



The Impact of Self-Care on Job Satisfaction

Principal Name: Dominique Franklin

School Name: Skiles Test Elementary

Principal's Email Contact: dominiquefranklin@msdlt.k12.in.us

Background Leading to My Inquiry (Slide 2)

Since becoming a principal in October of 2021, I found myself being totally devoted to my job as principal. There was so much to do stepping into the role mid-year: teacher vacancies to fill, new processes to learn, and new relationships to build. I did not take any time off and carried over the maximum number of vacation days into the next school year. Being a mom of 4-year-old twins, wife, and principal, I rarely made time for myself. I took care of everyone else's needs, and forgot about my own needs because that's what good leaders do, right? No, wrong! Not taking care of my personal needs has taken its toll on my overall health (weight gain, high blood pressure), mood, (short-tempered and highly critical) and job satisfaction.

The Purpose of My Inquiry (Slide 3)

Therefore, the purpose of my action inquiry was to evaluate the impact of self-care on job satisfaction to feed the Phase needs of "Have I taken care of me?" and "Do I experience being recognized for it?"

My Wondering (Slide 4)

With this purpose, I wondered if I intentionally took care of me (my health- weight loss, exercise, self-care, daily devotion), how would my job satisfaction be impacted as measured through my personal, professional and relational check-ins?

My Actions (Slides 5-9)

For 6 weeks, (January 16-March 1), I was intentional in completing self-care tasks while collecting data through check-ins and daily logs.

I began my action research with the following intentional self-care tasks in mind with the idea that exercise and healthy eating, could lead to a healthier and happier me (lower blood pressure, weight loss). In addition, because of the higher demands of my job, I had gotten away from attending church and daily devotion, so I felt that I needed to include daily devotion to improve my spiritual health.

Self-care Tasks:

- Begin the day with Daily Devotion using the Bible App on my phone
- Make healthier food choices (low carb/sugar)
- Engage in self-care activity once a week (lashes, nails, hot bath, hair, etc.)
- Engage in 30 minutes of exercise twice a week (walking, stretching, yoga, etc.)
- Drink 6-8 glasses of water per day

Every day I completed a daily log (google form) that answered the following questions:

1. Did I read my daily devotion?
2. How healthy were my choices today?
3. Water Intake Goal?
4. Did I engage in 30 minutes of movement activity?

However, after 14 days, I realized that I could not commit or just did not want to commit to the exercise as I had only engaged in the movement activity 3 out of 14 days. I was feeling stressed out about trying to fit in exercise. Therefore, I added a 5th question:

5. Did I do something for me or something that I enjoy?

In addition to my daily logs, I completed a self-assessment survey using a google form.

1. What's my energy level right now?
2. Have I taken care of me?
3. Have I asked for what I want?
4. How's my mood?
5. How's my stress level?
6. Rate my job satisfaction:
7. Rate my motivation level:
8. Comments

I also received feedback via a survey (google form) from my spouse and two co-workers. I sent calendar invites to my spouse, co-workers and myself with the survey links as a reminder to complete the surveys.

I analyzed data to look for any changes in attitude towards job satisfaction and mood when self-care activities were intentional.

Data Collection (Slide 10-14)

I used Google forms to collect data:

- Daily log- check list
- Complete a biweekly self-assessment (Wednesdays and Fridays)
- Feedback from spouse (weekly check-in form- Sunday)
- Feedback from work colleague (weekly check-in form- Friday)



Franklin Daily Log

IPLI Project 2023

dominiquefranklin@staff.msdlt.org (not shared)
Switch account

* Required

Date *

Date
mm/dd/yyyy

Did I read my daily devotion? *

- Yes
- No
- Other: _____

How healthy were my choices today? *

- Great job sticking to low carbs/ low sugar!
- Some healthy choices
- Poor Choices
- Other: _____

