

James Stamper, Dec 2024

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*Resources for inquiry brief development:

Purpose of my Inquiry

With a PCM Profile of Base Promoter and Phase Thinker, my preferred communication currency is "initiative", "lets get it done". While I am optimistic and enthusiastic, I thrive on achievement. I need action in a short period of time. My challenge is that my enthusiasm may be seen as pushy and reckless.

My Wondering

I wonder if I am more intentional in slowing down and scheduling time for my Administrative Assistant, will we develop a healthy, more organized and productive partnership?

Sub Questions:

Can we create a tunnel of communication that is seen as caring and respectful as opposed to hurried and rude. I am motivated by delegating but struggle trusting others to keep up. Can we accomplish more through collaboration and communication? Will I be perceived as a true teammate rather than a wrecking ball? How can we structure our collaboration time in a way that values each other's schedule? How can we together establish and divide responsibilities in tasks, planning events and leading the school?

Data Collection

I used a calendar to track meetings. Utilizing Jimmy Casas' "**Daily 5**" framework, used a Daily 5, Check 5 (**Stand-Up 5**), **Deep Dive** and Close 5 (**High 5**) to structure our meeting times. I noted how our relationship was progressing in weekly check-in's. Through journaling and reflecting, I found that I am less stressed, more satisfied and trusting. A Solutions Tree survey noted in "The Deliberate and Courageous Principal" showed me the need to adopt norms for our meetings and communicate clear values.

My Data

From August through December we kept **55%** or 49/89 scheduled meeting appointments. End of day meetings proved very difficult for both of us. After hearing Jimmy Casas' keynote in November, we would make a change. End-of-day "Close 5's" were tough to commit to, both from myself and my secretary. Beginning in January, The "Daily 5" and "Standing 5" were agreed on as our main way to meet, share and connect. We were able to get into a routine, making **83%** or 145/174 of our meetings (Daily 5, Stand-Up 5, High 5) over the next 3 months. Deep Dives continued once a week.

My Discoveries

Slow down, be intentional with scheduling time. Consistency in communication was the cornerstone of the partnership with my secretary. Meet her where she is at. A comment my wife has often made referring to how I should spend time with my daughter. I've applied the motto to meetings with my secretary. Agreed upon norms keep us focused in our check-ins.

We discovered we both struggle with delegating responsibilities. A new priority for us to work through in our Stand-Up 5's. I also found that I am less stressed, more satisfied and trusting by implementing the "Daily 5" framework from Casas; not only in meetings with the secretary, but with my leadership team.

Where I am Heading Next

I will be intentional, constant, open & clear. **Following routines, following through and following up.** Working from an angle that I am nobody's boss, I will **consider and care for people.** Are they well? Lastly, "live up to a core set of values". My goal is to **cultivate value driven leadership capacity in others**, then hold them to high expectations.

Bibliography

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

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Citations

Presentation

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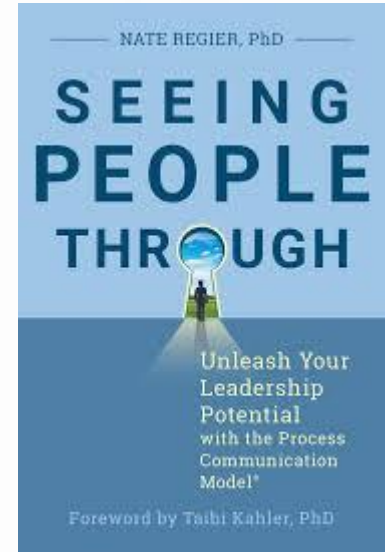


The Principal's Secretary: Growing Collaboration Through Shared Vision

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Background

- PCM Profile of Base Promoter and Phase Thinker
- Autocratic
- Preferred communication currency is “initiative”
- “Lets Get it Done”
- Optimistic and enthusiastic
- Thrive on achievement
- Need action in a short period of time
- Enthusiasm may be seen as pushy and reckless



Background

Son of iron worker from eastern Kentucky & Polish chef & housekeeper who led church women's ministries.

- Oldest child, large family. A strong work ethic & independence shaped my attitude of "all hands on deck".
- Married with 3 "teens", 12, 14, 18.

