



Task That Drive Not Dive

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Background Leading to My Inquiry (Slide 2)

Through discussions with Dr. Tracy, my base and phase PCM is promotor. Dr. Tracy stated this combination is found in only 2% of educators. Ours discussions pointed out my desire to work in groups, seek competition and that I am very task and goal driven.

These type of task are consistently found throughout my day. Our discussion led to areas that I find draining and the need to recharge my battery. In other words, why if task and goals motivate me, do I sometimes find them frustrating?

Through the breakdown and understanding of my PCM, my leadership can suffer and struggle when I am in first/second degree distress.

The Purpose of My Inquiry (Slide 3)

Therefore, the purpose of my action inquiry was to understand which types of task or what about task cause frustration and distress. With a better understanding of distresses, I can avoid them or look for better ways to address them so my leadership is stronger and more effective for students and staff.

My Wondering (Slide 4)

With this purpose, we wondered why do certain task and goals motivate me and drive me while others cause frustration.

The task that cause frustration, what specifically is the trigger. I love to work with a team but also function very well independently. Do I notice more frustrations with task that are team driven or individually driven?

Am I only motivated by task or goals I set, or do I find motivation in district/state initiatives, what about those set by my staff?

My Actions (Slide 5-13)

We are in the process of rebranding areas of our school. The majority of the project relates to our gymnasium but also areas of our commons that affect our student run business, Patriot Manufacturing.

Due to water damage, Owen Valley had a new gym floor installed during the summer of 2023. When the old gym floor was demoed, the 10 second line with the school logo was preserved. This was the original gym floor from 1973. The goal was to hang the original floor piece above the varsity locker-room doors. We would need to paint over the mural

pictured here and then hang the 10 second line on the wall in its place. A request was made to central office to cover the cost of hanging the floor.

Central Office approved the request to pay and hang the flooring but first wanted our corporation Clerk of the Works to confirm with an architect that the weight of the floor could be supported by the wall. Through this conversation, the project grew and I was task with obtaining bids and designs for the following items:

- Vinyl decals and artwork to advertise and promote our student run business, Patriot Manufacturing
- New team athletic banners for the gymnasium
- Quote to repaint the entire gymnasium
- New branding and signage to update and modernize the gym
- Finalize the plans for hanging the original 10 second line in the gym

Data Collection (Slide 14)

For my data collection, I recorded reflective journals through the different steps in our renovation. As a meeting or task was complete that related to one of the targeted areas, I wrote a reflection. Areas were listed that were motivating and drove me as well as those I found frustrating and caused distress.

My Data (Slides 14-19)

My data came in the form of qualitative through journaling and reflections. These entries served as my findings and discovery throughout the project.

My Discoveries (Slide 20)

Looking back at my reflections, I feel that I did learn what helps drive me and what causes frustrations along the way.

LS-One: Without question, I am very task driven. When given a task, I found enjoyment in jumping in and working to complete it. It is motivating to work as a team with a common goal/task to complete.

LS-Two: Without question, I found that my frustration in completing task occur when roles are not defined, communication is insufficient.

LS-Three: Sometimes my tendency to jump and just go causes frustration down the road. I learned that when guidelines are not set or clear, I need to stop and ask questions ahead of time to make sure I have an understanding of expectations, and roles prior to working on the task.

Where I Am Heading Next (Slide 24-25)

I am confident this project has opened my eyes to what helps keep me driven and specifically, what steps I need to take in order to be a better leader for my teachers and students. Specifically, I know I find enjoyment in competition and inspiring groups to join together (as stated in my PCM Brief). However, in order for that process to be rewarding for me, I found that I must set clear roles and responsibilities. From the PCM manual, I know that one of my blind spots revolves around people who need contact. An example is when my Pat Man Leader was task with finalizing the design for the spirt shop. She drug her feet and was slow to take the lead. I found that extremely frustrating but was that due to my lack of communication and clear

expectations. Once she and I met and discussed the roles and expectations again, she was awesome and helped fulfill our common goal. This is an example highlighting the fact I need to make sure my directives and expectations are clear to all involved. A simple debrief, "So we are clear, the next steps are A, B and C.", would assist in this process.

