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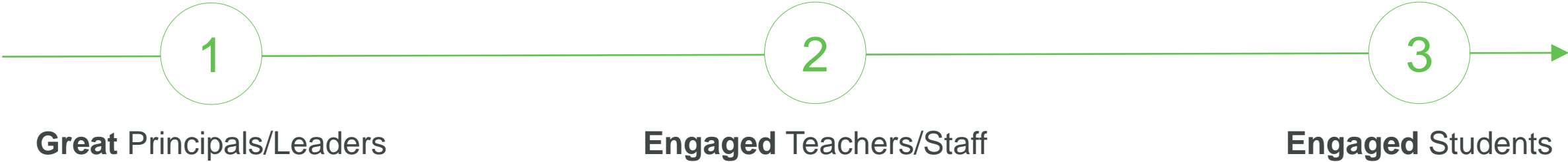
# Focus on What is Right With Each Student: Strategies for Building Student Strengths, Engagement, and Hope

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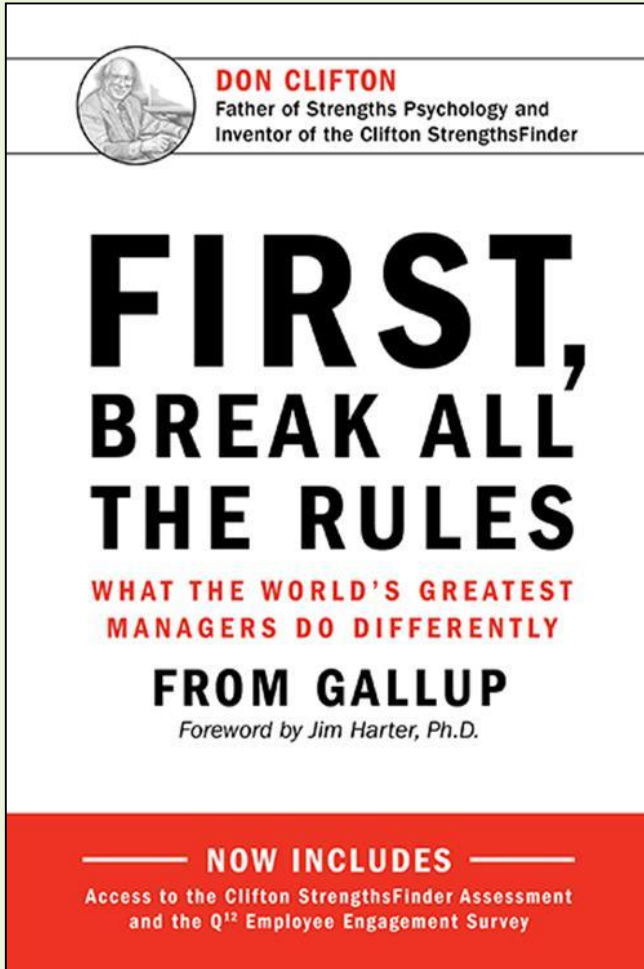
# The Path to School Success

The Latin root of “education” is “educe” or to draw out something hidden or to lead out of.



# Re-Release of *First, Break All the Rules*

Gallup's global bestseller, originally published in 1999, was updated and re-released in May 2016



Historical engagement database:

29 million employees

2.2 million work units

1,049 clients

68 languages

183 countries

The updated version includes the 9<sup>th</sup> iteration of the meta-analysis, illustrating a substantial and consistent relationship between workgroup engagement and ***absenteeism, turnover, customer satisfaction, quality***, and other measures that matter to organizations

# Employee Engagement: The 12 Items That Matter

Q01

I know what is expected of me at work.

Q05

My supervisor, or someone at work, seems to care about me as a person.

Q09

My associates or fellow employees are committed to doing quality work.

Q02

I have the materials and equipment I need to do my work right.

Q06

There is someone at work who encourages my development.

Q10

I have a **best friend** at work.

Q03

At work, I have the opportunity to do what I do best **every day**.

Q07

At work, my opinions seem to count.

Q11

In the last six months, someone at work has talked to me about my progress.

Q04

In the **last seven days**, I have received recognition or praise for doing good work.

Q08

The mission or purpose of my company makes me feel my job is important.

