Hi! I'm *Cara*

16	Educator
3	Admin
5	Tech Coordinator
2	Tennis Coach
4	Consulting Schools
2	I/O Psychology Master's Student
19	Wife
18	Dog owner
0	Crossed Devil's Bridge (Sedona, AZ)

Agenda

The Case for Measuring Culture & Trust

- Why intuition isn't enough — and what data reveals.

Culture vs. Climate: What Schools Get Wrong

- Clarifying what to measure, when, and how.

Assessing Trust & Change Readiness

- Practical tools leaders can use right now.

Turning Insight into Sustainable Action

- Designing systems that reinforce trust and momentum.

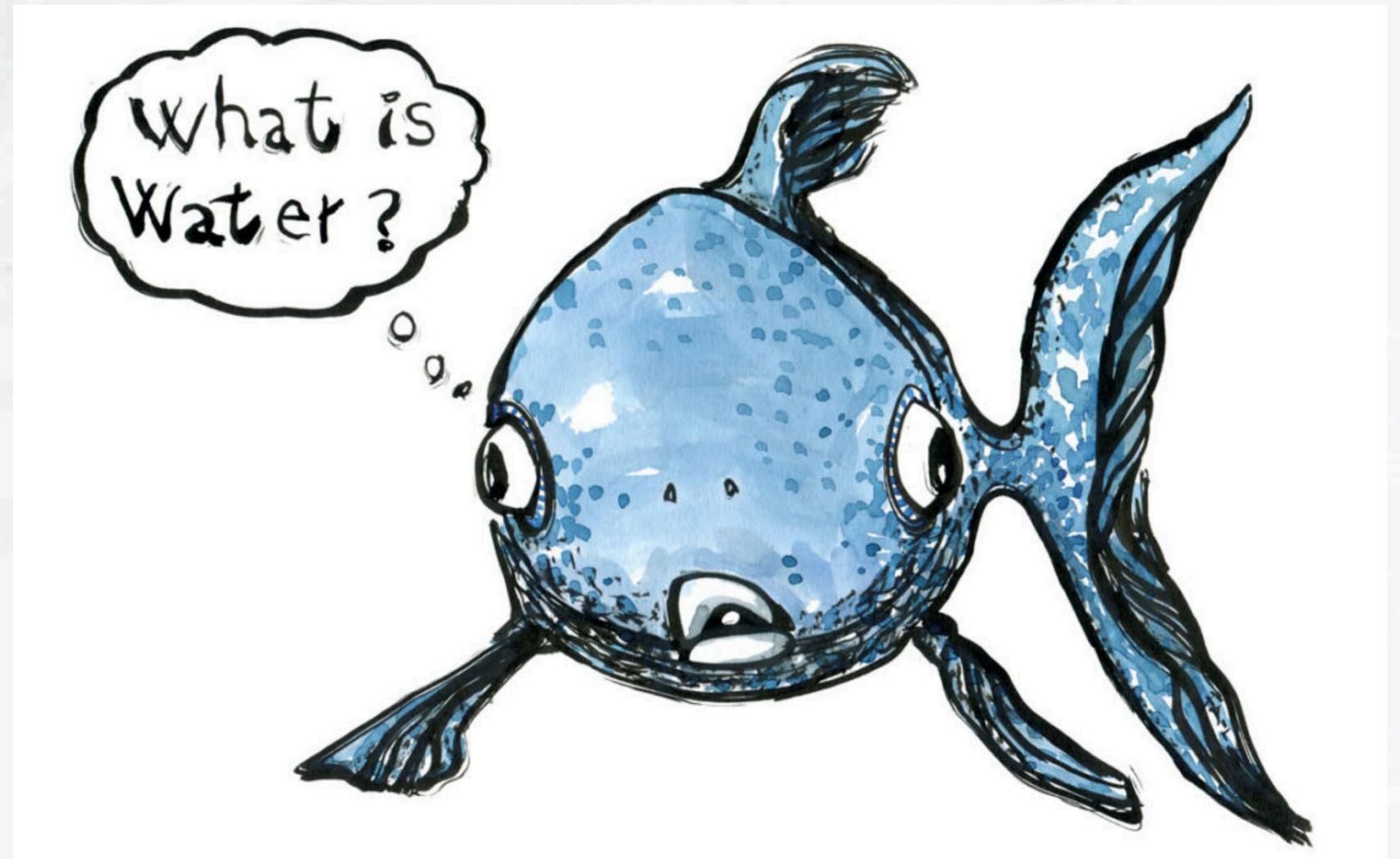**Trust:** *"I know it when I ~~see~~ feel it."*

Poll:

What's your biggest culture challenge?

Chat Q:

What is one word you would use to describe your current school culture?