Water Intake Goal (6-8 cups) *

- Met water intake goal!
- Some water
- Very little water
- Other: _____

Did I engage in 30 minutes of movement activity? *

- Yes
- No
- Other: _____

Did I do something for me or something that I enjoy? *

- Yes
- No
- Other: _____

Submit

Clear form



Franklin Self-Assessment (Wed/Sunday Check-In)

IPLI Project 2023

dominiquefranklin@staff.msdlt.org (not shared)
Switch account

* Required

Date *

Date
mm/dd/yyyy

What's my energy level right now? *

- High
- Medium
- Low

Have I taken care of me? *

- Yes
- Somewhat
- No

Have I asked for what I want? *

- Yes
- Somewhat
- No

How's my mood? *

- Positive
- Indifferent (meh)
- Negative

How's my stress level? *

- Not stressed
- Manageable
- Overwhelmed

Rate my job satisfaction: *

- I love my job!
- The job is fine.
- The struggle is real.

Rate my motivation level: *

- Very motivated
- Moderately motivated.
- Not motivated

Comments: (optional)

Your answer _____



Franklin's Work Colleague Feedback (Friday Check- In)

IPLI Project 2023

dominiquefranklin@staff.msdtt.org (not shared)

* Required

Date *

Date
mm/dd/yyyy

What's Franklin's energy level at work this week? *

- High
- Moderate
- Low

Has Franklin communicated her wants this week? *

- Yes
- No
- I'm not sure.

Rate her level of dedication toward advancing the mission, vision, and values this week.

- High
- Moderate
- Low

Describe her patience level this week. *

- Patient
- Somewhat patient
- Impatient

Rate her overall temperament this week. *

- Joyful
- Level headed
- Short-tempered
- Argumentative

Rate her level of judgement (in general) this week. *

- Little to no judgement
- Some judgement
- A lot of judgement
- Excessive judgement

Rate her attitude/remarks about work this week. *

- Positive/ Celebratory remarks about work.
- Moderate remarks about work.
- Overly critical remarks about work.
- No remarks about work.

Comments (optional)



Franklin Spouse Feedback (Sunday Check In)

IPLI Project 2023

dominiquefranklin@staff.msdtt.org (not shared)

* Required

Date *

Date
02/26/2023

What's Dominique's energy level in the evenings? *

- High
- Medium
- Low

Has Dominique communicated her wants this week? *

- Yes
- No
- I'm not sure.

Rate her overall temperament this week. *

- Joyful
- Calm
- Short-tempered
- Argumentative

Describe her patience level this week. *

- Patient
- Somewhat patient
- Impatient

Rate her attitude/remarks about work this week. *

- Positive/ Celebratory remarks about work.
- Moderate remarks about work.
- Highly critical remarks about work.
- No remarks about work.

Rate her level of criticism this week. *

- Little to no criticism
- Some criticism
- A lot of criticism
- Excessive criticism

Comments (optional)

Your answer

My Data (Slides 15-39)

Franklin Daily Log

43 responses

[Publish analytics](#)

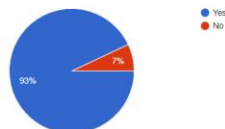
Date

43 responses



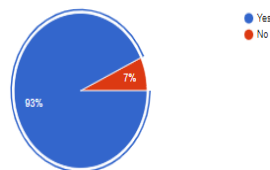
Did I read my daily devotion?

43 responses



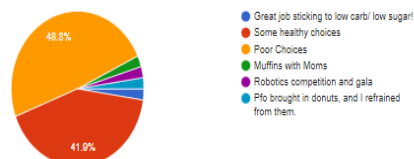
Did I read my daily devotion?

43 responses



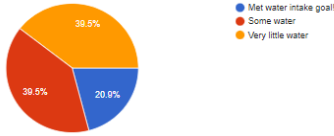
How healthy were my choices today?

