SESSION 8
Cultivating a Culture of Inspirational Leadership

LEADERSHIP DEVELOPMENT SERIES
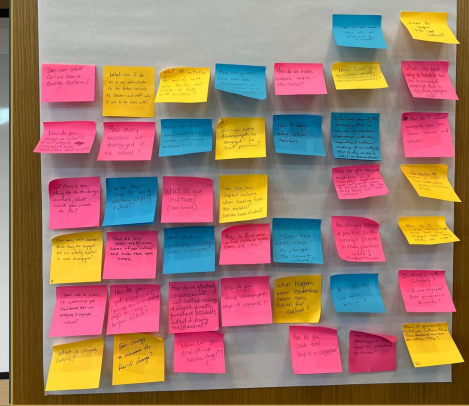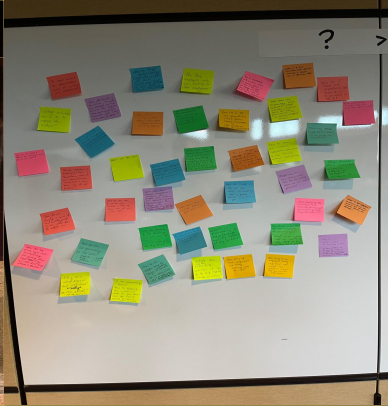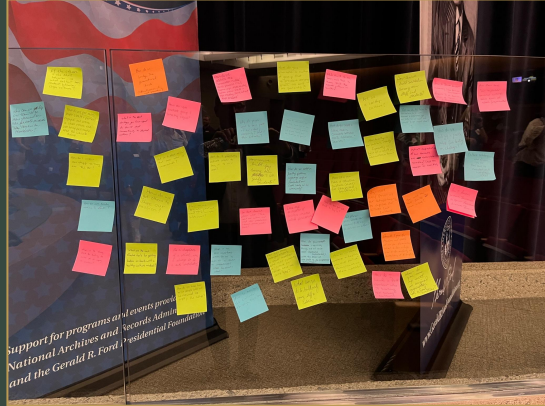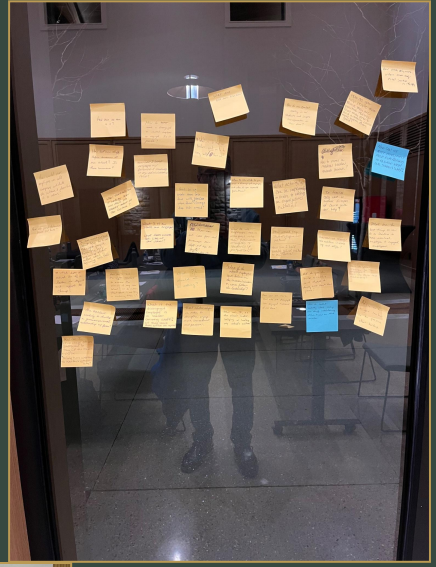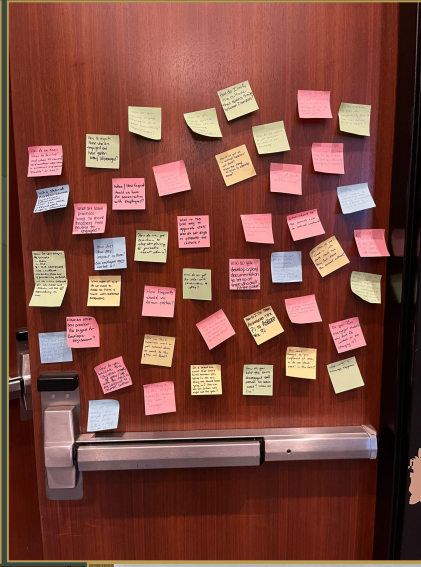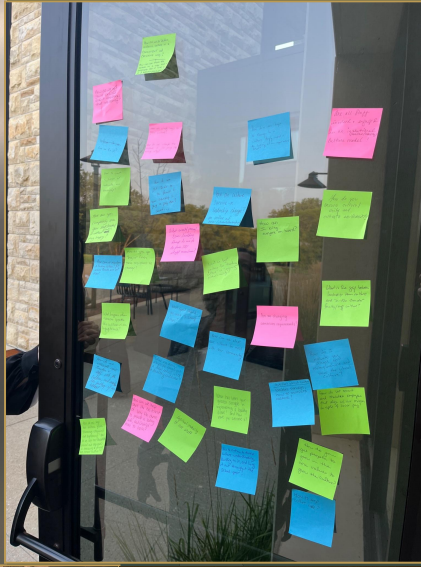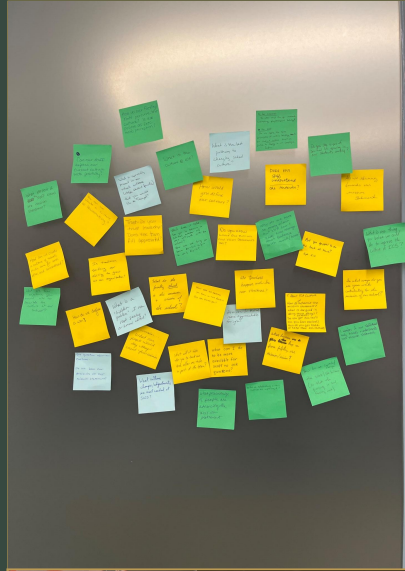
What drives organizational culture?

