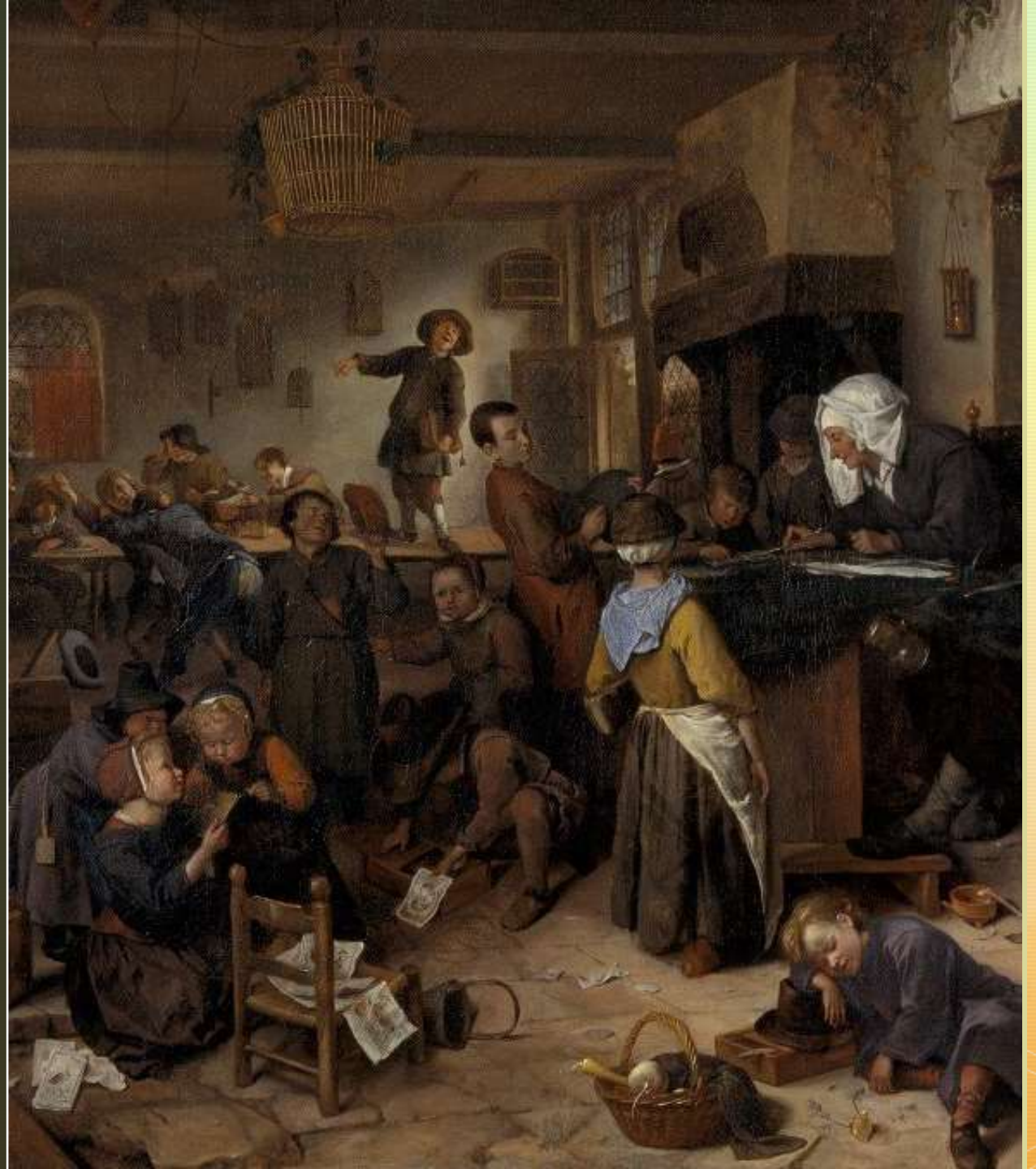