The costs of not knowing the culture you're carrying:

- Inefficiency
- Conflict
- Stress
- Burnout
- Turnover
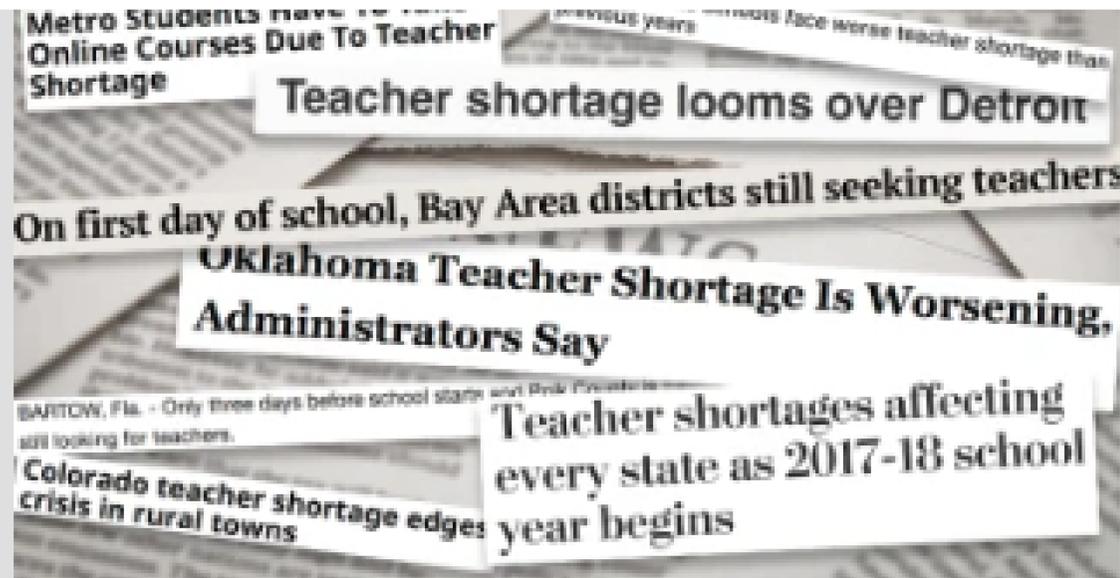- Inability to deliver on strategic priorities
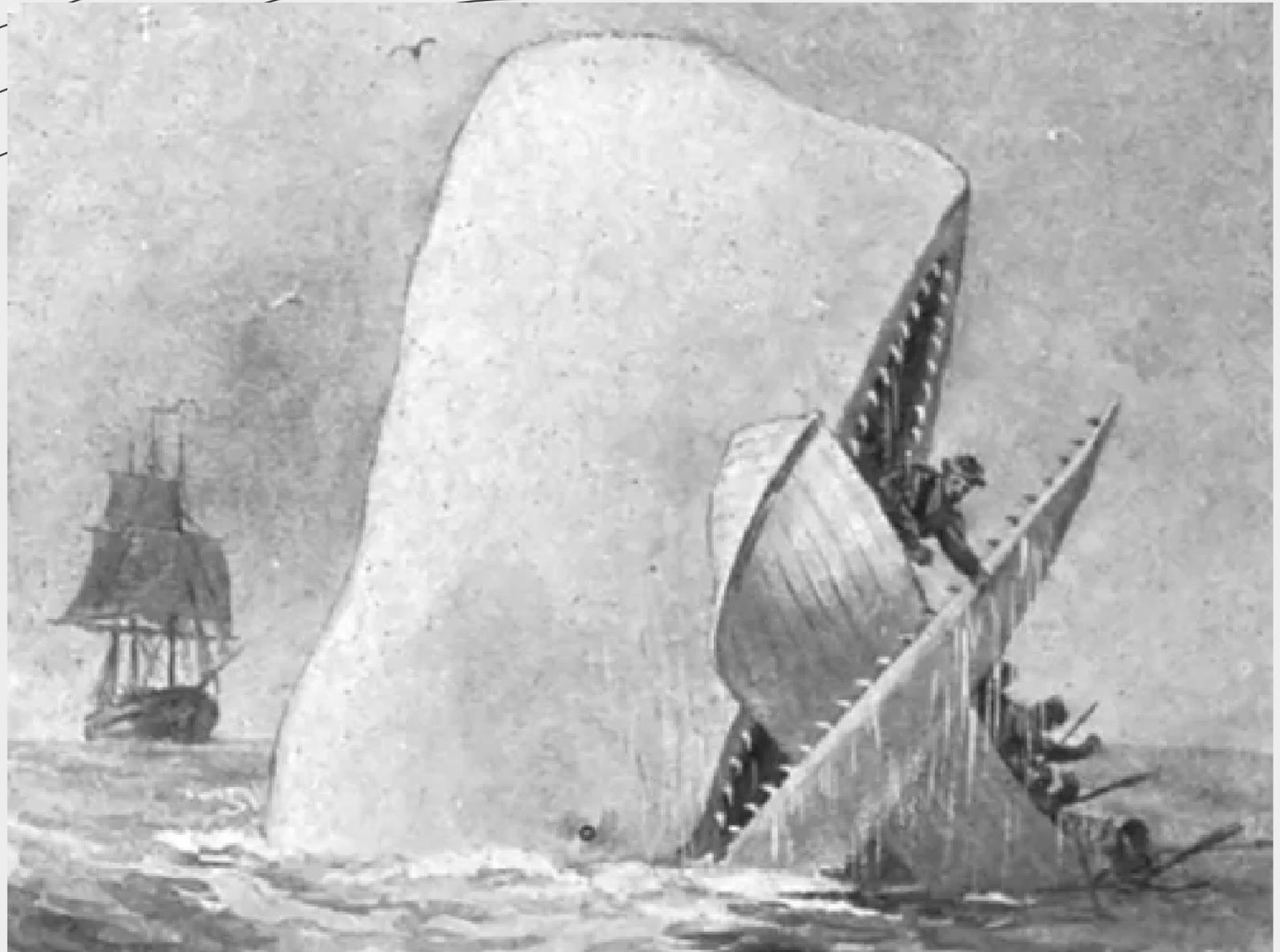
Beyond the White Whale: Measuring Culture, Managing Change
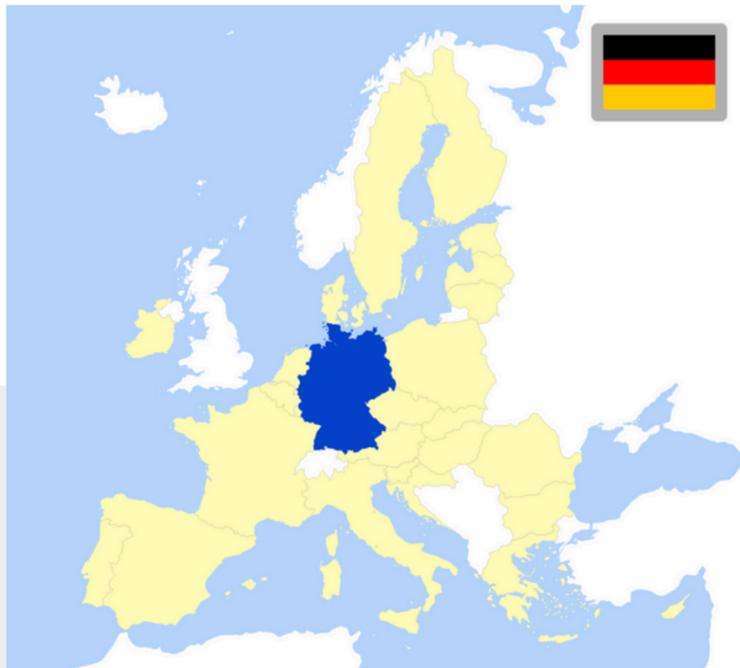
Abstract