43 responses



Water Intake Goal (6-8 cups)
43 responses

Copy



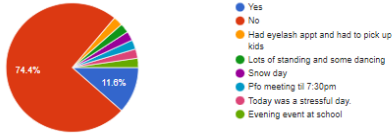
Did I do something for me or something that I enjoy?
29 responses

Copy



Did I engage in 30 minutes of movement activity?
43 responses

Copy



Timestamp	Date	Did I read my daily choices today?	How healthy were my choices today?	Water Intake Goal (6-8 cups)	Did I engage in 30 minutes of movement activity?	Did I do something for me or something that I enjoy?
1/17/2023 22:47:58	1/16/2023	No	Poor Choices	Very little water	No	
1/17/2023 22:48:19	1/17/2023	Yes	Some healthy choices	Very little water	No	
1/18/2023 18:04:40	1/18/2023	Yes	Some healthy choices	Met water intake goal	No	
1/19/2023 22:25:48	1/19/2023	Yes	Muffins with Moms	Met water intake goal	No	
1/20/2023 19:42:07	1/20/2023	Yes	Some healthy choices	Some water	Had eyelash appt and had to pick up kids	
1/21/2023 23:08:50	1/21/2023	Yes	Robotics competition and gala	Some water	Yes [1]	
1/22/2023 20:51:57	1/22/2023	Yes	Poor Choices	Some water	No	
1/23/2023 21:08:59	1/23/2023	Yes	Great job sticking to the carb/low sugar	Met water intake goal	No	
1/24/2023 19:45:25	1/24/2023	Yes	Some healthy choices	Met water intake goal	No	
1/25/2023 22:58:22	1/25/2023	Yes	Some healthy choices	Met water intake goal	Snow day	
1/26/2023 20:02:40	1/26/2023	Yes	Some healthy choices	Some water	Pfo meeting til 7:30pm [2]	
1/27/2023 22:13:39	1/27/2023	Yes	Pfo brought in donuts, and I refrained from them.	Met water intake goal	Today was a stressful day.	
1/29/2023 18:54:45	1/29/2023	Yes	Poor Choices	Met water intake goal	Yes	
1/29/2023 19:03:17	1/29/2023	Yes	Poor Choices	Some water	Yes	
1/31/2023 11:16:49	1/30/2023	Yes	Some healthy choices	Some water	No	Yes
1/31/2023 23:29:35	1/31/2023	Yes	Some healthy choices	Some water	Evening event at school	Evening school event with kids
2/2/2023 21:54:05	2/1/2023	Yes	Poor Choices	Some water	No	No
2/2/2023 21:56:53	2/2/2023	Yes	Some healthy choices	Very little water	No	I had an EPF executive committee meeting. It's work, but not work.
2/4/2023 19:41:11	2/3/2023	Yes	Some healthy choices	Met water intake goal	Yes	Yes
2/4/2023 19:41:45	2/4/2023	Yes	Poor Choices	Some water	No	Yes
2/5/2023 20:48:21	2/5/2023	Yes	Poor Choices	Very little water	No	Yes
2/6/2023 23:13:51	2/6/2023	Yes	Poor Choices	Some water	No	No
2/9/2023 21:38:21	2/7/2023	Yes	Some healthy choices	Met water intake goal	No	Yes
2/9/2023 21:38:45	2/8/2023	Yes	Poor Choices	Very little water	No	No
2/9/2023 21:38:22	2/9/2023	Yes	Poor Choices	Very little water	No	I had meetings this evening professional and personal.
2/14/2023 22:33:06	2/12/2023	No	Poor Choices	Very little water	No	Rushed to get Sunday message out, shop for a kid's bday present, bday party, super bowl
2/14/2023 22:36:23	2/11/2023	Yes	Some healthy choices	Very little water	No	Took kids to school basketball game
2/14/2023 22:37:03	2/10/2023	Yes	Poor Choices	Very little water	No	Yes
2/14/2023 22:28:29	2/14/2023	Yes	Poor Choices	Some water	No	Yes
2/14/2023 22:29:58	2/13/2023	No	Poor Choices	Very little water	No	Meetings all day, had to purchase v day gifts.
2/18/2023 7:28:18	2/15/2023	Yes	Some healthy choices	Some water	No	No
2/18/2023 8:51:48	2/17/2023	Yes	Poor Choices	Some water	No	Yes
2/18/2023 8:52:31	2/16/2023	Yes	Some healthy choices	Some water	No	No
2/19/2023 23:22:00	2/18/2023	Yes	Some healthy choices	Some water	No	Yes
2/19/2023 23:22:58	2/19/2023	Yes	Poor Choices	Some water	No	Yes
2/21/2023 10:29:51	2/20/2023	Yes	Some healthy choices	Very little water	Yes	Yes
2/21/2023 20:42:19	2/21/2023	Yes	Some healthy choices	Very little water	Yes	Yes
2/22/2023 19:38:36	2/22/2023	Yes	Poor Choices	Very little water	No	No
2/24/2023 23:56:49	2/24/2023	Yes	Poor Choices	Very little water	No	Yes
2/25/2023 20:38:58	2/25/2023	Yes	Some healthy choices	Very little water	No	Yes