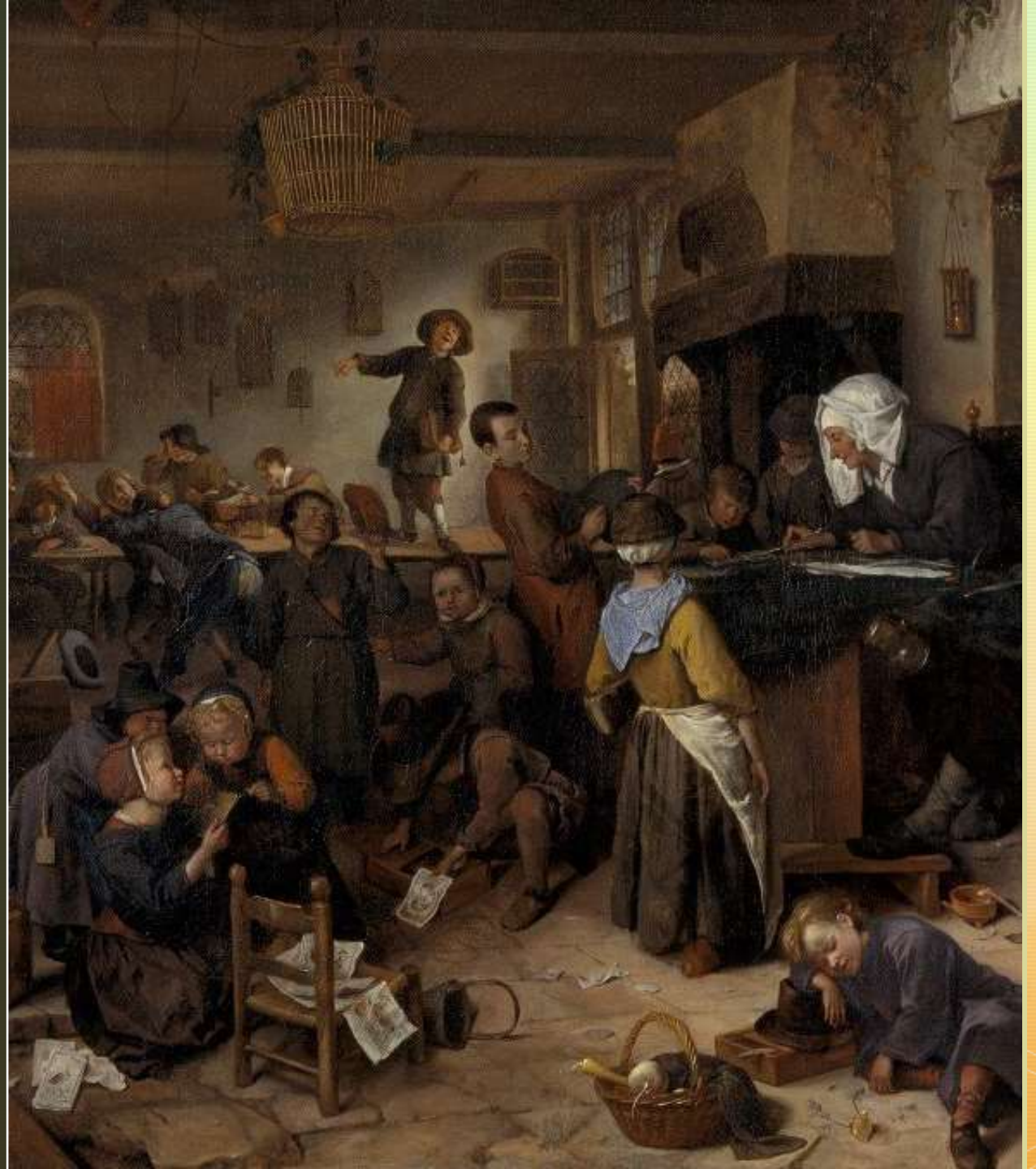


