Catalyze: Conditions for Professional Growth

Create positive organizational conditions for professional growth and job satisfaction

Research is clear: Staff members are most engaged and successful when they positively experience their work environments. The Catalyze tool from PERTS and UCCSR measures staff members' perceptions of their organizational conditions, and provides practical, research-based strategies that support positive work environments. These insights can be used to strengthen organizational practices that boost student engagement and learning for all students.

PERTS

UCHICAGO Consortium on School Research

perts.net/catalyze

COLLECTIVE VISION

Why it matters:

People who contribute to their organization's vision are more motivated and invested in change efforts.

Measures:

• The organizational vision is communicated in a way that is clear and understandable to me.

• The organizational vision reflects input from the communities we serve.

• There is a shared sense of responsibility for advancing the organizational vision.

• The organizational vision is used to guide choices and actions.

• Professional learning is aligned to the organizational vision.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

EFFECTIVE SYSTEMS

Why it matters:

People feel empowered and have higher levels of commitment to change and innovation when they have the resources they need to be successful and when systems are in place that facilitate collaboration and personal development.

Measures:

• The systems of communication ensure I have the information I need.

• The resources I need to do my job well are provided to me.

• There are systems in place to facilitate productive collaboration.

• There are systems in place to ensure staff receive regular, constructive feedback on their work.

• There are systems in place to support an appropriate work-life balance.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

INCLUSIVE LEADERSHIP

Why it matters:

People have higher levels of motivation and commitment when they feel comfortable sharing their perspectives, have opportunities to participate in decision-making, and believe that leaders are responsive and willing to make changes.

Measures:

• Leaders take my ideas and concerns seriously.

• I have the autonomy to make decisions that impact my work.

• Leaders actively work to share power and actions.

• I trust that leaders will make reasonable and justified decisions.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

LEARNING CULTURE

Why it matters:

People feel more satisfied and willing to innovate and share knowledge when they work in organizations that prioritize collaboration, experimentation, and reflection.

Measures:

• There is consistent, protected time for collaborative learning.

• There is a culture of using data to grow as professionals.

• People regularly discuss challenges to learn from one another.

• People are encouraged to innovate and experiment, even when success is not guaranteed.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

TRANSFORMATIVE EQUITY

Why it matters:

People feel more informed and purposeful when they work together to identify, understand, and address equity issues in their organization.

Measures:

• People have conversations about equity (e.g. race, gender identity, SES), even when they are difficult.

• People actively work to disrupt inequitable systems and structures.

• People encourage one another to acknowledge and challenge their biases.

• All the communities we serve are included in decision-making.

• Professional learning promotes a shared language and understanding around the concept of equity.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

TRUSTING COMMUNITY

Why it matters:

People feel a sense of increased well-being and are more likely to help each other when they work in an organization that prioritizes relationships.

Measures:

• I feel respected.

• I feel connected to my colleagues.

• I am confident everyone is good at their job.

• There is a great deal of collaboration among everyone.

• People build trust with one another through actions, not just words.

• Leaders demonstrate care for everyone's well-being.

Response options: *"Not at all true, A little true, Somewhat true, Mostly true, Completely true."*

Response options listed in green with an asterisk are considered positive endorsements of an organizational condition. Catalyze reports present the percent of individuals who are experiencing each condition positively.

Practices to Improve Organizational Conditions

The Catalyze survey provides insights into faculty, staff, or other key stakeholders experience the organizational conditions on their teams. The six organizational condition practice guides offer education leaders recommendations for research-based strategies to improve the conditions that the Catalyze survey measures.

Explore the Practice Guides

- **Collective Vision**
- **Effective Systems**
- **Inclusive Leadership**
- **Learning Culture**

Improve Organizational Conditions, Foster Professional Growth

The Catalyze survey is part of the Catalyze program for education leaders to measure and build positive organizational conditions that foster professional growth and job satisfaction, as well as student learning and development.

Learn more about Catalyze and how the program leverages faculty and staff feedback from the Catalyze survey into actionable recommendations personalized for each education leader.

ABOUT LDG

The **Learning & Development Group (LDG)** conducts and translates academic research for an education audience. We leverage social connectivity to contribute to the broad national movement to transform public schools. We work with educational leaders, principals, teachers, and students, to identify how best to transform schools into joyous, rigorous, and supportive learning environments for every young person, every day, everywhere.

ABOUT PERTS

The Project for Education Research That Scales (PERTS) is an edtech nonprofit founded in 2010 at Stanford University. PERTS equips educators to create excellent and equitable learning conditions—conditions that foster engagement and accelerate learning. To do so, PERTS develops, tests, and scales the impact of evidence-based solutions in collaboration with hundreds of partner organizations. Learn more about our work, our team, and our partners at **www.perts.net/about**.

Research About Catalyze Organizational Conditions

Catalyze assesses six organizational conditions found in the academic literature to facilitate staff organizational commitment and capacity beliefs, commitment to change and motivation, among other key enablers for organizational change. Below you'll find relevant research for each condition.

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