Q12

This last year, I have had opportunities at work to learn and grow.

# U.S. Employee Engagement

Engagement: Involvement and enthusiasm for work

“Sure, I can help!”

32%

ENGAGED

“I’m kind of busy.”

51%

NOT ENGAGED

“This won’t work.”

17%

ACTIVELY DISENGAGED

# Teacher Engagement

“Sure, I can help!”

31%

ENGAGED

“I’m kind of busy.”

56%

NOT ENGAGED

“This won’t work.”

13%

ACTIVELY DISENGAGED

K-12 teachers are the least likely among 12 occupational groups studied to agree that:

*“At work, my opinions seem to count.”*



**Donald O. Clifton,**  
psychologist and  
business executive  
(1924-2003)

“What will happen  
when we think about what is right  
with people rather than fixating  
on what is wrong with them?”



Managers who focus on their employees' strengths can practically **eliminate active disengagement.**

# What is Parent Engagement?

Gallup defines Engagement using the terms “involvement” and “enthusiasm”

Building on Gallup Marketplace Practice discoveries related to fully engaged *customers*, a fully engaged *parent* believes that:

“THE SCHOOL ALWAYS DELIVERS ON WHAT THEY **PROMISE**”

“THEY ARE **PROUD** OF THEIR RELATIONSHIP WITH THE SCHOOL”

“THE SCHOOL IS **PERFECT** FOR THEIR CHILD”

# Parent Engagement Findings

“Fully Engaged” parents are more rare

JUST

20%

of parents are “Fully Engaged”

Compared to at least 30% of customers in industries such as healthcare, hospitality, retail and financial services are “Fully Engaged”

# Parent Engagement Findings

Parent Engagement varies by level

*Elementary school parents* are the most engaged, followed by middle school, then high school.

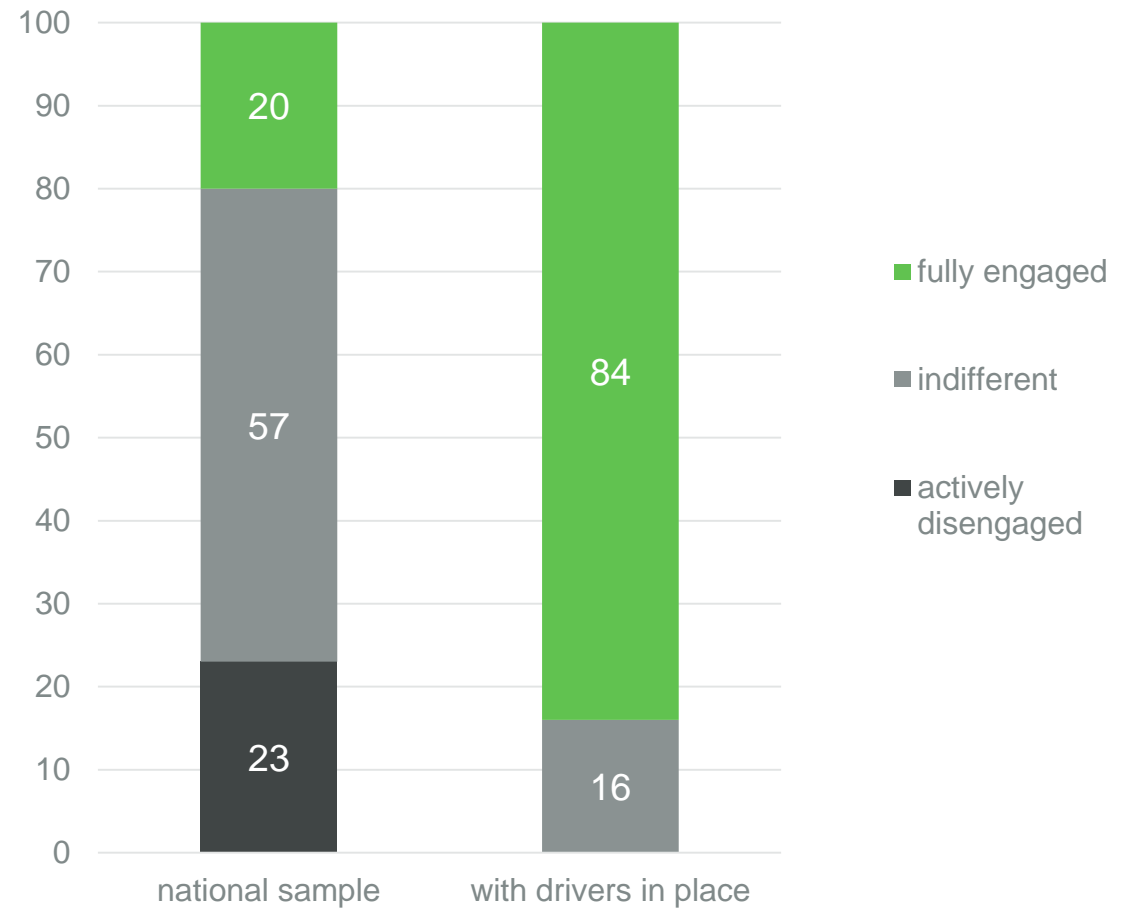
This finding is consistent with other Gallup engagement studies involving employees and students.