Culture, a subtle yet influential aspect of workplaces, shapes our motivations, job longevity, and an organization's performance. This paper delves into the complex relationship between workplace culture and performance, emphasizing its impact on stability, employees, and successful change management. Drawing parallels between corporate and educational environments, it challenges the misconception that corporate culture is more tangible than in schools. Exploring the historical context of school culture studies, it introduces the OCAI-SK framework as a valuable tool for school culture assessment. The study reveals insights into four different cultural orientations and the role of cultural intensity in stability. Implications stress the need for a nuanced understanding of culture to implement change initiatives, urging leaders to identify existing cultural elements for preservation and transformation based on strategic direction. The comprehensive approach advocated combines qualitative and quantitative information, acknowledging the contextual nuances of workplace culture. The paper concludes by recognizing opportunities for school leaders in investing in cultural initiatives, underscoring their impact on employee retention and student achievement. Ultimately, the paper offers practical insights for leaders to navigate the complexities of workplace culture in both corporate and educational settings.

*"The current popularity of organizational culture as a construct to analyze schools, derives in large part from the literature of corporate cultures. Although culture has become fashionable in education, much of the recent discussion on school culture remains analytical, philosophical, and rhetorical **rather than empirical.**"*

~ Wayne Hoy, Journal of Educational and Psychological Consultation

Actions	Why do I believe this to be the right action? What are some alternative options?
Beliefs	What beliefs do I hold about this? What conclusions are they based on?
Conclusions	Why did I conclude this? What are my assumptions there?
Assumptions	Are my assumptions valid? Why am I assuming this?
Intepretations	Am I looking at this data objectively? What other meanings could they have?
Selected data	What did I ignore or didn't pay attention to? Are there other sources of data I didn't consider?
Available data	Observable reality

Assessing Organizational Culture
Demystifying Culture from Climate

Aspect	Culture	Climate
Definition	Shared assumptions, meanings, and beliefs.	Shared perceptions of work, the organization, or environment.
Stability	Stable and harder to change.	Fluid, can change quickly.
Measurement	Requires qualitative and quantitative research.	Perceived and often assessed anecdotally.
Example	Deep-rooted values, norms, and traditions.	The mood or morale on a given day, season, or time of year.
Comparison	Like an organization's DNA--fundamental and enduring.	Like the weather--can shift based on conditions.
Assessment Tools	Psychometric surveys, questionnaires, data-driven insights, and research.	Hallway or parking lot conversations, point-in-time/annual surveys.