1. Identify the primary levers of culture in a Christian school (and why we should care).

2. Reinforce the pillars of Inspirational Leadership on which to build (or build up) a flourishing Christian school.

3. Apply two simple tools to strengthen trust within Inspirational Leadership.

_____ should be one of the best, most effective schools in which to serve.

> I'd say that having a flourishing culture makes such a difference because staff are that much more engaged in what's going on, they're more likely to be with you, and again, rowing in that same direction versus against you, and they're more likely to trust your leadership through the storm.

Dr. Jason Rachels
President, Calvary Christian Academy

STATE OF THE CHRISTIAN WORKPLACE
CHRISTIAN SCHOOLS (K-12)

This section of the report provides a detailed analysis of the distinct dynamics and challenges experienced by K-12 administrators, faculty, and staff in the workplace. The data reflects a total of 19,600 survey participants from 2020 to 2024.

KEY INSIGHTS

1. 57% of staff in Christian Schools (K-12) report they were fully engaged at work.

2. 90% of employees would recommend their school as a good place to work.

3. Around one-third of staff feel excluded from key decisions.

LEVEL OF ENGAGEMENT

2024

57%
ENGAGED

37%
NEUTRAL

6%
DISENGAGED
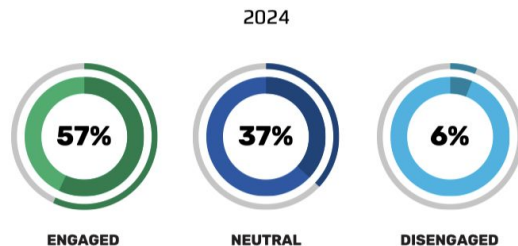
Engagement is a measure demonstrating an employee's investment of energy, enthusiasm, commitment, and passion to the workplace. These charts indicate the percentage of employees in each category based on their average scores on our core questionnaire. Engaged employees have an average survey score between 4.00 - 5.00 while Neutral employees have an average survey score between 3.00 - 3.99, Disengaged employees have an average survey score below 3.00.

Engagement stems from the workplace culture and environment leaders cultivate. Employees aren't naturally engaged or disengaged—there's always a reason. It's up to leaders to foster a culture that energizes, motivates, and inspires commitment. That's what true engagement looks like.

Engaged employees are deeply connected to their work and the mission, vision, values, and goals of their school. These employees are enthusiastic, motivated, and committed. They bring their best effort to work and tend to go above and beyond what is required of them.