23 years in education

- 9 - HS classroom Government Teacher- Merrillville
- 3 - Poli Sci adjunct professor - Purdue
- 12 - High School AP (2,460 Students)
- 2nd year Elementary Principal (540 Students)





Aha Moments:

SLOW DOWN

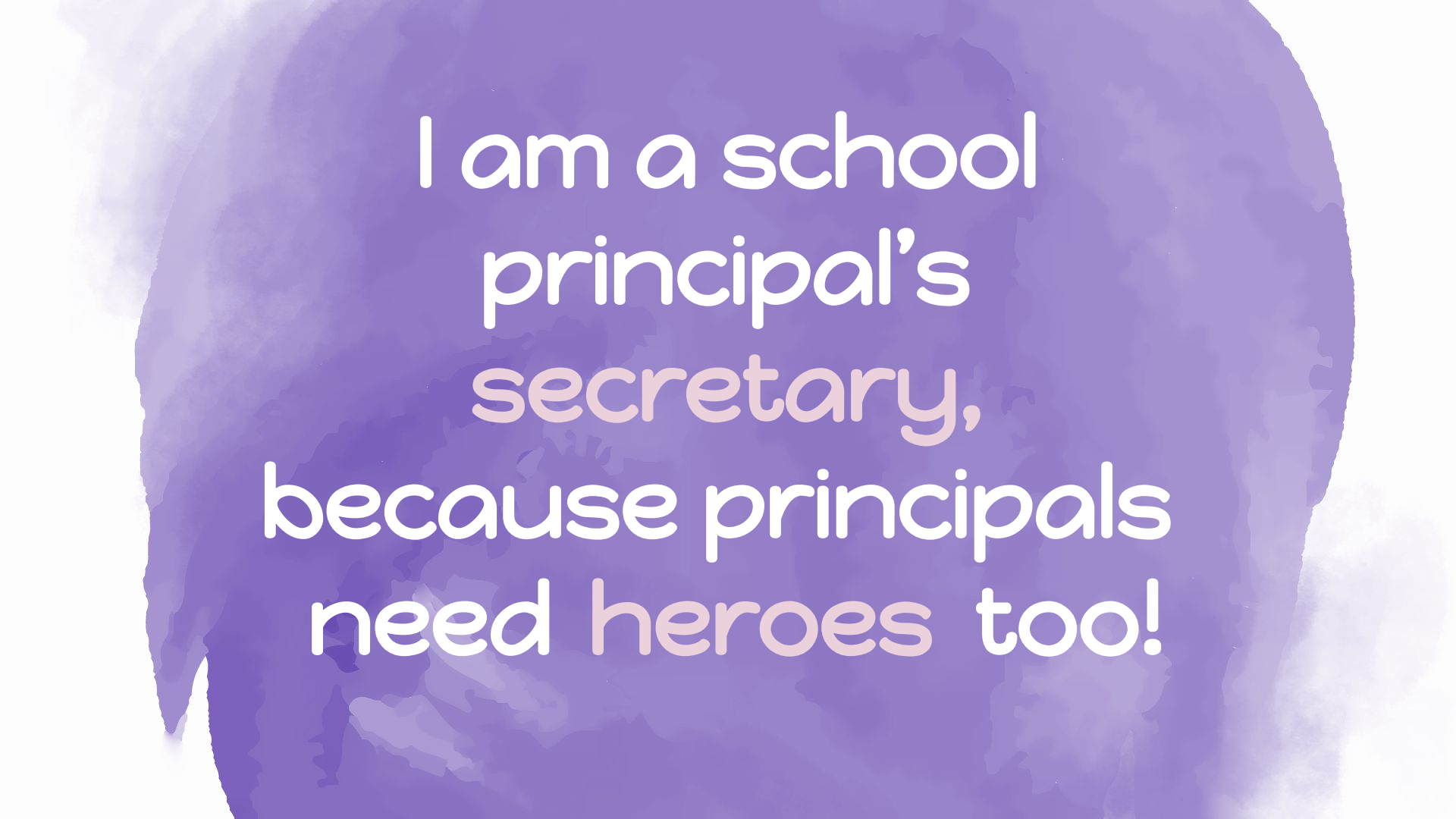
Be **intentional**, consistent, open & clear.
Follow routines, follow up and follow through!