My Data- Self-Assessment

12 responses

[View in Sheets](#)

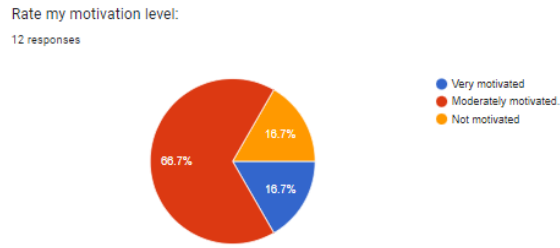
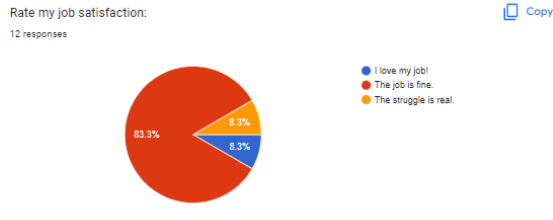
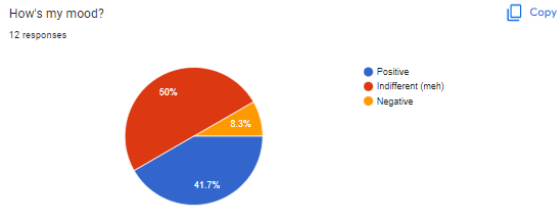
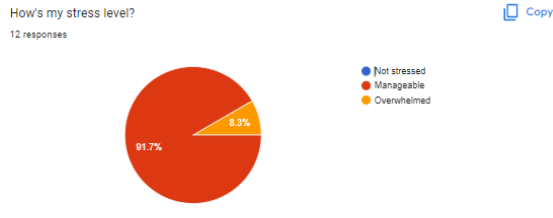
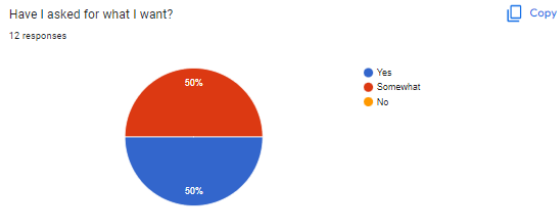
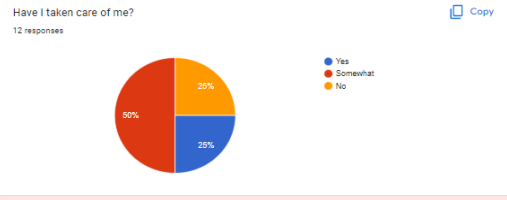
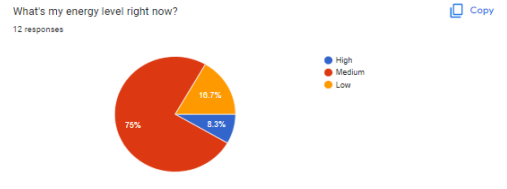
Accepting responses

Summary Question Individual

Date

12 responses

Jan 2023	18	22	25	29			
Feb 2023	2	5	9	14	20	22	26
Mar 2023	1						



Comments: (optional)

12 responses

Today was a long day for strategic planning with ILT. I encouraged my team to finish our day at Starbucks.

