INDIANA Principal Leadership INSTITUTE

Year 1 Template for AR Narrative

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Background Leading to My Inquiry (Slide 2)

I have often found that I am a mix of personalities in other systems and have frequently noted the infinite variety in others as well. I want to understand and meet others where they are when possible. Since some types are a lot smaller in my "condo," I want to build my understanding of those different types and see if I can have high agility in accessing them.

The Purpose of My Inquiry (Slide 3)

Therefore, the purpose of my action inquiry was to improve my effectiveness as a communicator to all phase types.

My Wonderings (Slide 4)

With this purpose, I wondered if I could improve my effectiveness as a communicator by building my agility across types through being intentional about regularly using a variety of channels of communication in my formal communications (such as Staff Weekly Updates)?

My Actions (Slides 5-6)

I send out a weekly update to our building staff that typically has an opening section that I do different things with followed by a list of items with information for people to have for reference, deadlines, etc. I decided to make a goal of rotating somewhat the primary channel of my opener and to try to get something from all 6 types in every weekly update. I wanted to begin by establishing a baseline for what I have done prior to taking these intentional steps, so I created a tool for tracking what I did in my weekly updates. As a part of this, I developed a table with descriptions of each of the different types and channels of communication to help me understand what they could each look like. I then went back through the prior 3 quarters of weekly updates I have sent out. I also decided to make a section for tracking anecdotal observations about specific situations/purposes and the difficulty/naturalness of the exercise each week. Then each week from November to April, I tracked what I did and made notes.

Data Collection (Slides 7-8)

I used the spreadsheet I created to track the different types in each week's message.

My Data (Slides 9-14)

For my data analysis and presentation, I compared the baseline data with the data from the research cycle, and I also reflected on the experience week to week with the notes I made.

My Discoveries (Slide 15-17)

- Learning Statement One: Initially requiring extra conscious effort, the regular integration of all six PCM channels into my weekly communication gradually became more intuitive and natural over time. This experience demonstrates that with deliberate practice and consistent application, leaders can develop greater agility and proficiency in utilizing a wider range of communication styles to connect with and inform their stakeholders.
- Learning Statement Two: Through the consistent and intentional inclusion of all six PCM channels in weekly updates, I learned that the perceived effectiveness and relevance of specific communication styles varied depending on the time of year, the specific context, and the prevailing needs of the school community. This highlights the importance of situational awareness and flexibility in choosing the most impactful communication channels.
- Learning Statement Three: As a side note, in my unscientific conversations with a sample of staff members, the different PCM channels seemed to help with the connection I made with individuals. This was especially true of the focus elements of the weekly update.

Where I Am Heading Next (Slide 18-19)

As I have reflected on this action research experience, I have a couple of larger things I feel that I have learned. As always seems to happen with building relationships, as I have explored the different types within me in these formal communications, I have learned more about myself and staff members I have connected with.

I do think there are often better suited styles for specific situations, and I want to continue to build my fluency and judgement in selected those styles. I'm not sure exactly how to do this other than intentional and reflective practice. De Vries, Bakker-Pieper, and Oostenveld (2010) found that supportiveness, assuredness, and preciseness were very important in communication. I want to continue to tease out the ways that the different PCM types relate to this and develop my skill in choosing the best channels of communication.

Bibliography (Slide 20)

- Regier, N. (2020). S*eeing People Through: Unleash Your Leadership Potential with the Process Communication Model*®. Berrett-Koehler Publishers.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership= communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of business and psychology*, 25, 367-380.

Channel Surfing:

Building Agility Within the PCM Communication Channels

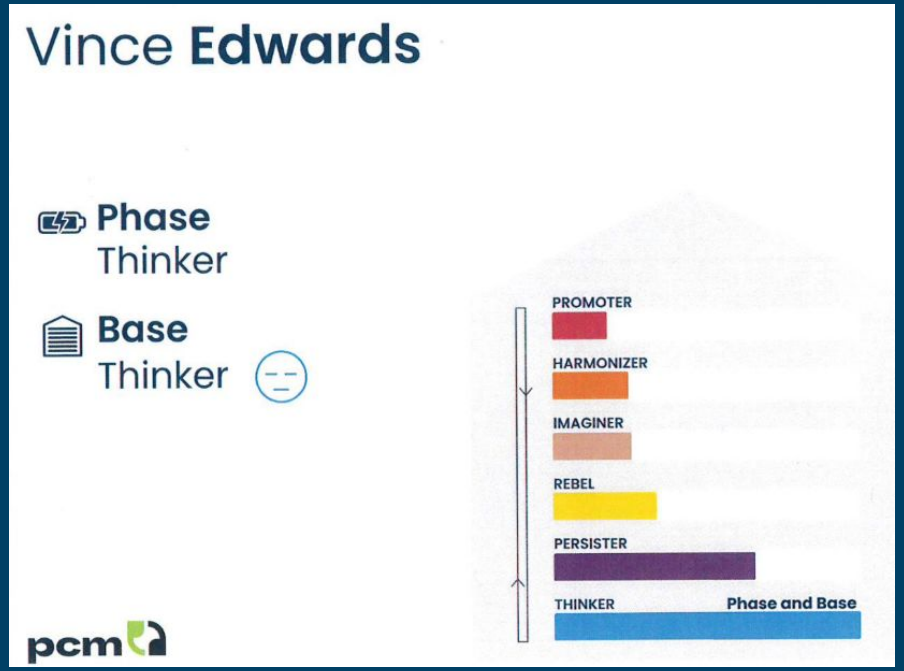
Dr. Vince Edwards
IPLI Cohort 12

Background of the Inquiry

- I have often found that I am a mix of personalities in other systems and have frequently noted the infinite variety in others as well.
- I want to understand and meet others where they are when possible.
- Since some types are a lot smaller in my “condo,” can I have high agility in accessing them?

Purpose of the Inquiry

To improve my effectiveness as a communicator to all phase types.



My Wondering:

Can I improve my effectiveness as a communicator by building my agility across types through being intentional about regularly using a variety of channels of communication in my formal communications (such as Staff Weekly Updates)?

My Actions

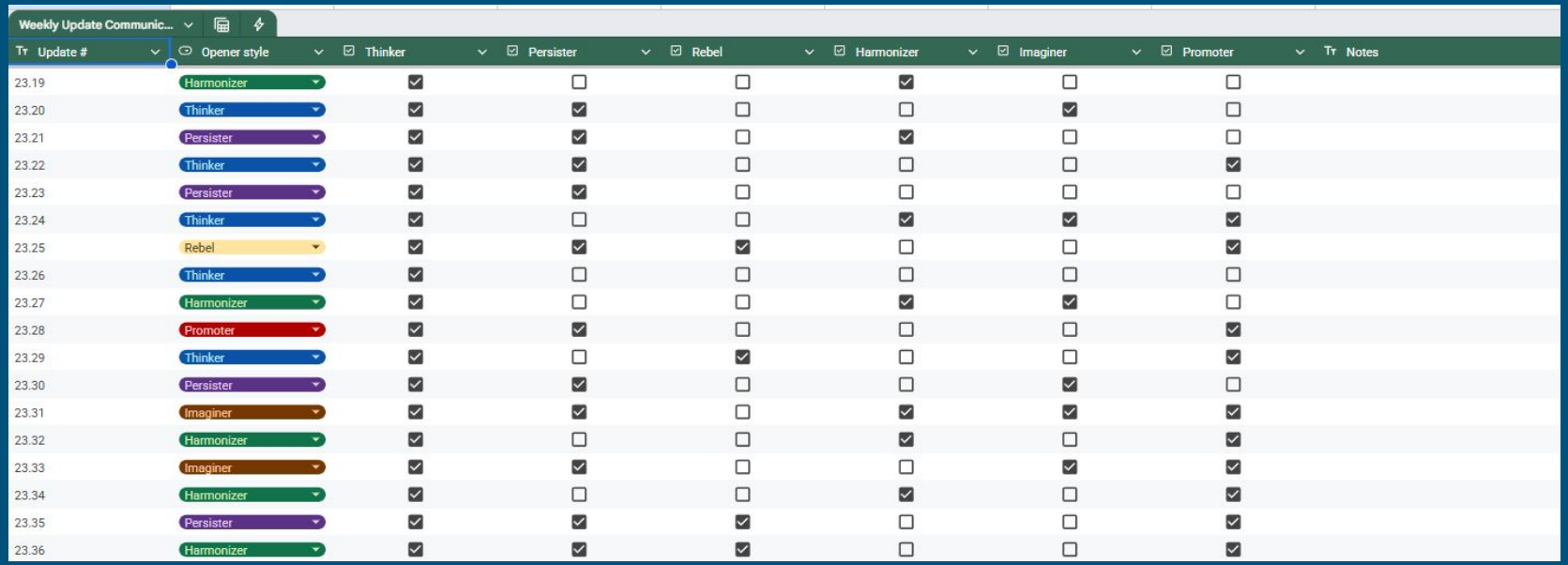
- Create a tool for tracking
- Develop an understanding of what the different channels can look like
- Review past communications as a baseline
- Plan for future communications to have a mix of styles
- Track anecdotal observations about specific situations/purposes and difficulty/naturalness of the exercise