Chat Q:

How many employee surveys does your school do a year? In the chat, put your answer.

A. We currently don't survey our faculty/staff.
B. Every other year we do a survey.
C. Every year we survey our faculty/staff.
D. A few times a year we survey our faculty/staff.

More Than Exhaustion: A

Har

PSYC E-150, In

Introduction

Teaching has always been a highly purposeful but challenging profession, yet recent data underscores just how dire the situation has become in the United States. According to a 2022 Gallup study, 44% of K-12 workers in the U.S. report feeling "always" or "very often" burned out at work, the highest rate across all industries nationally (Marken & Agrawal, 2022). Within this group, teachers report an even higher burnout rate of 52%, with female teachers particularly affected at 55% (Marken & Agrawal, 2022). These staggering figures highlight that burnout in education is not simply a personal failing but a widespread systemic crisis, exacerbated by pandemic-induced disruptions, political tensions over curriculum, and chronic workplace stressors.

Teacher burnout is often framed as an unfortunate but isolated occupational hazard. However, emerging evidence reveals that burnout is not merely an individual issue of emotional
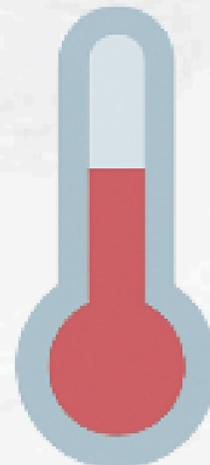
Symptoms of Burnout
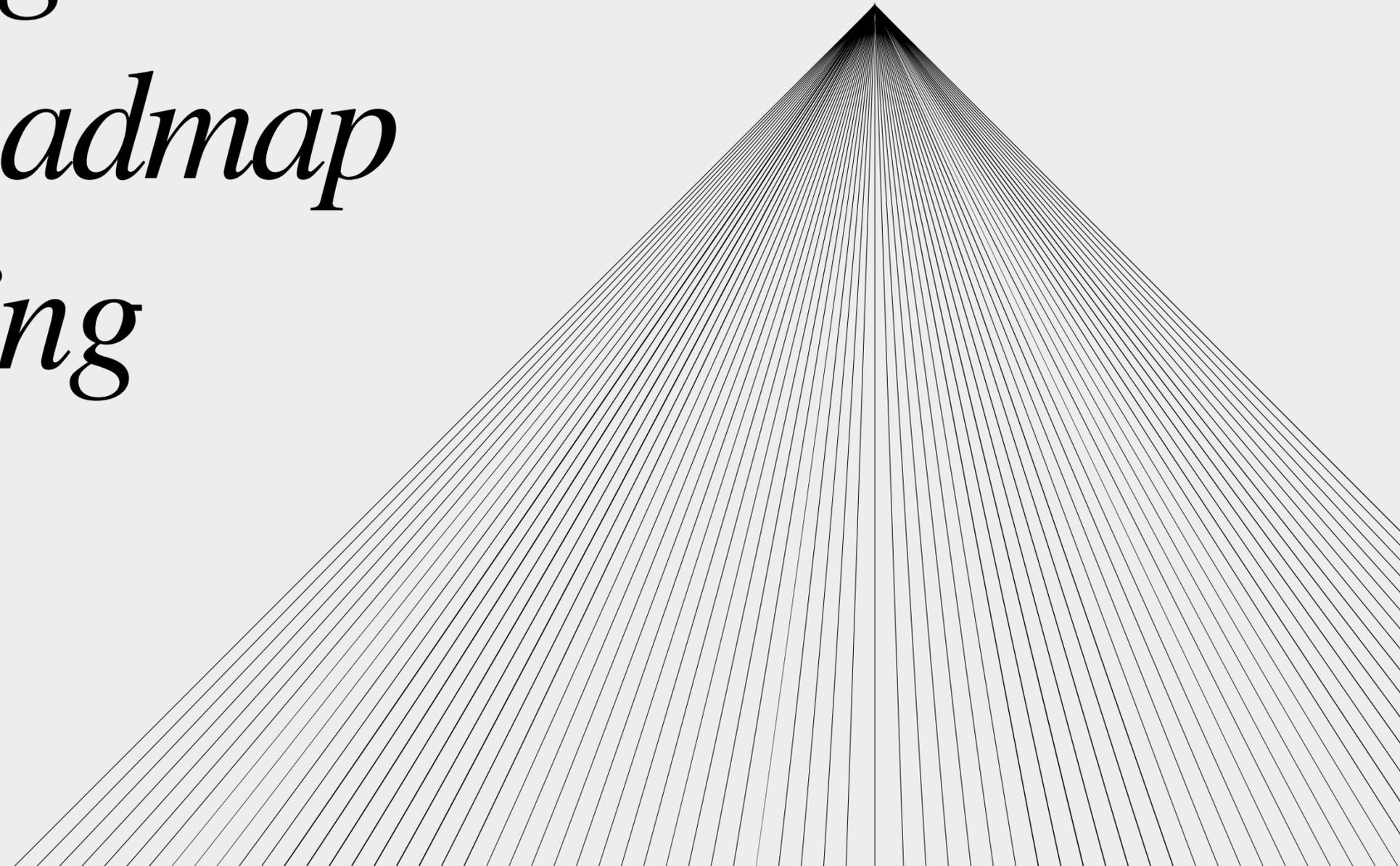
Emotional Exhaustion