# Drivers of Parent Engagement

Drivers are actionable steps school leaders can take to build parent engagement

When parents strongly agree with all 5 drivers, 84% are fully engaged and 0% are actively disengaged

### Impact of Key Drivers



# Drivers of Parent Engagement

1. **Leadership** - Parents appreciate when principals and other school leaders know the needs of students and the community and respond appropriately to those needs as they arise.
2. **Academic standards** - Parents seek schools committed to high academic standards.
3. **School environment** - Schools should be places where everyone treats students with respect and where appropriate discipline is in place. Parents also seek a welcoming school environment.
4. **Personalized learning** - Parents look for an environment where teachers and staff know their child's individual strengths and needs.
5. **Communication and involvement** - Great schools build a culture that encourages open communication and invites parents to become involved by playing an active role in their child's education.

# Drivers of Parent Engagement

Parent engagement drivers are remarkably consistent, regardless of the perceived academic success of students.

*“I believe that my child is one of the best students in his/her class.”*

# Articles on Gallup.com

BUSINESS JOURNAL OCT 6, 2015

## Parent Engagement: Crucial Element of Successful Schools

Research suggests there's untapped potential in engaging parents as a strategy to achieve excellence in schools.

BUSINESS JOURNAL OCT 20, 2015

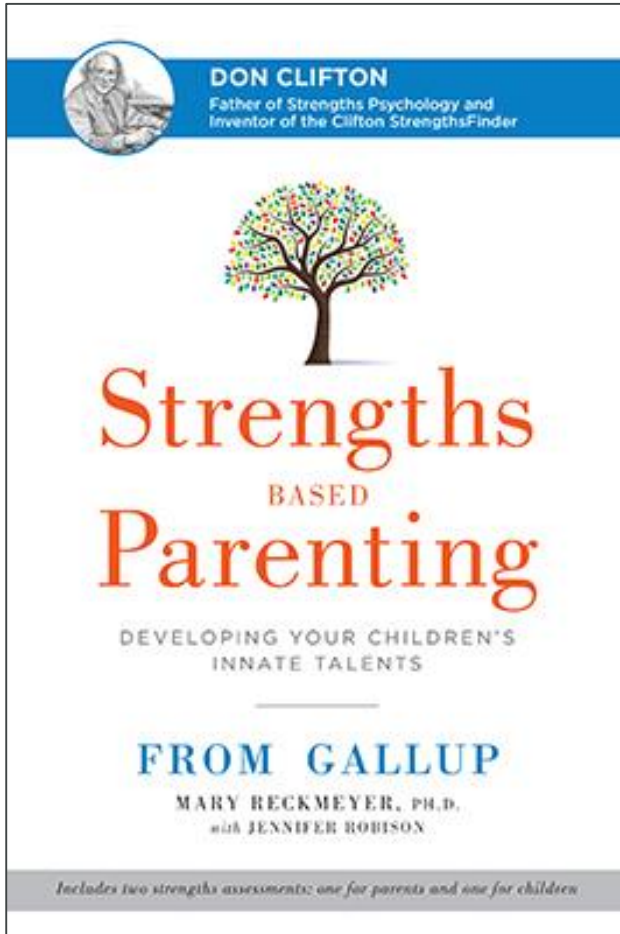
## Critical Drivers of Parent Engagement in Schools

Parent engagement is vital for successful schools, which school leaders can measure and improve using five key drivers.