I have already begun to adjust how I plan and work with my staff in relation to task and goals around the building. Rhonda Roos book, *The Deliberate and Courageous Principal* explained the need to establish a vision. Along with establishing the vision, Rhonda later goes on to explain in her book, we must present clarity in what we ask and want. She goes on to say, clear is kind, be clear in what we want. I can see that being true more than ever having worked through this process.

Clear is kind.....The task I was ask to complete from CO, that is where my frustration came from, communication, task, the vision was not always clear. I want to make sure that we are still goal and task driven in our high school. To keep myself charged, to keep my staff charged and supported, I have learned the importance to have details mapped out and planned ahead of time. Not only for the benefit of the task but this is necessary for me to function better and as a result, lead better.

Bibliography (Slide 26)

Roos, Rhonda J. (2002). *The Deliberate and Courageous Principal: Ten Leadership Actions and Skills to Create High-Achieving Schools*
Solution Tree Press, Bloomington IN

Kahler, Taibi. (2023). *Process Communication Model*
Kahler Communications, Nashville TN



Task That Drive Not Dive:

OWEN VALLEY HIGH SCHOOL

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Background Leading to this Inquiry

- ▶ While meeting with Dr. Tracy and looking at my PCM, we highlighted a couple key elements.
- ▶ Both my Phase and Base are Promotor. This combination is found in only 2% of educators
- ▶ I am very task driven, and very much enjoy working in a team. Goals and benchmarks are things that motivate me very much
- ▶ My PCM also shows a drive for competition and a competitive nature
- ▶ While task and goals are motivating for me, there are times I find them extremely frustrating and draining
- ▶ I am wanting to explore why particular task or goals are motivating and drive me, while others frustrate and cause a dive



Purpose of This Inquiry

Identify areas that cause stress during task completion. What steps can I take in the future to avoid these stressors so that I can function better in multiple settings and situations. I want to be as productive and helpful as possible for the teachers and students in my building.



My Wondering

Why do certain task and goals motivate me and drive me while others cause frustration.

The task that cause frustration, what specifically is the trigger. I love to work with a team but also function very well independently. Do I notice more frustrations with task that are team driven or individually driven?

Am I only motivated by task or goals I set, or do I find motivation in district/state initiatives?



My Actions

- ▶ We are in the process of rebranding areas of our school. The majority of the project relates to our gymnasium but also areas of our commons that affect our student run business, Patriot Manufacturing.
- ▶ I am going to break down each section and task related to these projects and write a reflective journal over each phase of the project. I will then use the journals to reflect on each task to identify motivators that Drive.....or areas that caused frustration and a Dive....

The Beginning



Due to water damage, Owen Valley had a new gym floor installed during the summer of 2023. When the old gym floor was demoed, the 10 second line with the school logo was preserved. This was the original gym floor from 1973. The goal was to hang the original floor piece above the varsity locker-room doors. We would need to paint over the mural pictured here and then hang the 10 second line on the wall in its place. A request was made to central office to cover the cost of hanging the floor.

The Beginning



Images of the original 10 second line. It stands 12 foot in diameter.



Evolution of the Project

Central Office approved the request to pay and hang the flooring but first wanted our corporation Clerk of the Works to confirm with an architect that the weight of the floor could be supported by the wall. Through this conversation, the project grew and I was task with obtaining bids and designs for the following:

- Vinyl decals and artwork to advertise and promote our student run business, Patriot Manufacturing
- New team athletic banners for the gymnasium
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Commons Area-Patriot Manufacturing Designs

Commons leading to
the Spirit Shop



Hallway View to Spirit Shop



The Final Design and Product for the student Spirit Shop

Commons View



Hallway View



Gymnasium Banner Design

Current Team Banner



New Design



Branding-Modern Look

Current Design



New Branding



Obtainment of Bids to repaint the gymnasium and patch walls

Current Conditions





Data Collection

- ▶ For my data collection. I will write a reflective journal related to each task on the project and the process to finalize it.
- ▶ The journal reflection will indicate which portions of the projects or task were motivating as well as the areas that caused stress and frustration.
- ▶ I will then look for connections between the different task, similarities in the motivators and stressors



My Data

- ▶ There are several portions of this project that are still on going and some are now complete. I will discuss each section, the progress and findings from my journal reflection to highlight the motivators and stressors.