Cynicism

Reduced Personal Efficacy

The Trust Equation

$$T = \frac{C + R + I}{S}$$

Trustworthiness = (Credibility + Reliability + Intimacy) / Self-Orientation

Trusted Advisor
[ASSOCIATES LLC]

A strategic plan without a change management plan is like a roadmap without a steering wheel.

S.M.A.R.T. Change Framework

Sense of Urgency & Vision

Mobilize Leadership & Champions

Act with a Clear Plan

Reinforce & Adapt

Track & Sustain

Creating a Comprehensive Listening Plan

Listen → **Learn** → **Act** → **Sustain**

| Collect meaningful data beyond climate surveys | Analyze for early warning signs | Design targeted interventions | Close the loop and reinforce trust |
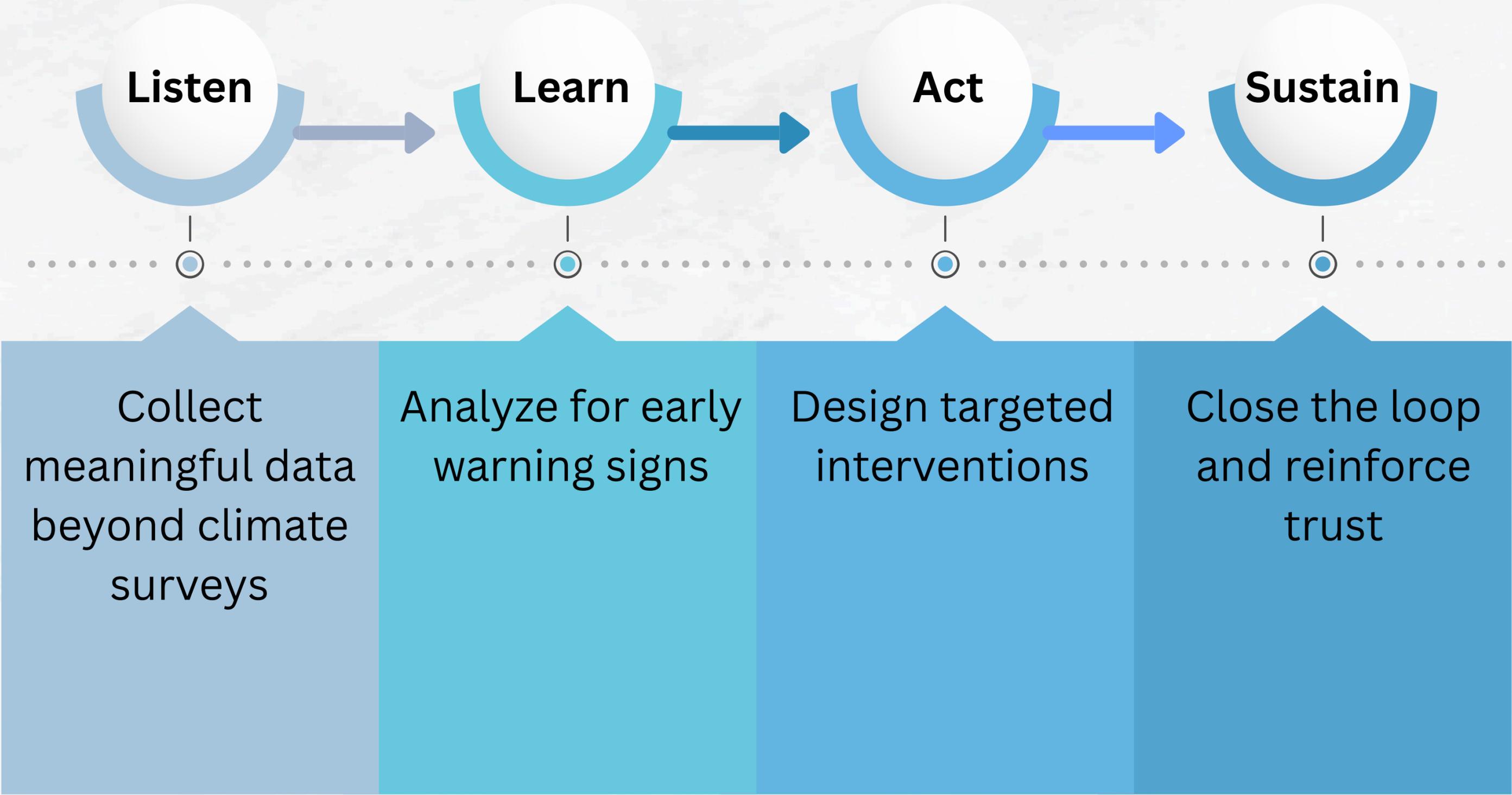
Culture Work ≠ Leadership Risk

What This Work Is:
- Early-warning system
- Structured listening
- Aggregated, anonymized insights
- Leadership-owned and scoped

What This Work Is *Not:*
- A performance review
- A referendum on leadership
- A grievance-collection exercise
- A board "gotcha" tool

Most leadership crises come from silence and surprise—not from intentional listening.