# Strengths Based Parenting

Developing your Children's Innate Talents  
Gallup Press, 2016



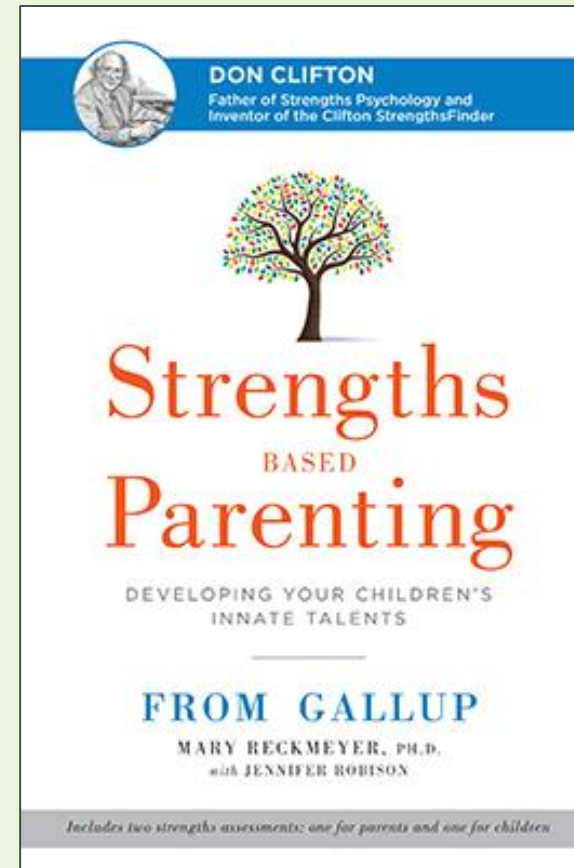
## Keys to Strengths Based Parenting

1. Know and understand your own talents and how you can best apply them with your children and family
2. Discover your children's talents and how you can help them develop their talents into strengths

# Strengths Identification

Techniques for each audience

- Clifton StrengthsFinder:
  - for employees, parents and other adults
  - for children 15 or older
- Clifton Youth StrengthsExplorer
  - for children 10-14 years old
- StrengthsSpotting
  - for children younger than 10



# Additional Resources to Support Your Leadership

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## Building Engagement Across the District

When students know what they do best and have opportunities to develop their talents, they are more motivated and enthusiastic about learning and they are more likely to be engaged.

Gallup has made it our mission to transform the way K-12 schools define, accelerate and measure student performance by bringing the "human" elements of learning to the forefront. We believe that it's time to start measuring the educational outcomes that matter most — great jobs and great lives — and put strengths-based learning and development strategies in place that drive both.

It is imperative that schools have strategies to accelerate these critical performance factors. Gallup offers three powerful surveys to help schools measure and improve the connection students, teachers, principals and the community have with their school.

### Parent Engagement

Parent engagement has immense potential to heighten student achievement and change the relationship between parents and schools for the better.

Parent engagement is a crucial ingredient for successful schools and it goes beyond participation or involvement. Fully engaged parents are more than satisfied with their child's school; they have a powerful emotional relationship with it. They believe their child's school delivers on what it promises and are proud to be parents there. Fully engaged parents even go so far as to say that the school is perfect for their child.

Fortunately, parent engagement is not an unsolvable puzzle. It can be measured, strengthened and sustained. By combining decades of research and experience in education with an unmatched understanding of human behavior, Gallup provides schools with a complete solution for amplifying parent engagement.

REPRESENTATIVE SAMPLE OF 3,356 PARENTS ACROSS THE U.S.

20% are fully engaged — emotionally or psychologically attached to their child's school

INDUSTRIES SUCH AS BANKING, INSURANCE AND HEALTHCARE FIND BETWEEN

30% to 40%

of customers are fully engaged

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Building Engagement Across the District

### Student Engagement

The Gallup Student Poll provides schools across the U.S. with a way to measure factors with links to positive educational outcomes, giving educators a tool to support their quest to engage students today and prepare for tomorrow. Schools use the Gallup Student Poll to enhance initiatives designed to build positive school cultures, inform school improvement programs and develop strategies that help students learn their strengths and prepare them for the future.