It's been a packed end of the week. School events on Thursday-Saturday, followed by chapter event Saturday night. Im ready to make better choices health wise next week. I bought Groceries, just need to get some movement activity in.

It was a long day of zoom and preparation for eLearning prior to today. I've been in meetings the last 2 days, and I feel a little behind on tasks.

Friday was a long day, and Saturday I worked (bball game). I took my family with me to the game to spend time together.

Had an issue with blood pressure today. A lot has been going on with students, families, etc. I'm tired. Had some upset parents that I dealt with. Had a few CPS calls made. Haven't slept well this week.

Had some blood pressure issues on Thursday. Maybe was anxious with visit from Supt. Had a great weekend with activity, church, sisters, family time. Scheduled a hair appointment for 2/17. Need to schedule other self care appointments.

Although I've had a pretty busy week with all kinds of stressful events, I have tried to do things that I like (spending time with my kids, my sorors, and family.

Yesterday and today I have felt defeated. I'm feeling overwhelmed with all things thrown at me. Feeling like I'm not appreciated.

I'm enjoying the long weekend with my family. I wish I had planned a mini vacation.

I'm tired. Feeling slightly overwhelmed even on a short week. Spent family time instead of catching up on work. Still need to complete self care tasks.

The weekend was short, but I felt productive by getting up early to finish work before church. I had the rest of the day to spend with my family..

I feel like there is a lot going on. My support staff is sick, and I'm handling a lot of discipline at work, not allowing me to focus on instruction. We had a painting pottery event at school this week, and I enjoyed taking my kids to the event. There's a lot going on at work, but I don't feel overly stressed about it (maternity leave, behaviors, etc.) I feel like things will fall into place.