Neutral employees are an audience leaders can target to grow engagement. These employees often provide adequate performance or "meet expectations" in performance reviews but do not bring as much passion or motivation as engaged employees.

Disengaged employees are deeply disconnected from their work and the mission, vision, values, and goals of the school. These employees characteristically have low motivation and a lack of interest in work outcomes. They often have value misalignment and exhibit a dissatisfaction mentality.

43%

of staff in Christian schools are not engaged. *Stronger engagement means improved outcomes in the classroom and beyond. When the needle moves on engagement in this sector, ultimately, the student experience is positively impacted - academically, spiritually, and socially.*

→ Discover the financial impact disengagement might be having at your school.

A single non-engaged employee costs the school $19,300 per year

THE **FLOURISH** MODEL DRIVERS

Fantastic Teams

Life-Giving Work

Outstanding Talent

Uplifting Growth

Rewarding Compensation

Inspirational Leadership

Sustainable Strategy

Healthy Communication

FLOURISH DRIVERS

2024 Relative Weights Analysis

INSPIRATIONAL LEADERSHIP	LIFE-GIVING WORK	HEALTHY COMMUNICATION	SUSTAINABLE STRATEGY	OUTSTANDING TALENT	UPLIFTING GROWTH	FANTASTIC TEAMS	REWARDING COMPENSATION
18.48	14.87	14.63	13.83	12.41	10.28	7.89	7.61
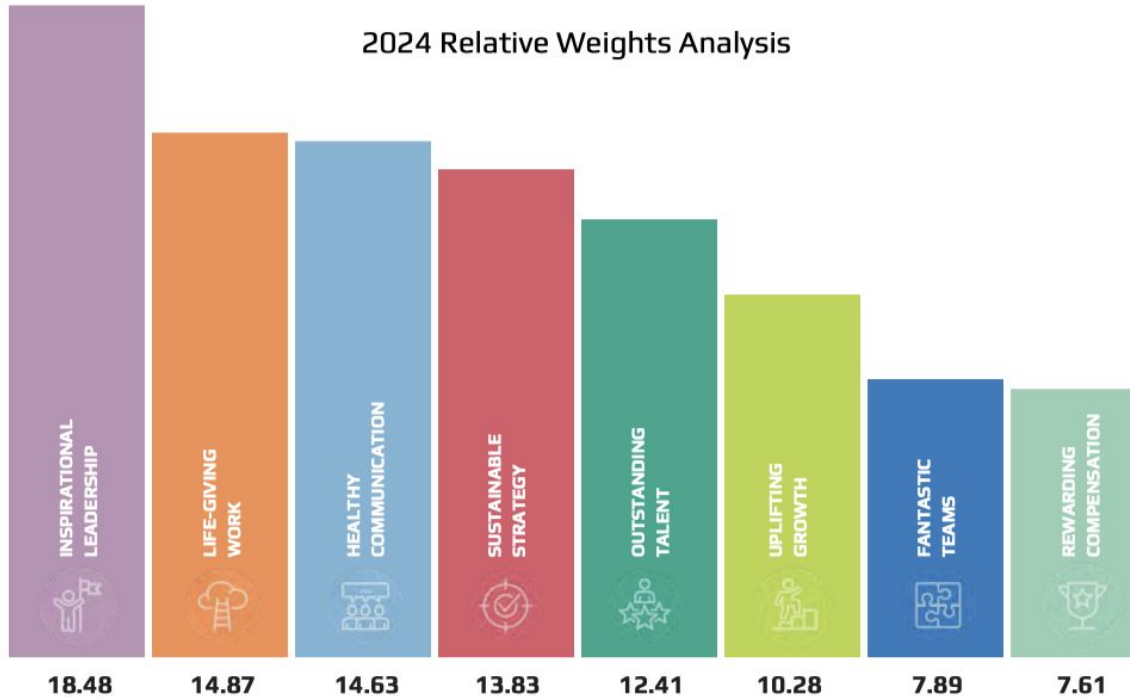
Relative Weights Analysis (RWA) is used to express the relative importance of each FLOURISH driver within a sector. The higher the number, the greater the impact of that driver in advancing employee engagement. RWA is calculated through regression analysis, with the sum of the weights equaling 100.

