. IDENTIFY ACTIONS

- How do you improve on the driver to address the barriers?
- How can you improve on the driver to accomplish priority from Denver Plan 2020?

Draft CELT Example- 1) Identify if educators are aware of the development opportunities and continue to increase awareness. 2) Determine if educators going through our programs know how to imbed learning to improve team performance. 3) Identify growth and development for CELT, so the team can do their best to grow Our DPS educators.

# THE PROCESS

## 5. CREATE A PLAN

- What are the steps to improve, who is accountable, what is the time frame, how will you measure success?
- Feel free to use the CollaboRATE Thrive action plan to guide you (CELT site)

ENGAGEMENT STRATEGIC ACTION PLANNING TEMPLATE



DENVER PUBLIC SCHOOLS

ENGAGEMENT STRATEGIC ACTION PLANNING

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# THE PROCESS

## 6. COMMUNICATE & CHECK-IN

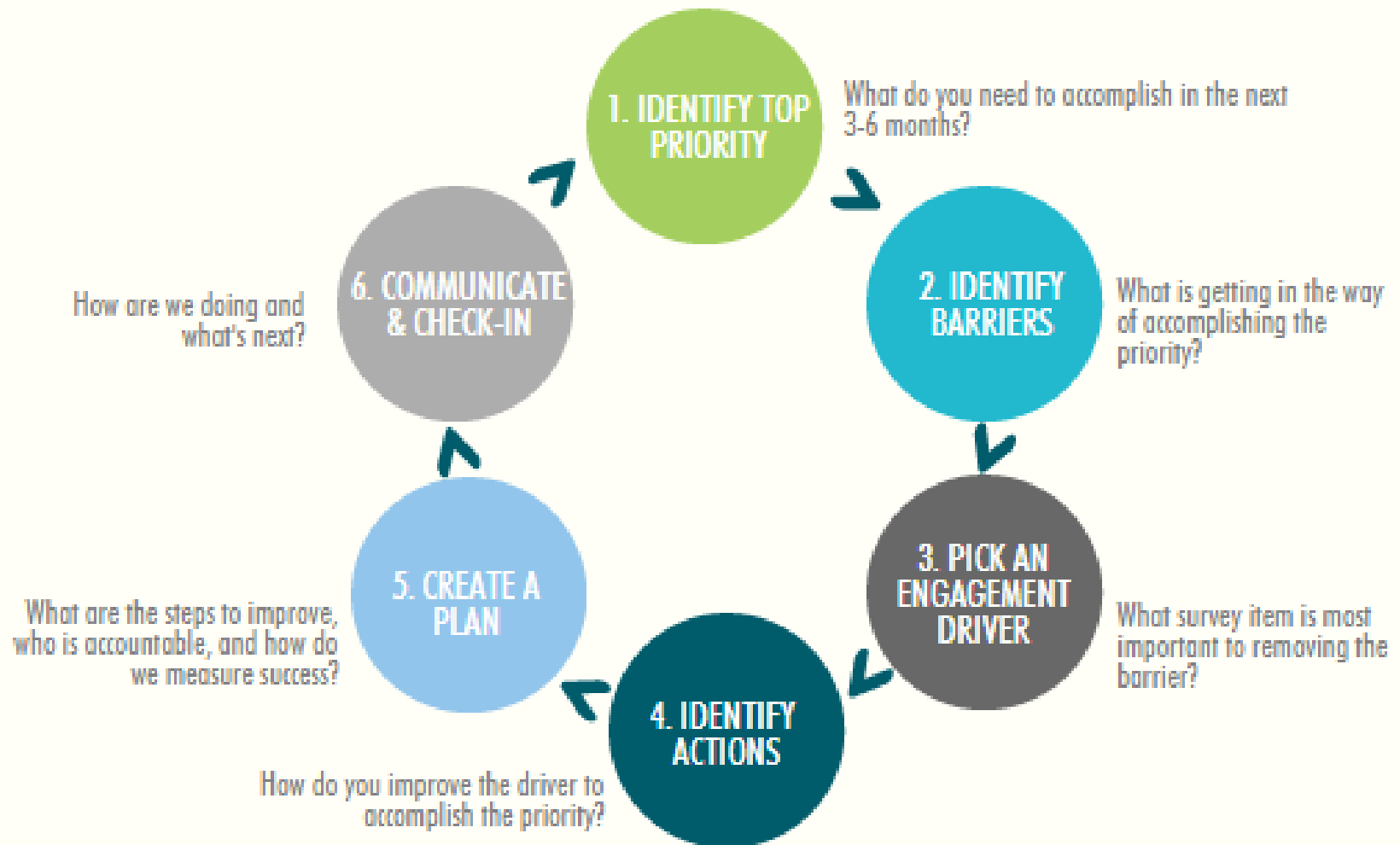
EXAMPLE ACTION: Hold a

- Communicate quarterly: Here's what you told us, here's what we did, here's the result
- Ask educators to tell stories of improvement
- Here's what we are focused on next



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# THE PROCESS



# ***Leadership Development***

# Leader Report

	Organization	Principal	Responses
<b>Total Average (Favorable)</b>	<b>78%</b>	<b>85%</b>	<b>48</b>

	All DPS Favorable	50th percentile	Leader Scores			Distribution
			Favorable	Neutral	Unfavorable	
<b>Community Leadership</b>	<b>79%</b>		<b>84%</b>	<b>16%</b>	<b>1%</b>	
Establishes Community Partnerships	78%		96%	4%	0%	
Encourages Non-Native English Speaking Parents	79%		64%	36%	0%	
Engages Parents	79%		91%	6%	2%	
<b>Culture &amp; Equity Leadership</b>	<b>82%</b>	<b>84</b>	<b>93%</b>	<b>4%</b>	<b>3%</b>	