My Data

Reflection For Patriot Manufacturing Signage

From the start I was told by Central Office to work with my lead teacher to design and install art work and signage for Patriot Manufacturing. I scheduled an appointment for the installers/ reps to be on-site to meet with myself and Patriot Manufacturing Leaders.

The appointment was very enjoyable. We listened to ideas on different products and recommendations. I enjoyed working with both groups, the installers and Pat. Man. Leaders to layout the initial design. At the conclusion of this meeting, it was decided that Pat. Man. Leaders would directly email the installers and their design team to finalize a layout. Once the layout was complete, installation would take place.

The next part of the project caused some frustration and headache. Pat. Man. was task with working to create a design with installers and their art team. I had already seen and approved the initial ideas our local group created. What I found instead, the Pat. Man. Leader was not moving forward or working to complete the project without consulting with me on every detail. This was frustrating because we had defined roles and task, but it felt Pat. Man. was not fulfilling their task. I then sat with the leader again, explained the design is for their area and department, thus the vision is theirs. Finally, the leader took control and a design was chosen shortly there after. At that point I was able to schedule installation and finalize the project, which turned out beautiful.



My Data

Team Banners For The Gym

I again was ask to design new team banners for our gymnasium. I met with my athletic director and we discussed the need to “clean up” and streamline the presentation of each teams banner in the gymnasium. Through our meeting, the AD and I agreed a simple design was best and one that included success from each team onto one singular banner.

Most of my conversation with the installers was through email. I was presented with size options and an initial design. I shared the information with my AD, we both agreed on the size and had one suggestion for the companies art team to adjust. They did so within a day and sent back a mock up which we approved.

This was honestly the easiest portion of the project and created the less amount of stress. I still worked with in a team (my AD and I). Through collaboration we had a similar vision. We knew I would take the point on working with the installers and design team. The process was relatively simple since the majority was through email and updates/communication could happen quickly.

My Data

New Branding in the Gymnasium

This portion of the project has led to a lot of frustration. In initial meetings, I shared with CO the need to replace or cover the wooden caps in the 4 corners of the gym. When meeting with the installers, 3 different options and prices points were provided. The installers listed pros and cons for each type of product.

I communicated the 3 options with CO and the type of product to install was agreed upon based on cost and the ability to change designs in the future if desired. Next came the design. There we key components we wanted to include in the design specific to our school, name of our gym, the sports played in the gym, etc. I was task with completing this step.

After multiple meetings and discussions with the installers, designs were finalized. At that point, I shared them with CO and was told things looked great.

At a later meeting on campus with the corporation Clerk of the Works to discuss another portion of the project, I was out of the blue told I needed to redesign the banner for the corner of the gym. I ask why a redesign was necessary. The Clerk informed me it was due to choir, band and FFA not being represented on the banners. I ask why they would be included when they were not part of the athletic department and they had their own spaces in the building to be displayed. She just repeated the comment they would need redesigned. I ask if this was her opinion or the superintendent. I was told the superintendent. At that point I said he would need to contact me and explain because I did not agree and this had never been discussed. It has been 3 weeks since that conversation and no update has been given. The lack of communication has been extremely frustrating. The lack of defined roles is also very frustrating, IE-the Clerk of the Works now being involved and relaying information. This portion of the project is still up in the air with no idea on direction or plans to finalize due to poor communication.

My Data

Painting the Gymnasium

This portion of the project has also been frustrating. As mentioned, the initial project began with painting over an old design in the gym and installing a piece of history with the old gym floor. This was approved by the superintendent. On several projects around the district we have used a painter and OVHS graduate. The work has proven to be quality and the price is discounted because he is happy to give back to his community.

This bid was obtained and submitted to CO for approval. Approval was granted and there was no question. The Clerk of the Work scheduled and appointment to meet with me to verify the wall would support the weight of the flooring we planned to hang.