NOBODY'S BOSS

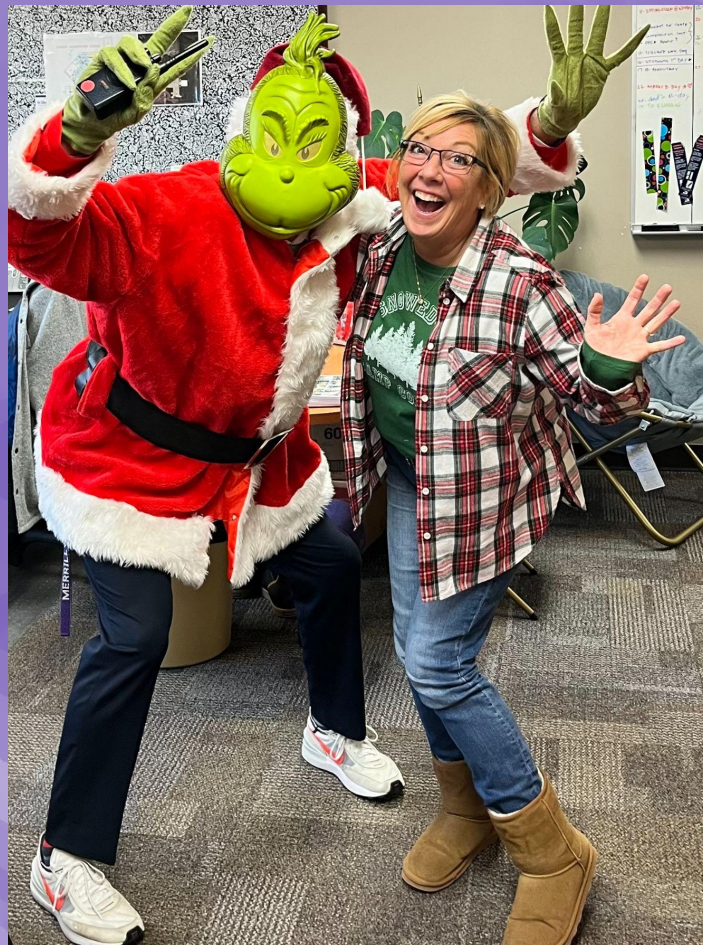
Work from an angle that you are **nobody's boss**! Consider and care for others when communicating? Are they well?

VALUES

Live up to a core set of **values**. Cultivate value driven leadership capacity in others, then hold them to high expectations.



I am a school
principal's
secretary,
because principals
need heroes too!





Wonderings

Slow Down

I wonder if I am more intentional in slowing down and scheduling time with my Administrative Assistant, will we develop a healthy, more organized and productive partnership?

Guiding Questions:

Will my administrative assistant feel...

- supported
- heard
- part of the process

Will my assistant report that I...

- prioritize students
- expect excellence
- take time to build relationships

August through November



August

AM Briefing

We were off to a good start, but allowed the busyness of the new year to push us off track.

September

Nobody's Boss

Without shared norms, meetings seemed forced - I tended to dominate the conversation.

October

Obstacles

Weekly "Team Meetings" left little one on one time with my administrative assistant. She was not being heard.

November

SLOW DOWN

Jimmy Casas' framework was put into practice. Norms were established.

My Actions

Using Jimmy Casas'
Framework.

Keynote, Indiana Principals
Conference 2024

The Principal's Secretary: Growing Collaboration
Through Shared Vision
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01

Daily 5

What are the top priorities for today, what "big rocks" need to be managed? Urgent issues?

02

Check 5 (Stand-up 5)

Staying on track & managing time effectively. What are "need to know"? Adjust to keep day running smoothly.

03

Deep Dive

Big Picture & Strategic Planning. Major projects, events, budget, obstacles?

04

Close 5 (High 5)

End the day on a high note: What are top priorities for tomorrow, any remaining items that can wait until tomorrow? How can we adjust to ensure a smooth start tomorrow?

December through March



December

Set Norms

Set and stick to 5-7 meeting norms.

January

Stand-Up 5

Included our office team in the Daily 5 - a "Stand-up 5" minute meeting held in the main lobby after the pledge.

February

High 5

Our end of day Close 5 turned into a "High 5".
"Recognition of Work" is a psychological need of a phase thinker.

March

AM Deep Dive

We found that the 30 minutes before school, while the building was empty, is a perfect time to focus on priority issues once a week.



Values

01

Support Your Staff

Students come first

02

Make Kids Want to Come See you Every Day

03

Treat every Guest as if it's their First Time in our Building

04

NO Learning Happens in the Office - Get into Classrooms!

MEASURING IMPACT

How do we know if it works?