Timestamp	Date	What's my energy level? Have I taken care of... How's my mood?	How's my stress level? Rate my job satisfaction? Rate my motivation level?	Comments (optional)
1/18/2023 20:51:1	1/18/2023	Medium Somewhat Somewhat Indifferent (meh)	Manageable The job is fine. Moderately motivated.	Today was a long day for strategic planning with LTI. I encouraged my team to finish our day at Starbucks. It's been a packed end of the week. School events on Thursday-Saturday, followed by chapter event Saturday night. I'm ready to make better choices health wise next week. I bought Crocses, just need to get some movement activity in.
1/22/2023 21:00:1	1/22/2023	Medium Yes Yes Positive	Manageable I love my job! Moderately motivated.	It was a long day of zoom and preparation for learning prior to today. I've been in meetings the last 2 days, and I feel a little behind on tasks.
1/25/2023 23:08:1	1/25/2023	Medium No Somewhat Indifferent (meh)	Manageable The job is fine. Moderately motivated.	Friday was a long day, and Saturday I worked (job game). I took my family with me to the game to spend time together.
1/29/2023 19:14:1	1/29/2023	Medium Somewhat Yes Positive	Manageable The job is fine. Moderately motivated.	Had an issue with blood pressure today. A lot has been going on with students, families, etc. I'm tired. Had some upset parents that I dealt with. Had a few CPS calls made. Haven't slept well this week.
2/2/2023 22:08:5	2/2/2023	Low No Somewhat Indifferent (meh)	Manageable The job is fine. Moderately motivated.	Had some blood pressure issues on Thursday. Maybe was anxious with visit from Supt. Had a great weekend with activity, church, sisters, family time. Scheduled a hair appointment for 2/17. Need to schedule other self care appointments.
2/5/2023 20:55:2	2/5/2023	Medium Yes Yes Positive	Manageable The job is fine. Moderately motivated.	Although I've had a pretty busy week with all kinds of stressful events, I have tried to do things that I like (spending time with my kids, my sons, and family).
2/9/2023 21:41:0	2/9/2023	High Yes Yes Positive	Manageable The job is fine. Very motivated.	Yesterday and today I have felt defeated. I'm feeling overwhelmed with all things thrown at me. Feeling like I'm not appreciated.
2/14/2023 22:42:1	2/14/2023	Medium No Somewhat Negative	Overwhelmed The struggle is re. Not motivated.	I'm enjoying the long weekend with my family. I wish I had planned a mini vacation.
2/19/2023 23:25:1	2/19/2023	Medium Somewhat Somewhat Indifferent (meh)	Manageable The job is fine. Moderately motivated.	I'm tired. Feeling slightly overwhelmed even on a short week. Spent family time instead of catching up on work. Still need to complete self care tasks.
2/22/2023 19:45:1	2/22/2023	Low Somewhat Somewhat Indifferent (meh)	Manageable The job is fine. Not motivated.	The weekend was short, but I felt productive by getting up early to finish work before church. I had the rest of the day to spend with my family.
2/25/2023 22:55:1	2/25/2023	Medium Somewhat Yes Positive	Manageable The job is fine. Very motivated.	Feel like there is a lot going on. My support staff is sick, and I'm handling a lot of discipline at work, not allowing me to focus on instruction. We had a painting pottery event at school this week, and I enjoyed taking my kids to the event. There's a lot going on at work, but I don't feel overly stressed about it (transmits, leave, behaviors, etc.). Feel like things will fall into place.
3/1/2023 21:38:4	3/1/2023	Medium Somewhat Yes Indifferent (meh)	Manageable The job is fine. Moderately motivated.	

My Data- Colleague Feedback

12 responses

[View in Sheets](#)

Accepting responses

Summary

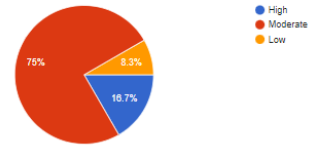
Question

Individual

What's Franklin's energy level at work this week?

12 responses

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Date

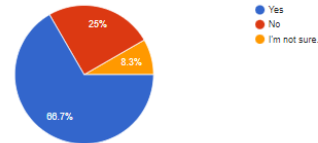
12 responses



Has Franklin communicated her wants this week?

12 responses

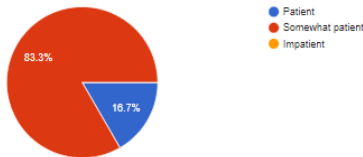
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Describe her patience level this week.

12 responses

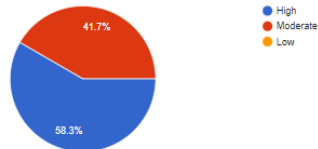
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Rate her level of dedication toward advancing the mission, vision, and values this week.

12 responses

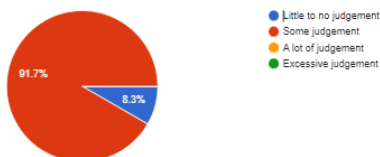
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Rate her level of judgement (in general) this week.

12 responses

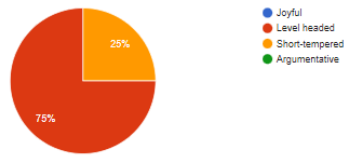
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Rate her overall temperament this week.

12 responses

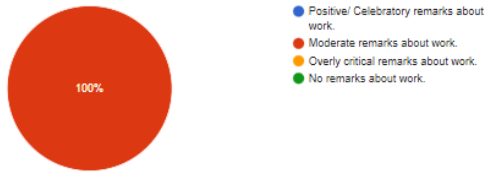
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Rate her attitude/remarks about work this week.