Culture Work as Leadership Protection

This work is:
- Diagnostic, not evaluative
- Focused on systems, not individuals
- An early-warning system
- Best when done by someone with IR intel

For leaders at any stage:
- New heads → learn the terrain
- Veteran heads → prevent drift
- Both → manage change

Change Management Readiness Self-Assessment for Schools

This document outlines a self-assessment survey designed to evaluate your school's preparedness for change initiatives. It covers key areas such as leadership, stakeholder engagement, culture, communication, and implementation. The results will help identify strengths and areas for improvement, enabling a more effective approach to change management within your school community.

CG by Cara Gallagher

Instructions

Answer each question on a scale of 1 to 5, where:

- 1 = Strongly Disagree

- 2 = Disagree

- 3 = Neutral

- 4 = Agree

- 5 = Strongly Agree

Email me to get this assessment tool:
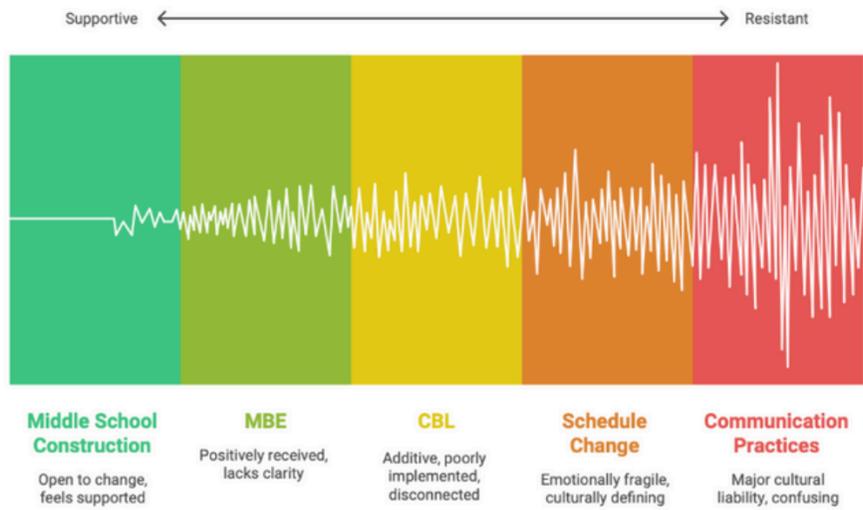Cara@CaraGallagherConsulting.com

Faculty Sentiment

A "Chaotic" and "Overwhelming" Year

Faculty members reported feeling overwhelmed due to numerous simultaneous initiatives. This chaos has significantly impacted morale and engagement, highlighting the need for clearer communication and support.

Faculty sentiment towards initiatives ranges from supportive to resistant.