18.48

2024 RWA reveals the strongest links to engagement for Christian Schools (K-12) are Inspirational Leadership and Life-Giving Work. *When leaders reflect Christlike character, while striving to connect employees' unique contributions to the mission, they are more likely to steward the best of what employees may bring to their work.*

Inspirational Leadership

Inspirare Duktus

To breathe into or to inspire. To animate or encourage.

To lead or to guide. To shape the course or flow.

TRUST BETWEEN LEADERS AND EMPLOYEES
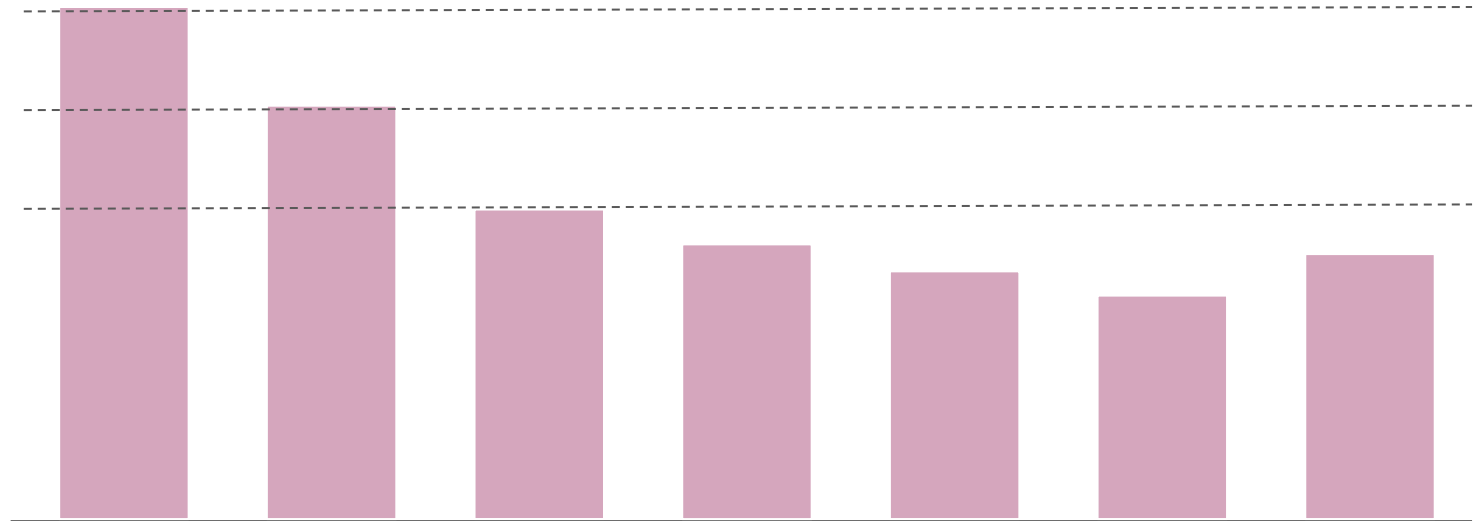
Pillars of Inspirational Leadership

Spiritual

...what my God put into my heart to do...

Nehemiah 2:12

Spiritual

- Fruit of the Spirit (Galatians 5:22)
- Humility (Philippians 2:3-4)
- Servanthood (Mark 10:45)
- Prayer (James 1:5, Proverbs 3:5-6)
- Compassion (Matt 9:36)
- Shepherding (I Peter 5:2-3)