The Gallup Student Poll is designed to aid educators in providing a learning environment that builds engagement, creates hope for the future, fosters talent and prepares students to meaningfully participate in our nation's economy.

### Employee Engagement

The world's top-performing organizations understand that employee engagement is a force that drives business outcomes.

Improving engagement goes beyond simply asking the right questions. Engaging employees requires a year-round focus on changing behaviors, processes and systems to anticipate and respond to your district's needs. From the leadership team to employees, all levels within an organization must commit to making these changes.

Gallup approaches employee engagement with sustainability in mind. Thus, we provide principals and leaders with tools to help drive performance on an ongoing basis through a combination of measurement, reporting, learning, action planning and strategic interventions.

Gallup drives organizations to systematically improve employee engagement using proven interventions at the district and school levels. Beyond setting the proper strategy, interventions include finding the right performance metrics that drive accountability, creating a comprehensive communication strategy and designing development opportunities for every employee, manager and leader.

## Learn more!

For more information on the Gallup Engaged Schools Program, contact the Gallup Education Practice at 1.800.288.8502 or visit our website at <http://education.gallup.com>.

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Students who strongly agree that their school is committed to building strengths and that they have a teacher who makes them excited about the future are

30x  
AS LIKELY TO BE ENGAGED LEARNERS AS THEIR PEERS

In 2012, more than 7,200 U.S. K-12 teachers revealed that

31%  
ARE ENGAGED

# Additional Resources to Support Your Leadership

## ACCELERATED STRENGTHS COACHING COURSE

STRENGTHS COACHING 2.0: AN IN-DEPTH STUDY OF THE STRENGTHS-BASED APPROACH TO PERSONAL DEVELOPMENT AND COACHING

People seek a coach when they need a navigator for their journey or when they believe an alternative perspective or broadening of their outlook will make them more effective or even better than they are today.

As a coach, you are accountable for real results. A coach helps people reach their goals and potential by helping them understand who they are and where they want to go. A coach guides and supports clients on their way and empowers them to get there.

Based on more than four decades of the study of talents, strengths, and success, Gallup's Accelerated Strengths Coaching course is an invaluable opportunity to help you understand and apply the principles of strengths-based development to advance your coaching and help your clients learn, grow, develop, and achieve personal and professional success.

### WHAT YOU CAN EXPECT

This advanced four-and-a-half-day course will accelerate your coaching. You will gain tools, techniques, and invaluable experience to help you help others understand how they filter their world. You will receive sophisticated insights to help your clients respond to situations, work with others, get work done, and understand their biases and vulnerabilities.

Two groundbreaking coaching kits are included in the price of the program: the Strengths Coaching Starter Kit and the Coaching Managers and Teams Kit. The tools in these kits, coupled with the educational experiences in the course, will assist you in helping your clients harness their strengths to achieve success. This course also includes an individual coaching session with a Gallup strengths coach.

During this program, you will learn how to integrate the principles of strengths-based development into your coaching and improve your coaching by:

- applying your greatest talents in your role as a coach and integrating your strengths to become a more effective coach
- helping your clients understand their talents and how to use them to produce results and reach their goals
- helping your clients overcome obstacles, weaknesses, and vulnerabilities
- educating clients about how to use strengths to transform their relationships
- helping individuals understand their unique strengths within the context of others
- providing managers with techniques for using strengths-based development to address specific team-related issues and challenges
- teaching teams to discover, develop, and use their unique talents for greater team engagement and productivity

Gallup can teach this course at your location if you have a group of 15 or more. Contact [coaching@gallup.com](mailto:coaching@gallup.com) for inquiries.

Conducted at Gallup locations worldwide. Please visit [www.gallupstrengthscenter.com](http://www.gallupstrengthscenter.com) or contact [coaching@gallup.com](mailto:coaching@gallup.com) for upcoming dates, locations, and tuition for a course near you.