[Copy](#)

12 responses



Comments (optional)

4 responses

I'd like an option between calm and short-tempered. I went for the lower end this week to provide opportunity for growth.

There was a lot going on this week, extra programming and such!

Snow day - eLearning presented its own set of complications, adding to stress levels

Tiredness appeared to impact enthusiasm this week. Not short-tempered but simply tired.

Timestamp	Date	What's Franklin's energy	Has Franklin comm	Describe her patien	Rate her level of judgi	Rate her level of dedication	Rate her overall ten	Rate her attitude/remarks about w	Comments (optional)
1/20/2023 7:55:4	1/20/2023	Moderate	Yes	Somewhat patient	Some judgement	High	Short-tempered	Moderate remarks about work.	I'd like an option between calm and short-tempered. I went for the lower end this week to provide opportunity for growth.
1/20/2023 16:45:	1/20/2023	Moderate	No	Somewhat patient	Some judgement	Moderate	Short-tempered	Moderate remarks about work.	There was a lot going on this week, extra programming and such!
1/29/2023 19:48:	1/27/2023	Moderate	Yes	Somewhat patient	Some judgement	High	Level headed	Moderate remarks about work.	Snow day - eLearning presented its own set of complications, adding to stress levels
1/29/2023 22:09:	1/27/2023	Moderate	No	Somewhat patient	Some judgement	Moderate	Level headed	Moderate remarks about work.	
2/3/2023 15:23:0	2/3/2023	Moderate	Yes	Somewhat patient	Little to no judgement	High	Level headed	Moderate remarks about work.	
2/10/2023 15:15:	2/10/2023	Moderate	Yes	Patient	Some judgement	High	Level headed	Moderate remarks about work.	
2/12/2023 21:04:	2/10/2023	High	No	Somewhat patient	Some judgement	Moderate	Level headed	Moderate remarks about work.	
2/17/2023 8:40:4	2/17/2023	Moderate	Yes	Somewhat patient	Some judgement	Moderate	Level headed	Moderate remarks about work.	Tiredness appeared to impact enthusiasm this week. Not short-tempered but simply tired.
2/25/2023 10:12:	2/24/2023	Moderate	Yes	Somewhat patient	Some judgement	High	Short-tempered	Moderate remarks about work.	
3/3/2023 23:13:06	3/4/2023	High	Yes	Somewhat patient	Some judgement	High	Level headed	Moderate remarks about work.	
3/4/2023 15:02:44	3/4/2023	Low	I'm not sure.	Patient	Some judgement	Moderate	Level headed	Moderate remarks about work.	
3/19/2023 15:20:3	3/17/2023	Moderate	Yes	Somewhat patient	Some judgement	High	Level headed	Moderate remarks about work.	

My Data- Spouse Feedback

What's Dominique's energy level in the evenings?

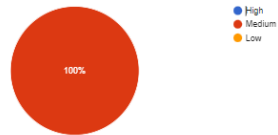
5 responses

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5 responses

[View in Sheets](#)

Accepting responses



Summary

Question

Individual

Date

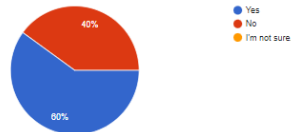
5 responses

Feb 2022	19
Jan 2023	29
Feb 2023	6
Mar 2023	1

Has Dominique communicated her wants this week?

5 responses

[Copy](#)

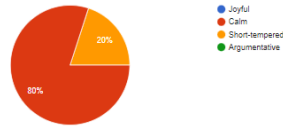


Describe her patience level this week.
5 responses



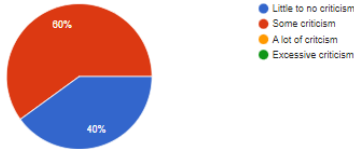
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Rate her overall temperament this week.
5 responses



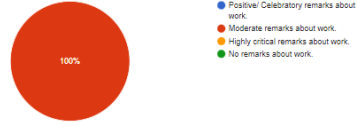
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Rate her level of criticism this week.
5 responses



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Rate her attitude/remarks about work this week.
5 responses



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Comments (optional)

0 responses

No responses yet for this question.