CASE STUDY

FLOURISH Driver/Question	Your Score	Percentile Rank
Inspirational Leadership	**4.10**	**44th**
26. My School provides good job security to staff/employees that perform well.	4.14	45th
27. Over the past year, My School has changed for the better.	3.91	51st
28. My School is well-managed.	3.88	40th
29. There is a high level of trust between leaders and staff/employees at My School.	3.77	42nd
30. My School conducts its activities openly and honestly.	3.96	49th
31. Leaders at My School model fairness and integrity.	4.12	47th
32. Leaders at My School exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	4.32	47th
33. Leaders at My School demonstrate compassion for people at all levels.	4.22	45th
34. Overall, I am very satisfied with the level of Christian fellowship in My School.	4.20	43rd
35. Leaders at My School keep a focus on putting Christ first in daily decision-making.	4.28	52nd
36. My School reflects Christ to the world.	4.24	40th
37. Leaders at My School model humility.	4.15	43rd

If our **spiritual** pillar was stronger…

"Leaders must accept the operational reality that employees expect **inspirational leadership**.

Pillars of Inspirational Leadership

Spiritual Competence

"And I told them of the hand of my God that had been upon me for good, and also the words that the king had spoken to me. And they said, 'Let us rise up and build.' So they strengthened their hands for the good work.

- Nehemiah 4:6

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CASE STUDY

FLOURISH Driver/Question	Your Score	Percentile Rank
Outstanding Talent	**3.69**	**50th**
11. My School recruits and hires highly capable staff/employees.	4.04	50th
12. My School retains highly capable staff/employees.	3.83	44th
13. My School effectively rewards top performers.	3.19	53rd
14. My School promotes highly capable staff/employees.	3.69	59th
Sustainable Strategy	**4.01**	**40th**
38. My School has an effective strategy for meeting the needs of those we serve.	3.89	32nd
39. There is clear consensus on the goals of My School.	3.98	46th
40. Overall the quality of the programs/services which My School offers meets the needs of those we serve.	3.94	28th
41. I would recommend that my family/friends use or support the programs/services of My School.	4.29	42nd
42. Over the past year, My School has met its goals.	3.92	43rd
Healthy Communication	**3.84**	**52nd**
50. At My School, people are responsible and held accountable for doing what they say they will do.	3.79	40th
51. My School has an effective process to respond to unethical behavior, including harassment.	3.93	35th

If our **competence** pillar was stronger…

"Going forward, the differentiating factor will be leadership that gives people a sense of purpose and **inspires them** - that cares about who they are, what they're thinking and feeling."

Pillars of Inspirational Leadership

Spiritual

Competence

Connection

Next to him...

- Nehemiah 3

CASE STUDY

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CASE STUDY

FLOURISH Driver/Question	Your Score	Percentile Rank
Fantastic Teams	**4.28**	**52nd**
1. Fellow staff/employees are highly committed to excellence in their work.	4.48	55th
2. In my area we work effectively as a team.	4.43	55th
3. At My School, there is generally good teamwork across departments.	4.08	44th
4. The people I work with exhibit good conflict resolution skills.	4.13	54th
Uplifting Growth	**4.19**	**57th**
15. In the last six months, someone has talked to me about my progress.	3.85	54th
Healthy Communication	**3.84**	**52nd**
43. Leaders at My School explain the reasons behind major decisions.	3.84	53rd
44. My School seeks the suggestions of staff/employees.	3.81	53rd
45. My School acts on the suggestions of staff/employees.	3.60	47th
46. In my area, we feel free to voice our opinions openly.	4.05	53rd
47. My School involves staff/employees in decisions that affect them.	3.61	52nd

