

INVITING CONSTRUCTIVE CRITICISM

AR Presentation by Kim Kesler
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Ernie Pyle Elementary School



BACKGROUND

Being a relatively new administrator, I am always looking for ways to grow and improve professionally. I came into a building that was divided and unhappy with the prior administration. With the unhappiness, came low staff morale and a deteriorating school climate. I wanted a unified staff with a similar vision for our school. As a new administrator, I felt that an open line of communication was the best way to uplift the staff and build that positive school culture.

PURPOSE

The purpose of my action inquiry was to survey the staff to see what they needed from me in the areas of leadership, communication, and support. With that data, I created an open line of communication with staff to gauge the opinions of the school community based on my performance as the leader of the school and to better my leadership capacity.



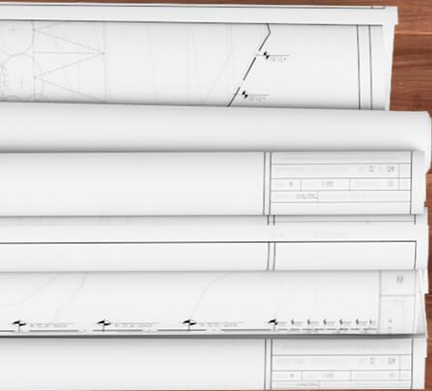
WONDERING

I wondered if using feedback from staff would improve my effectiveness as an instructional leader in the areas of school culture, positive relationships, and communication?



MY DATA

I began this journey in October 2021 by creating a staff survey. The first survey was given in November 2021 at the end of quarter 1 and has been given at the end of each quarter since.

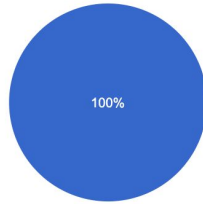


LEADERSHIP FEEDBACK FORM

	Agree	Disagree	Comments
My administrator treats me like a professional			
My administrator treats students fairly			
I believe my administrator communicates regularly with staff			
I feel my administrator communicates effectively with parents/guardians			
My administrator has positive relationships with staff members			
My administrator has positive relationships with parents/guardians			
I feel comfortable going to my administrator with my concerns			
My administrator regularly seeks my input when making decisions that impact the school			
My administrator supports my decisions about student behavior			
My administrator supports me when conflicts arise with parents			
My administrator cultivates a positive relationship among faculty members			
I feel empowered to make decisions about my teaching			
I enjoy coming to work			
I feel we have a positive school culture			
In general, I believe our school is meeting the needs of our students			

Ernie Pyle has a positive school culture.

13 responses

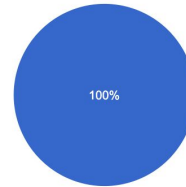


● Agree
● Disagree

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Ernie Pyle has a positive school culture.

11 responses



● Agree
● Disagree

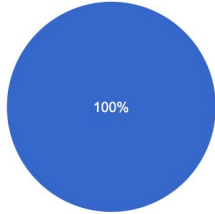
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POSITIVE SCHOOL CULTURE?

POSITIVE RELATIONSHIPS

My administrator has positive relationships with staff members.

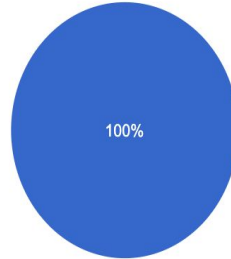
13 responses



- Agree
- Disagree

Ernie Pyle has a positive school culture.

11 responses



- Agree
- Disagree

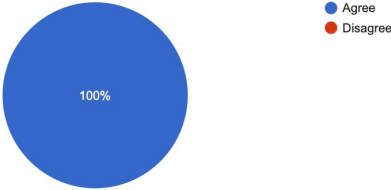
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REGULAR COMMUNICATION

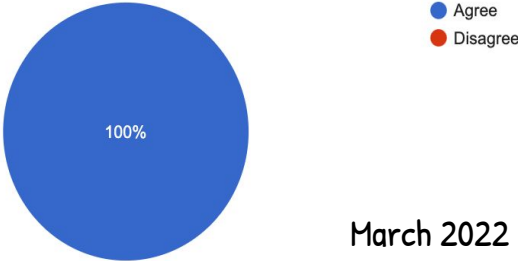
My administrator communicates regularly.

13 responses



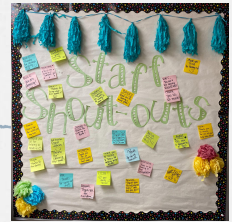
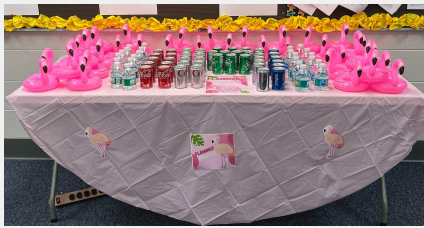
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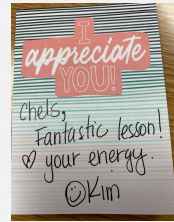
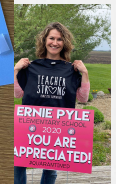
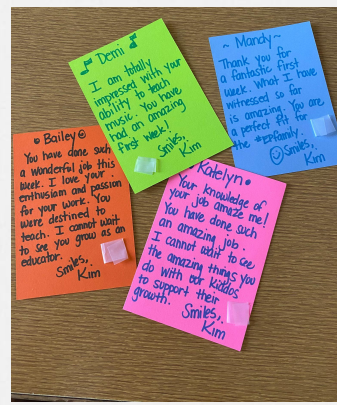
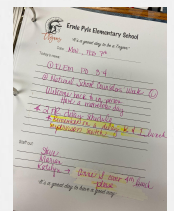
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Culture

Communication



Relationships

OTHER SURVEY QUESTIONS

Does my administrator treat me fairly?