Timestamp	Date	What's Dominique's energy lev	Has Dominique comm	Describe her patien	Rate her level of criti	Rate her overall tem	Rate her attitude/remarks about work this	Comments (optional)
1/29/2023 23:03:11	1/29/2023	Medium	Yes	Somewhat patient	Some criticism	Short-tempered	Moderate remarks about work.	
2/6/2023 15:50:20	2/6/2023	Medium	No	Somewhat patient	Some criticism	Calm	Moderate remarks about work.	
2/20/2023 23:51:31	2/19/2022	Medium	Yes	Somewhat patient	Little to no criticism	Calm	Moderate remarks about work.	
3/1/2023 15:35:02	3/1/2023	Medium	No	Somewhat patient	Some criticism	Calm	Moderate remarks about work.	
3/7/2023 13:25:44	3/7/2023	Medium	Yes	Somewhat patient	Little to no criticism	Calm	Moderate remarks about work.	

My Discoveries (Slides 40-43)

- I need to focus on 1 or 2 self-care tasks.
- I can commit to reading the Daily Devotion. (93%)
- Feeding my Phase need of self-care helps keep my temperament calm and level-headed and patient.
- I need to focus on 1 or 2 self-care tasks.
 - Committing to one or two self-care tasks is much more doable when working on creating a habit.
 - I found myself stressing and feeling defeated during the first two weeks of the project because I could no commit to the healthy eating and exercise.
 - I was able to commit to Daily Devotion (93%) and Doing something I enjoy (62%).
- I can commit to reading the Daily Devotion. (93%)
 - Taking out time to pray/ reflect on the Word gives me a sense of calm despite the chaos around.
 - This has also motivated/inspired me to start attending church again.
 - The benefits are me feeling grounded, making decisions with more clarity, calmness, and a positive outlook.
 - “I feel like there is a lot going on. My support staff is sick, and I'm

handling a lot of discipline at work, not allowing me to focus on instruction. We had a painting pottery event at school this week, and I enjoyed taking my kids to the event. There's a lot going on at work, but I don't feel overly stressed about it (maternity leave, behaviors, etc.) I feel like things will fall into place.”

- Feeding my Phase need of self-care helps keep my temperament calm/level-headed and patient to somewhat patient.
 - As evident in my data from colleagues and spouse, my temperament was calm and level-headed more frequently when I asked for what I want and focused on doing things for that I enjoyed.
 - 80% calm and 100% somewhat patient (spouse feedback)
 - 75% level-headed and 17% patient/ 83% somewhat patient (colleague feedback).

Where I Am Heading Next (Slides 44-48)

- I will continue to read the Daily Devotion and daily reflection as the benefits help to keep me grounded, make decisions with more clarity, calmness, and a positive outlook.
- I will continue to commit to doing something for me or something I enjoy.
 - I've been intentional about making sure to do something that I enjoy doing (self pampering, watching a movie/series, dining out, family time).
 - Benefits are me being more patient, level-headed, excited about work, feeling more energy, and happier.
- I will work on communicating my wants with the intentions of increasing my patience and level of criticism.
 - 60% (spouse) and 66.7% (colleagues)
- Since intentional self-care has impacted my overall mood and patience, I will share the importance of self-care practice with teachers as they, too, could benefit.

Bibliography (Slide 49)

2022 Kahler Communications, Inc. Process Communication Model®

Reiger, N. (2020). Seeing people through: Unleash your leadership potential with the process communication model. Oakland, CA: Berrett-Koehler Publishers, Inc.