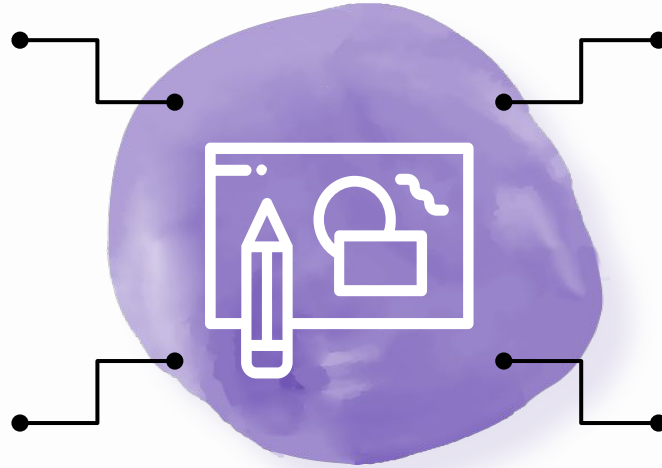
My Data

Calendar
(Monthly)

Journal
(Monthly)

Survey

Check-In Notes
(Weekly)

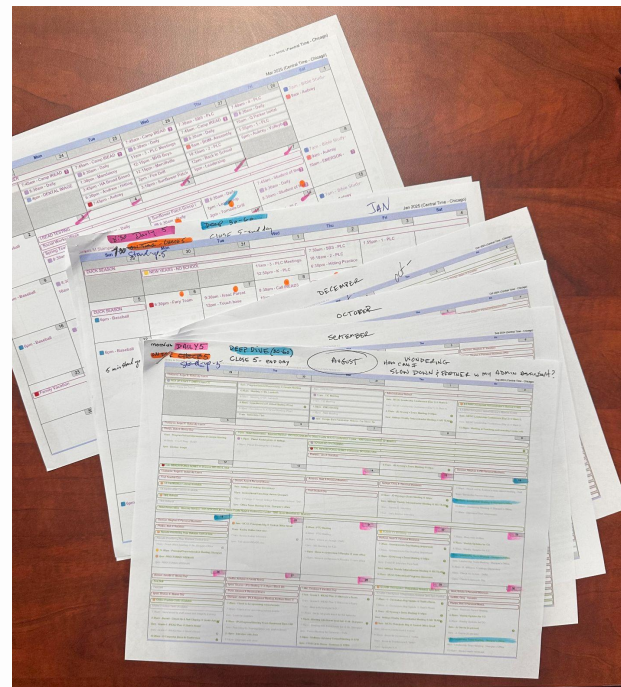


Calendar Data

Month	Days Total	Daily 5	Stand-Up 5	Deep Dive	High 5
August	15	11		4	
September	20	8		5	
October	22	9		2	
November	17	12		2	
December	15	9	14	6	13
January	19	15	18	4	12
February	19	14	18	5	14
March	20	18	19	4	17

Daily 5

*From August through December we kept **55%** or 49 of our 89 scheduled meeting appointments. End of day meetings proved very difficult for both of us. After hearing Jimmy Casas' presentation, we would make a change.*



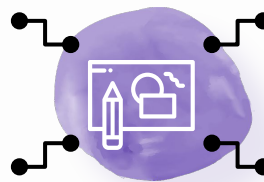
Check-In Notes

Calendar
(Monthly)

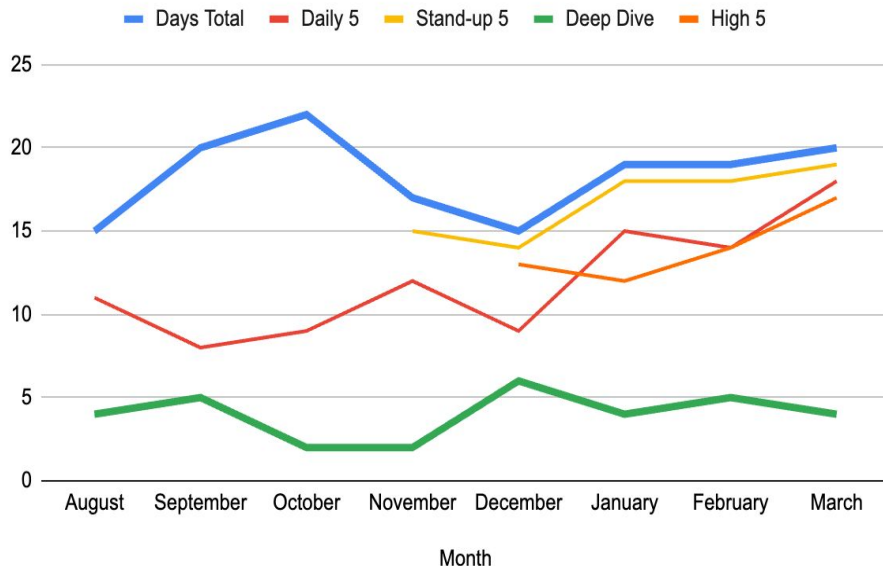
Journal
(Weekly)