Honors Diversity	86%	89	90%	7%	2%	
Models Values	83%	86	94%	6%	0%	
Learns from Feedback	76%	88	88%	2%	9%	
Remains Positive	80%	84	98%	2%	0%	
Is a Person I Trust	76%	75	89%	4%	6%	
Trusts Me	80%	87	91%	5%	5%	
Values Students	91%		100%	0%	0%	
Celebrates Student Achievements	87%		96%	2%	2%	
<b>Human Resource Leadership</b>	<b>70%</b>	<b>73</b>	<b>81%</b>	<b>11%</b>	<b>8%</b>	
Is Accessible	79%	70	98%	2%	0%	
Recognizes My Contributions	72%	83	87%	6%	6%	
Values Me	77%	67	89%	7%	4%	
Resolves Conflict	63%	75	57%	27%	16%	
Motivates Me	59%	70	76%	13%	11%	
<b>Instructional Leadership</b>	<b>78%</b>	<b>78</b>	<b>83%</b>	<b>13%</b>	<b>4%</b>	
Leverages Data for Instructional Decision Making	83%	79	75%	23%	3%	
Provides Coaching to Improve Performance	73%	78	69%	19%	12%	

# *Leadership Improvement Process*

**Step 1: Self Awareness**

**Step 2: Reflect**

**Step 3: Share results with team  
and ask for input**

**Step 4: Focus on one specific area for  
growth**



# *Model the Way: Flow Checklist*

- ✓ Review Engagement and Leader reports and use the Thrive Guide
- ✓ Schedule 45 min with whole school/department to review Engagement Dashboard and begin Engagement Strategic Action Planning
- ✓ Within next 2 weeks, schedule 30 min with your entire school/department team to review leadership results and implications and begin Leadership Acceleration Action Planning
- ✓ Within two weeks of that have each AP/team lead schedule the same type of meeting with his/her own smaller teams
- ✓ Share with team and supervisor the final Engagement Strategic Action Planning and Leadership Acceleration Plan

***Tools and Resources:***  
***<http://celt.dpsk12.org/engagement-2/collaborate/>***

# *Questions?*

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