Supportive ⟷ Resistant

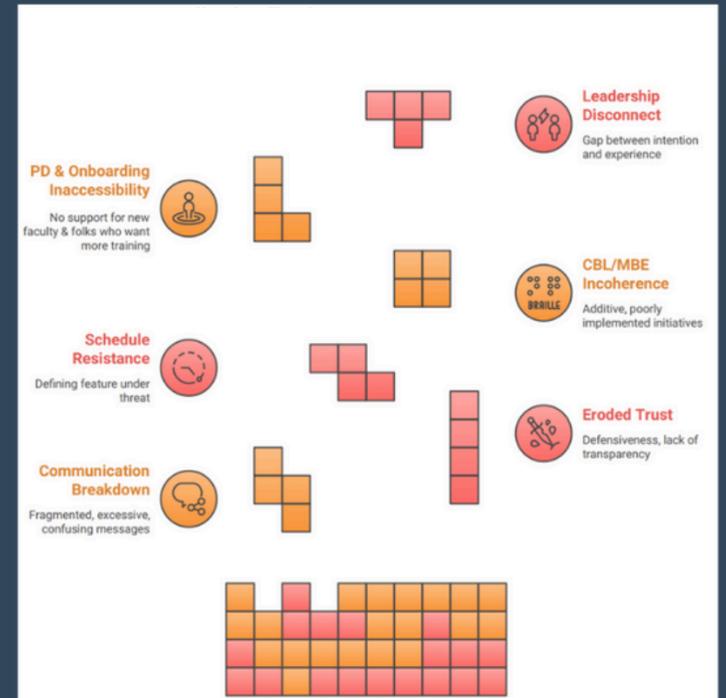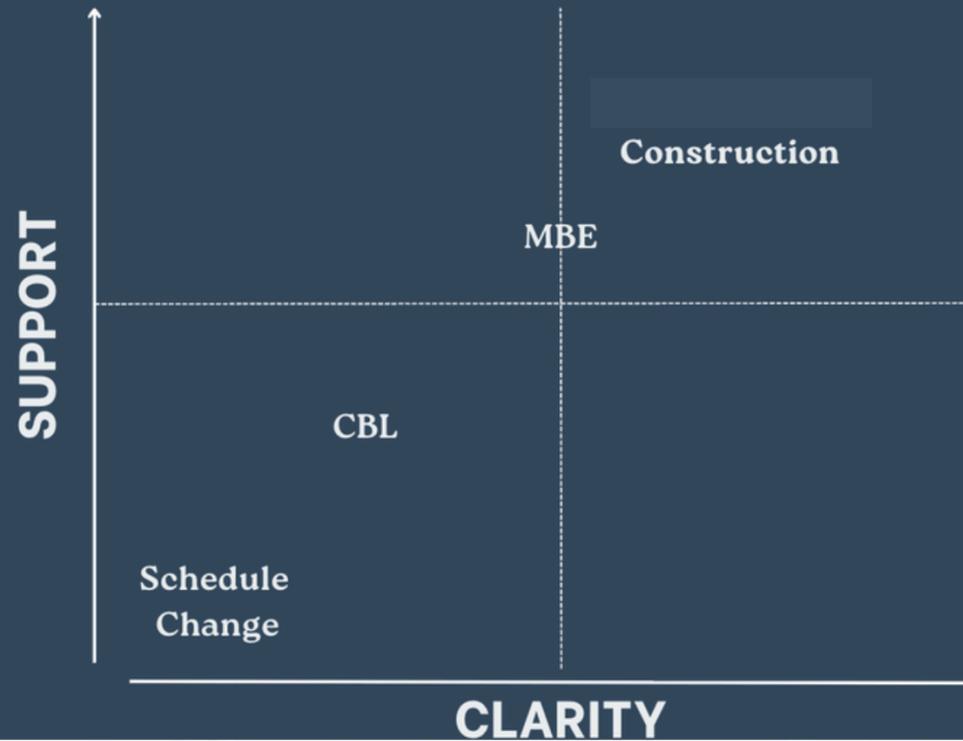| Middle School Construction	MBE	CBL	Schedule Change	Communication Practices
Open to change, feels supported	Positively received, lacks clarity	Additive, poorly implemented, disconnected	Emotionally fragile, culturally defining	Major cultural liability, confusing

Change Saturation

Cognitive Overload from Multiple Initiatives

Faculty are struggling with too many simultaneous initiatives, leading to reduced morale and a lack of buy-in across the school community.

PD & Onboarding Inaccessibility
No support for new faculty & folks who want more training

Schedule Resistance
Defining feature under threat

Communication Breakdown
Fragmented, excessive, confusing messages

Leadership Disconnect
Gap between intention and experience

CBL/MBE Incoherence
Additive, poorly implemented initiatives

Eroded Trust
Defensiveness, lack of transparency

Support & Clarity of Change

SUPPORT

CLARITY

Construction

MBE

CBL

Schedule Change

What can I do if I have... a year?

What can I do if I have...
a semester?

Creating Effective Surveys
Best Practices in Survey Design

Purpose

When education leaders utilize survey results to inform their decisions, they are often left wondering if the "right" survey questions were asked. To help state and local leaders improve existing instruments or create better instruments for data collection, this quick reference guide highlights best practices in designing effective surveys. Administering better surveys leads to more specific and accurate data, and better data leads to better evidence with which to inform decisions.

This guide focuses on four areas of survey development:

👍 general best practices in survey design,

👍 common problematic survey questions (and how to avoid them),

👍 Likert scales and rating scales, and

👍 creating more inclusive surveys.