I feel comfortable taking concerns to my admin.

I enjoy coming to work. (92% yes)

"I chose disagree due to the current situation with Indiana's public education system and not because of the culture you are building at EP. This community and my kids are the two things that make it worth coming to work each day." -Survey Respondent



MY DISCOVERIES

Learning Statement One: I learned that being in tune with the staff is necessary for positive relationships and improved school culture.

Learning Statement Two: I learned that being intentional, compassionate, and sensitive in my interactions with the staff is critical.

Learning Statement Three: I learned these three topics (communication, positive school culture, positive relationships) all fit into my base and phase PCM of harmonizer.

DISCOVERIES CONTINUED

I am a harmonizer by nature and believe there is accuracy in my *Leadership Profile* when I am described as a leader that is motivated by:

- building close, supportive relationships
- collaboration
- teamwork
- taking interest in people's personal lives

I feel to be a successful leader, being able to lead with compassion and sensitivity, and the ability to cultivate a warm and safe environment is key for all to be successful in a school community that is driven by positive communication, relationships, and culture.

A top-down view of a wooden desk. On the left, there is a white coffee cup filled with dark coffee, a round loaf of bread with seeds, and a stack of blueprints. In the center, a light blue clipboard holds a white sheet of paper with text, secured by a black clip at the top. A black fountain pen lies horizontally below the clipboard. On the right, a silver laptop is partially visible, showing the keyboard and trackpad. In the top right corner, a small potted plant with green grass-like leaves sits in a white pot.

Where Am I Heading Next?

I have truly enjoyed and embraced this experience and will continue to serve my staff in a harmonizing capacity by asking important questions, seeking staff feedback, accepting and inviting constructive criticism, and celebrating success.



Principal Name: Kim Kesler

School Name: Ernie Pyle Elementary School

Principal's Email Contact: kkesler@svcs.k12.in.us

Background Leading to My Inquiry (Slide 2)

Being a relatively new administrator, I am always looking for ways to grow and improve professionally. I came into a building that was divided and unhappy with the prior administration. With the unhappiness, came low staff morale and a deteriorating school climate. I wanted a unified staff with a similar vision for our school. As a new administrator, I felt that an open line of communication was the best way to uplift the staff and build that positive school culture.

The Purpose of My Inquiry (Slide 3)

Therefore, the purpose of my action inquiry was to survey the staff to see what they needed from me in the areas of leadership, communication, and support and with that data, I created an open line of communication with staff to gauge the opinions of the school community based on my performance as the leader of the school and to to better my leadership capacity.

My Wondering (Slide 4)

With this purpose, I wondered if using feedback from staff would improve my effectiveness as an instructional leader in the areas of communication, positive school culture and relationships?

My Actions (Slide 5)

I began this process by watching and listening to the staff to find out weaknesses within the building. Second, I created a quarterly survey that I pass out to all staff members. Next, I reviewed and analyzed the data. Lastly, came the action plan.

Data Collection/My Data (Slides 6-11)

My data collection consisted of the staff surveys sent at the end of each grading period. The first survey was a paper placed in each mailbox. For the second survey, I got wiser and created a Google Form using the same questions, allowing the graphing to be done for me.

The data gathered from the surveys allowed me to reflect on my practices. By reading the comments, I am able to better understand what the staff needs from me and continue doing what is working and rebuild the pieces that the staff feel are broken.

••My Discoveries (Slide 12-13)

- **Learning Statement One:** I learned that being in tune with the staff is necessary for positive relationships and improved school culture.

- **Learning Statement Two:** I learned being intentional, compassionate, and sensitive in my interactions with the staff is critical.

- **Learning Statement Three:** I learned these three topics (communication, positive school culture, positive relationships) all fit into my base and phase PCM of harmonizer.

I am a harmonizer by nature. I feel there is accuracy when described in the my *Leadership Profile* as a leader that is motivated by:

- building close, supportive relationships
- collaboration
- teamwork
- Taking interest in peoples' personal lives

Where I Am Heading Next (Slide 14)

I have truly enjoyed and embraced this experience and plan to continue surveying the staff to gather their valuable feedback and ideas. I feel that moving forward, I will only send out two surveys a year, one at the beginning of the year and one at the end of the year to not overburden the staff.

To proceed to building positive relationships and culture in the building, I will continue to:

- celebrate staff
- lead with empathy, transparency, intention, and sincerity.
- communicate often
- build positive relationships
- conduct our school with a family atmosphere that is centered around our “why”