

Figure 3.4: Success Tool—Environment and Worker Analysis

Instructions: Individually reflect on and answer the questions in each cell. Then, as a team, find the causes impacting staff and student performance. First, focus on addressing causes in the work and workplace. Second, focus on those related to workers or educators. You may want to use your team's big rock to practice using this tool.

Big Rock

What's going on in the work and the workplace that affects how well educators perform? How do educators' knowledge, skills, abilities, and motivation affect their results?

Environment	Information	Resources	Motivation
The Work and the Workplace <i>What does the school administration or district office provide for workers to be successful?</i>	- Do staff know how their performance compares to the desired performance? - How often do workers receive feedback? Is it constructive? - Are procedures and policies clearly defined and explained?	- Do staff have the tools, facilities, or resources to achieve the desired performance? - Are materials, job aids, assistance, and coaching available to do the job well? - Does professional learning allow opportunities to practice and lead to the application of learning?	- What meaningful incentives are given to staff who perform well? - Do any school policies or procedures provide a hidden incentive to perform poorly? - Are there consequences for underperformance?
People	Knowledge and Skills	Capacity	Motives
The Worker <i>What does the person's experience and knowledge bring to the work?</i>	Do staff have the necessary knowledge and skills to perform well?	Do staff have the physical, emotional, and reasoning capabilities to succeed at meeting expectations in the current context?	- Do staff demonstrate a desire to perform well for the school and students? - Are staff willing to perform for the incentives or consequences?