If our **connection** pillar was stronger…

Our shepherd would smell like the sheep.
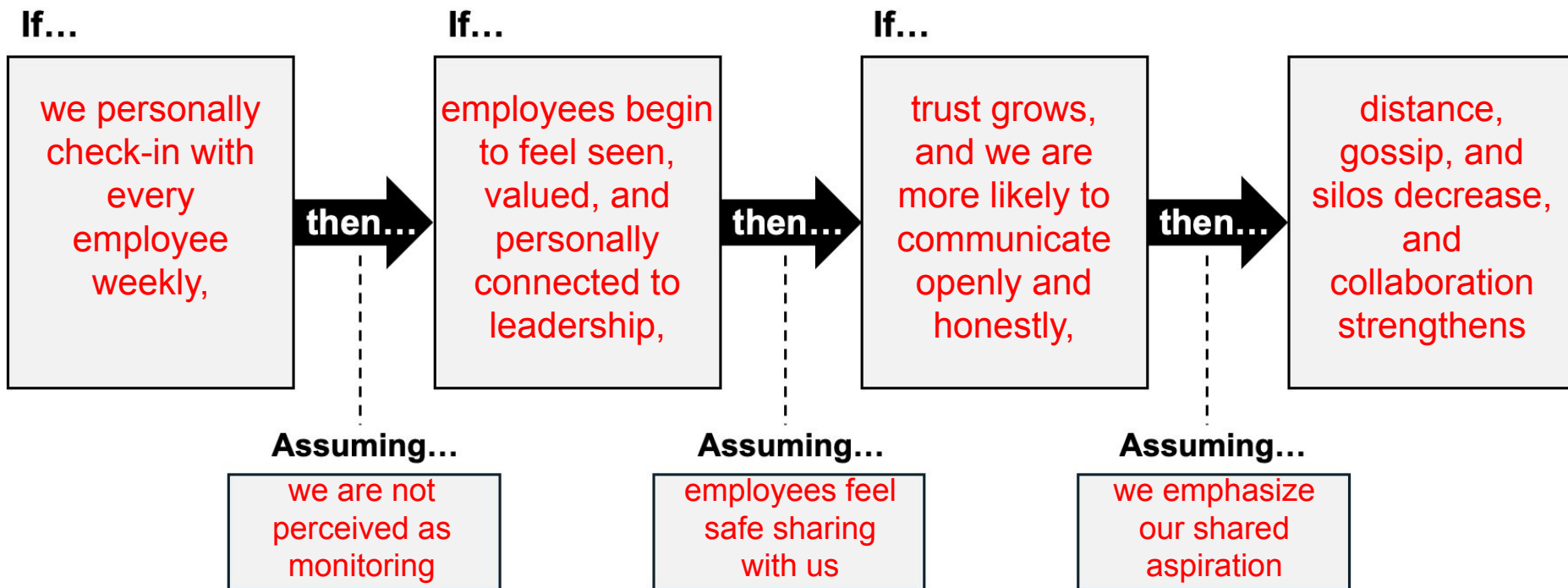
RECOMMENDED READING

- The Road to Flourishing (Al Lopus)
- The Way of the Shepherd (Kevin Leman)
- The Fruitful Life (Jerry Bridges)
- Spiritual Leadership (Blackaby & Blackaby)
- Trust (Henry Cloud)
- Joy at Work (Dennis Bakke)
- Practicing the Way (John Mark Comer)
- Leading Through (Kim Clark)

We could make Inspirational Leadership more of an operational reality by...

"If-Then" Logic Chain

If…

we personally check-in with every employee weekly,

then…

If…

employees begin to feel seen, valued, and personally connected to leadership,

then…

If…

trust grows, and we are more likely to communicate openly and honestly,

then…

distance, gossip, and silos decrease, and collaboration strengthens

Assuming…

we are not perceived as monitoring

Assuming…

employees feel safe sharing with us

Assuming…

we emphasize our shared aspiration

RACI Chart

TASK	RESPONSIBLE (R)	ACCOUNTABLE (A)	CONSULTED (C)	INFORMED (I)	INFORMED TIMING/NOTES
Share the purpose	Principals	HoS	HR	Faculty	July
Develop a structure	HR	HoS	Team Leads	Faculty	July
Train principals	HR	HoS	Principals	Team Leads	Aug
Launch pilot	HR	Principals	Team Leads	Faculty	Sept
Adjust approach	HR	HoS	Team Leads	Faculty	Oct

"...this work had been done with the help of our God.

Nehemiah 6:16