# How Aligned and Practiced Values Benefit School Culture





*A survey  
study  
originally  
conducted  
on burnout...*





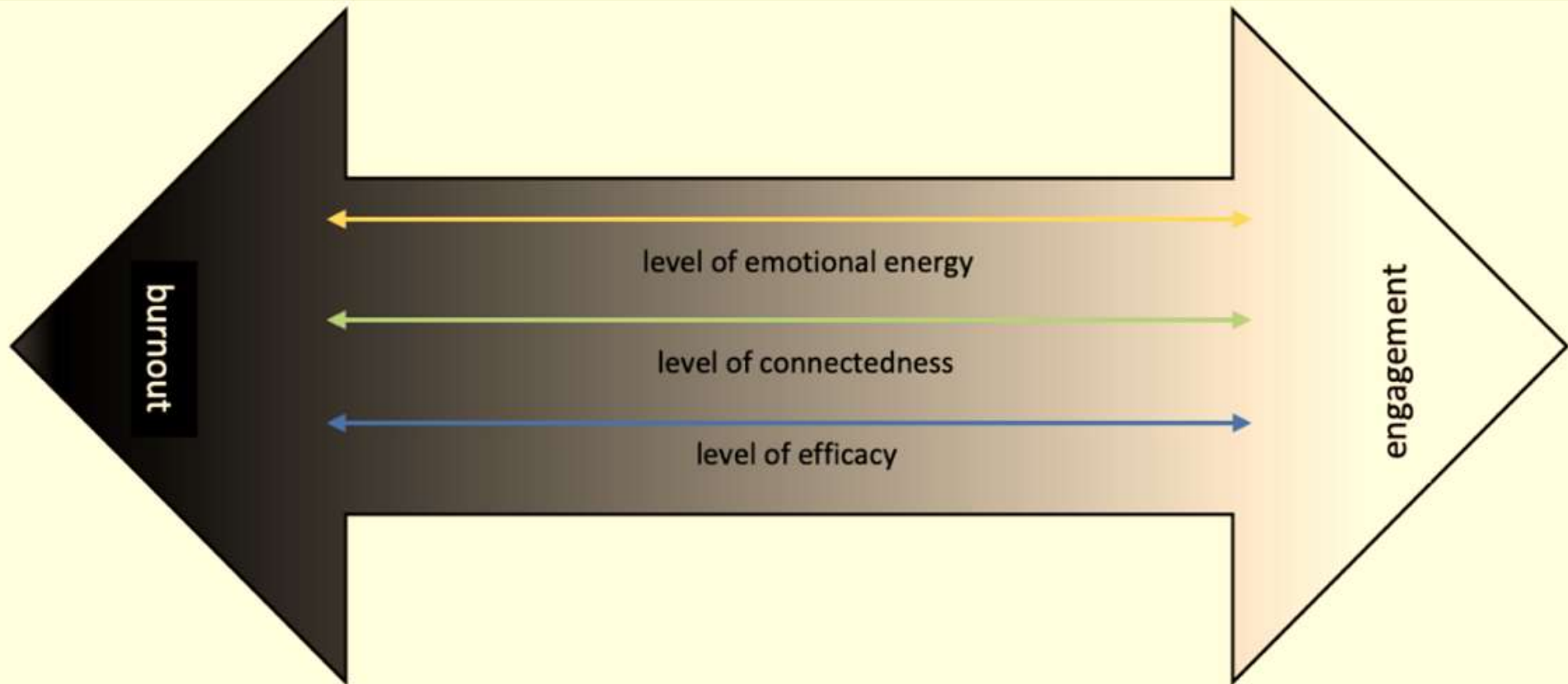
The guiding question  
for my dissertation  
research:

*What is the relationship  
between burnout and the  
six areas of worklife in  
Logic & Rhetoric teachers?*



# Burnout – Engagement Continuum

- Burnout: emotional exhaustion, depersonalization, inefficacy
- Engagement: emotional energy, connectedness, efficacious





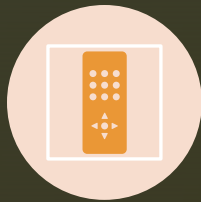
# Areas of Worklife in a Classical Christian School



Workload: hours spent, types of tasks, emotional competence



Community: admin support, faculty emotional contagion, student connections



Control: design, training, and mastery of curriculum



Values: goals, beliefs, passions



Fairness: distribution of workload



Rewards: monetary, praise

# Research Question and Hypothesis

Which factor of worklife (i.e., workload, control, reward, community, fairness, and values) is most predictive of burnout?

$H_a$ : The factor of workload is most predictive of burnout.

## Research Question Statistical Analysis

- The factor of values was statistically significantly predictive of study participant perceptions of burnout ( $B = -0.74$ ,  $t(37) = -2.38$ ,  $p = .02$ )
- On average, a one-unit increase in perceptions of the factor of values will decrease the value of perceptions of burnout by 0.74 units



# Discussion

*Operationalized  
values: where  
theory and  
practice meet.*





## What were the “value” questions on the survey?

How strongly do you agree or disagree with the following statements?

- My values and the Organization's values are alike.
- The Organization's goals influence my day to day work activities.
- My personal career goals are consistent with the Organization's stated goals.
- The Organization is committed to quality.

“My values and the  
Organization’s  
values are alike.”



“The Organization’s  
goals influence my  
day to day work  
activities.”

“My personal career goals are consistent with the Organization’s stated goals.”



“The Organization  
is committed to  
quality.”

# Next Steps as Administrators: Value Audit

- What does your school *actually* value?
  - What takes up the most time on your calendars?
  - What do you spend the most money on?
  - What does a daily schedule look like for you? For your teachers? For your students?
  - What do you promote most in your external communication?
  - What do you discuss most often with your employees?
  - What would your employees or students say?
- What *should* your school value, according to your mission statement and/or handbook?



## Next Steps as Administrators: Value Alignment

- Articulate values
- Be open with teachers and fellow administrators; ask for feedback and perspectives
- Handbook & policy realignment
- Change your communication internally to align with those values (meetings, emails, and conversations)
- Walk the long road with people
- Expect families or employees who have differing values to leave

When a school's core values are carried out daily, teachers and administrators experience a greater sense of emotional energy, connectedness to their students and coworkers, and efficacy. These are the three components of engagement. Engaged teachers are more likely to remain at their school, which benefits the school's stability, quality, and overall culture.