What can I do if I have... an hour?
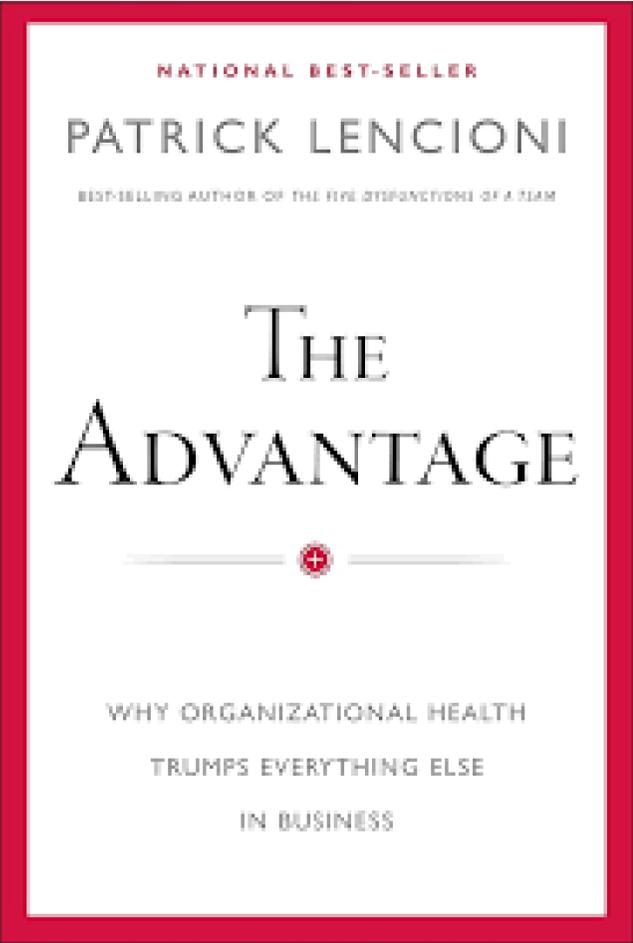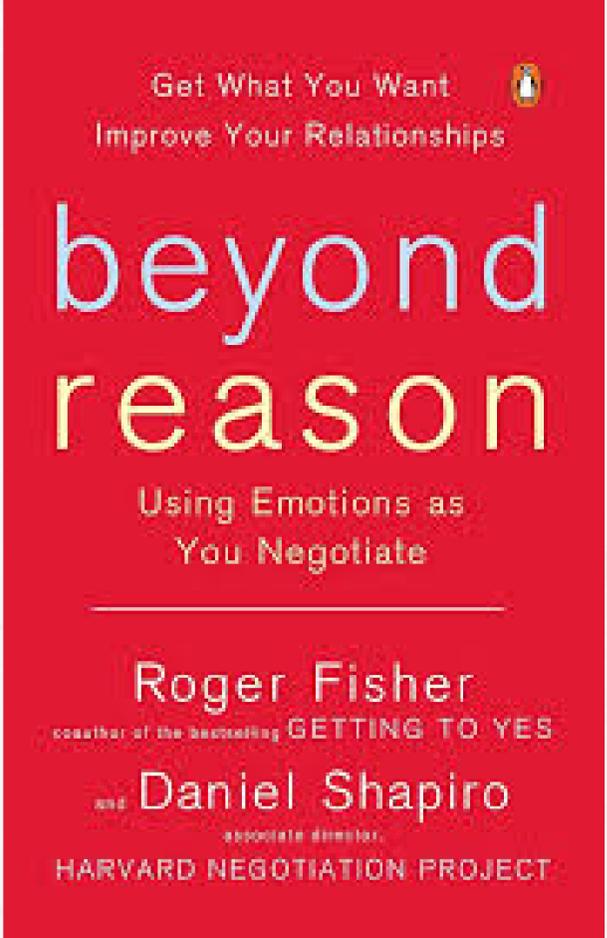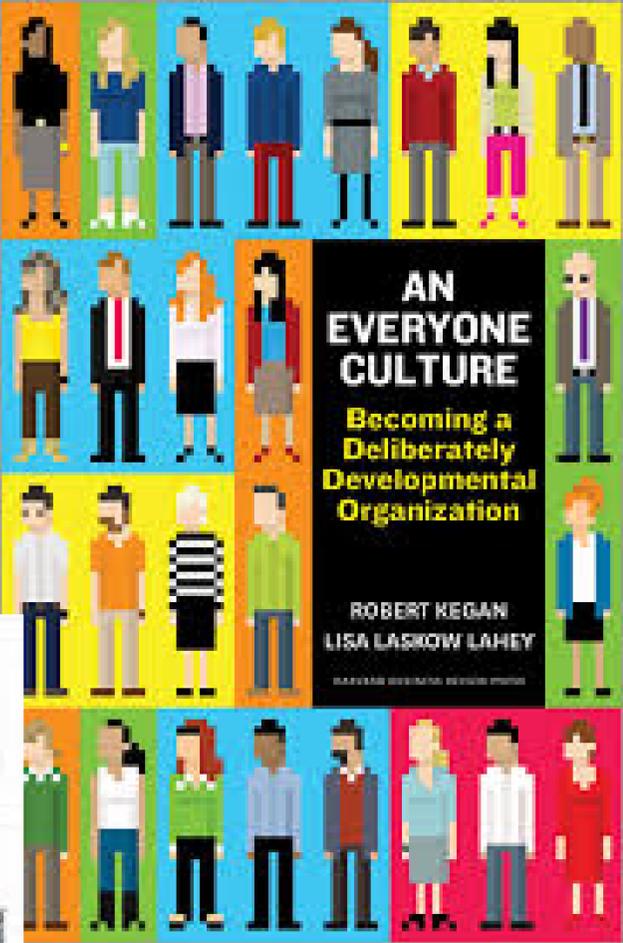
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How to Define, Assess, and Transform It
STEVE GRUENERT & TODD WHITAKER

"This is the best playbook I've seen when it comes to creating organizational cultures that create competitive advantage, unlock performance, and rehumanize work."
—BRENÉ BROWN, PhD, Author of the New York Times #1 Bestseller, Dare to Lead

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