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### ACCELERATED STRENGTHS COACHING

4 1/2 days: 8:30 a.m. to 5:00 p.m., Monday to Thursday; 8:30 a.m. to 12:30 p.m. on Friday\*

#### Day One

What is Strengths-Based Coaching?  
Coaching Conversation One: Establish the Relationship  
Coaching Conversation Two: Help Your Client Understand the Strengths Profile  
Introduction to the Top Five  
Begin to Make Sense of the Theme Sequence Report (MSR)

#### Day Two

Coaching Conversation Three: Help Your Client Gain Appreciation for His or Her Talents  
Appreciating the Multidimensional Aspects of the Clifton StrengthsFinder Themes  
Theme Dynamics: The Interaction and Interplay of One Theme With Those of Another  
Coaching With Theme Dynamics

#### Day Three

Coaching Conversation Four: Help Your Client Invest in Talents  
Performance Management and Strengths  
Individual Development Plan  
Pinpoint Talents as Specific Outcomes  
Practice Coaching  
Coaching for Performance Achievement  
Strategic Coaching

#### Day Four

Coaching Managers  
Three Coaching Conversations With Managers  
The Strengths of the Manager  
The Individual Strengths of the Team  
The Collective Strengths of the Team

#### Day Five

Coaching Teams  
Four Team Strengths Coaching Conversations  
Start With Talents, Finish With Strengths  
The Power of Strengths-Based Partnerships  
The DNA of the Team  
The Use of Us

\*Course times may vary by location. Please check [www.gallup.com](http://www.gallup.com) or your registration information for specific times at your course location.



GALLUP Strengths

## HIGH-PERFORMANCE MANAGEMENT

LEARN HOW TO INTEGRATE THE STRATEGIES & TECHNIQUES OF THE WORLD'S BEST MANAGERS INTO YOUR MANAGEMENT STYLE.

Nothing impacts your employees' engagement more than their manager. Gallup research shows that managers can account for at least 70% of their employees' engagement. And because engagement, as measured by the Q12 survey, ties directly to workplace profitability, productivity, and retention, improving your organization's performance depends on having the best managers possible.

To help managers succeed, Gallup developed the High-Performance Management course. High-Performance Management teaches managers how to integrate the characteristics of the world's greatest managers into their own management style. Gallup has spent decades studying great managers, discovering the common strategies they all share. By integrating those approaches into their own style, managers are able to increase their impact — and deliver high-performance outcomes from their team.

### WHAT YOU CAN EXPECT

This fast-paced, two-day course, led by Gallup's best consultants, will give you the confidence and capability to effectively manage in ways that create and sustain high performance for you, your individual employees, and your team.

By attending the High-Performance Management course, you will:

- gain actionable insights into your own talents to help you individualize your management style
- use your talents to individualize your management approach and develop your employees' talents to improve their productivity
- practice proven techniques for engaging your employees, including leading effective conversations that help them enhance their performance
- create management strategies that yield higher levels of performance from your employees and teams

You will also learn how to lead individual and team conversations that will help employees understand and appreciate their talents, build their engagement, and establish performance expectations to achieve greater success.

Course participants will receive the High-Performance Management Learning Journal and Gallup's Managing for Engagement Kit (a \$495 value). The tools in these kits, coupled with the educational experiences in the course, will help you manage for high performance. This course also includes an individual coaching session with a Gallup coach.

High-Performance Management • 2 Days • \$2,800 USD  
Visit <http://q12.gallup.com> for location and registration details. Tuition may vary by location. Sign up today!

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### HIGH-PERFORMANCE MANAGEMENT COURSE

2 days: 8:30 a.m. to 5:00 p.m., each day\*

#### Day One

Expectations of Managers  
Your Management Style  
What We Know About High-Performance Management  
Your Talents as a Manager  
Gaining Insights Into Your Team's Strengths  
Manage With a Lens to Engagement

#### Day Two

Assessing Your Team's Engagement  
Building Engaged Teams  
Conducting Individual Conversations that Build Insight, Trust, and Aim  
Performance-Oriented Management  
Aiming Your Team at Performance  
Refining Your Management Style

\*Course times may vary by location. Please check <http://q12.gallup.com> or your registration information for specific times at your course location.



Gallup can teach this course at your location if you have a group of 15 or more. Call toll-free 800-204-1192 for more information.

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