Survey

Check-In
Notes
(Weekly)



Days Total, Daily 5, Stand-up 5, Deep Dive and High 5



Change of Direction

- End-of-day “Close 5’s” were tough to commit to.
- Beginning in January, the “Daily 5” and “Standing 5” were agreed on as our main way to meet, share and connect.
- Routine: met **83%** or 145/174 of our scheduled meetings (Daily 5, Stand-Up 5, High 5) over the next 3 months.

Survey

REPRODUCIBLE

Accountability Checklist and Reflection

Let's take a closer look at the quote from "Teacher A" from my research interviews, who describes her principal on page 138 at the close of chapter 8. Carefully, read each sentence based on that teacher's quote. Several of them deal with the principal's accountability skill. Take a few minutes to reflect on the sentence and consider if your staff could say the same thing about your leadership. If your answer is yes, then place a checkmark in the column labeled Yes, My Staff Would Say This Describes Me.

Accountability Reflection Statements	Yes, My Staff Would Say This Describes Me
Our principal is driven.	
Our principal expects every student to grow and make learning gains.	
Our principal really wants our school to be successful.	
Because our principal is motivated, our staff is motivated too.	
Our principal knows the current student achievement scores in our data rooms.	
Our principal meets with us (individually and as a team) and is part of conversations.	
Our principal is not afraid to have the difficult conversations when needed.	
Our principal discusses where improvement is needed in specific areas of our instruction.	
Our principal talks with teachers about an action plan where improvement is needed.	
Our principal follows up with teachers—always.	
Our principal always addresses issues.	
Our principal doesn't simply give us the answers to our improvement questions.	
Our principal gives us support but expects us to be the professionals and figure out a plan.	
Our principal believes we're the instructional experts.	
Our principal believes that if you don't want to work hard on focused goals and grow together as a team, then this isn't the school for you.	
Our principal doesn't allow us to do mediocre work.	
Our principal has high expectations and holds us accountable in every way.	

After completing the chart, see if there were any statements where you could not place a checkmark in the right column. Take a few minutes, reflect, and then write your thoughts on what actions you could take so that your staff could make those statements about you. Then add some of your own sentences that you would like your staff to say about your leadership accountability.

Calendar
(Monthly)

Journal
(Weekly)

Survey

Check-In Notes
(Weekly)



Self-Understanding

The more **reflective** you are...
the more **effective** you are.

Survey available: Visit go.SolutionTree.com/leadership



My Discoveries

01

Calendar

intentional with scheduling time.
consistency is cornerstone

02

Check-In

meet her where she is at
agree upon norms

03

Survey

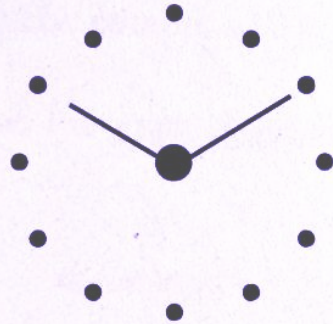
hold others accountable to standard of excellence

04

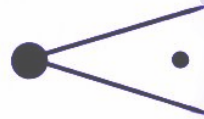
Stand-Up 5

less stressed, more trusting
included all office team

**It's not about having time.
It's about making time.**



You don't need
more time.



You need
more focus.

Follow Lukas J.M. Stangl for more posts like this.

Next Steps

**SLOW
DOWN**

Follow routines, follow through
and follow up!

**NOBODY'S
BOSS**

Consider and care for people.

VALUES

Cultivate value driven leadership
capacity in others, then hold them
to high expectations.

Remember...

**Greatness Is
Not a Happy
Accident**

Bibliography

Seeing People Through

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

The Power of Team Norms

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Thank you!

The great benefit of **slowing down** is reclaiming the time and tranquility to make meaningful connections.

Carl Honore