During this meeting, we discussed he displeasure with painting one section of the gym and felt we needed a bid on the entire gymnasium. At that point she requested I obtain a bid from the same contractor to quote the entire gym. I was happy to do so and scheduled this appointment. Once the bid was complete, it was submitted to me and I turned it over to CO.

I was told the bid was good by the Clerk and through her, was told the superintendent planned to do the painting over Christmas Break. I was very excited about this plan.

After Christmas Break, there was no painting complete and was updated through the Clerk in an email that painting would look to take place at the start of summer break. At the first of March, the Clerk came to my school unscheduled and informed me I needed two additional bids to paint the gym. I asked why we needed additional bids, the first estimate was approved and work had been scheduled. The Clerk informed me it was policy, any bid over ten thousand dollars required two more bids. I ask her why I was task with obtaining the bids and who was I to call. She stated she would send me names and numbers.

At this point I was extremely frustrated and had a conversation with my superintendent. I stated that I was never told we would need additional bids, not a problem but that should have been stated from the start. I also expressed my frustration in being ask to obtain the additional quotes. Why do we pay a Clerk of the Works to meet with contractors and oversee construction then require me as building principal to obtain bids. He agreed, and she was task with obtaining additional bids. I have had no update on those bids but was told to still plan on painting this summer. While that was said, I feel I am still very much in the dark and not sure of the status on this project, which in turn will hold up the rest of the entire project.



My Discoveries

Looking back at my reflections, I feel that I did learn what helps drive me and what causes frustrations along the way.

LS-One: Without question, I am very task driven. When given a task, I found enjoyment in jumping in and working to complete it. It is motivating to work as a team with a common goal/task to complete.

LS-Two: Without question, I found that my frustration in completing task occur when roles are not defined, communication is insufficient.

LS-Three: Sometimes my tendency to jump and just go causes frustration down the road. I learned that when guidelines are not set or clear, I need to stop and ask questions ahead of time to make sure I have an understanding of expectations, and roles prior to working on the task.

Learning Statement One

When given a task, I found enjoyment jumping in and working to complete it. It's motivating to work as a team with a common goal/task to complete.

Spirit Shop portion of the project was

Very enjoyable as indicated on the

Reflective journal. Due to a team

Effort, the group worked toward a

Common task. Something that was

Visually appealing, and grabbed your

Attention. Collaboration with clear roles

Led to an enjoyable task and produced

A beautiful product



Learning Statement Two

I found that my frustration in completing task occur when roles are not defined, communication is insufficient.

Reviewing my journals there were several indicators That frustration occurs for me when completing task When roles are not defined and expectations given From the start. From journal entries, I found it extremely Frustrating when the Clerk would show up and tell me To change or add to the project with no explanation, Or after plans were approved. The vision for this task Was set ahead of time and to come in after approval And request changes was very frustrating and have Not been resolved to this day.



Learning Statement Three

When guidelines are not clear, I need to stop and ask questions ahead of time to make sure I have an understanding of expectations, and roles prior to working on the task.

From my reflections, I did find the portion of the Project related to painting frustrating. However, After going directly to the source, my superintendent And asking for clear roles and expectations, I was Able to gather a clear understanding of who was Going to complete each task. There is nothing wrong With asking questions and I need to do a better job Of doing so when I am unsure of direction. The best Time would be early in the planning stages before Task begin.





Where Am I Heading Next

I am confident this project has opened my eyes to what helps keep me driven and specifically, what steps I need to take in order to be a better leader for my teachers and students.

Specifically, I know I find enjoyment in competition and inspiring groups to join together (as stated in my PCM Brief). However, in order for that process to be rewarding for me, I found that I must set clear roles and responsibilities. From the PCM manual, I know that one of my blind spots revolves around people who need contact. An example is when my Pat Man Leader was task with finalizing the design for the spirit shop. She drug her feet and was slow to take the lead. I found that extremely frustrating but was that due to my lack of communication and clear expectations. Once she and I met and discussed the roles and expectations again, she was awesome and helped fulfill our common goal. This is an example highlighting the fact I need to make sure my directives and expectations are clear to all involved. A simple debrief, “So we are clear, the next steps are A, B and C.”, would assist in this process.



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