My Actions

Personality Type	Driver (Belief)	Examples and Pitfalls	Affirmations	Trust Building	Phase Motivational Needs	Communication Channel	Style that S
Thinker	Clarity, certainty, logical, organized; Be Perfect	Overexplaining, Overdetailing "Here is a list/spreadsheet..."	- I am smart and can think clearly. - Instead of being the expert, I can be a resource.	Provide plenty of data and outline of plan. Follow through on what you say and keep apprised of pertinent info. Execute important steps in timely manner.	- Recognition of productive work (need for achievement) - Time structure (value efficiency) - Enjoy problem-solving	Requestitive: asking questions - Uses questions and answers to exchange info; prefer to be asked about their thoughts; prefer Democratic leadership	Directive
Persister	Stability, security, dedicated, conscientious; You Be Perfect	Asking complicated, rhetorical questions and pointing out wrong "Do you think that was the best approach..."	- I am dedicated and committed. - If I pay more attention to what's working, I'll get more of it.	Ask for their opinions. Hear their vision and share yours. Demonstrate loyalty to bigger picture. Follow through on promises/commitments.	- Recognition of purposeful work (doing what matters) - Conviction (respecting core beliefs) - Work is a reflection of your value	Requestitive: asking questions - Uses questions and answers to exchange info; prefer to be asked about their thoughts; prefer Democratic leadership	Directive
Harmonizer	Connection, belonging, compassionate, warm; Please You	Becoming tentative "I guess, if you don't mind..." "I'm fine with whatever anyone else wants..."	- I am a caring, vulnerable person. - My need and feelings matter just as much as everyone else.	Listen to their feelings. Show you care about them as a person. Avoid judgment. Show them you like them for who they are and will support even when there is pushback	- Recognition of person (appreciated unconditionally) - Sensory (recharge by nurturing with things that feel/smell/sound/taste/look good - Love serving your team in safe, supportive environment	Nurturative: offering understanding, empathy, and warmth to another person - Uses empathy and validation to invite others to feel cared for; prefer to share feelings and feel valued for who they are; prefer Benevolent leadership	Directive
Rebel	Novelty, change, playful, creative; Try Hard	Can't think or articulate clearly "What? I don't get it."	- I am a creative person who can think clearly. - It's okay to ask for what I want and seek clarity.	Be open to new ideas. Encourage trial and error. Avoid micromanaging or preaching. Accept them for who they are and give space to create.	- Contact (interacting with stimulating things in order to get creativity flowing) - Movement, play, unexpected interaction are recharging	Emotive: Playing, inviting spontaneous reactions from another person - Uses playful exchanges to keep things lively; prefer to have fun and enjoy humor; prefer Laissez-faire leaderhsip	Directive
Imaginer	Beauty, aesthetics, reflective, imaginative, calm; Be Strong	Experiencing detachment from own thoughts/feelings "One wonders..." "It seems scary."	- I am an imaginative person who can think clearly. - It's okay to ask for time and space to reflect/think.	Use explicit commands to ellicit their imagination ("Tell me what's on your mind.") Tell them exactly what you want them to do and leave them alone to do it. Don't expect them to brainstorm and give them space to imagine possibilities.	- Solitude (having unstructured and uninterrupted time to self - Retreat to quiet place to recharge	Directive: Telling, giving directives while aiming at thinking part of others. No threat, no anger - Uses directives to elicit behavior; prefers to be told what to do; prefers Autocratic leadership that clarifies directives and provides space	Requestive
Promoter	Action, intensity, persuasive, charming; You Be Strong	Expecting others to fend for themselves and toughen up "You got this, right?" "If you can't hunt with the big dogs..."	- I am a person of action who can make things happen for others. - I can get more done by bringing others along with me.	Cut to the chase and focus on immediate action. Give exciting, time-sensitive, mission-critical tasks. Keep things moving and avoid bogging down in details.	- Incidence (lots of action) - Risk and challenge are recharging	Directive: Telling, giving directives while aiming at thinking part of others. No threat, no anger - Uses directives to elicit behavior; prefers to be told what to do; prefers Autocratic leadership that gets to the point	Requestive

Data Collection

- Used a spreadsheet I created to track data from the past and moving forward



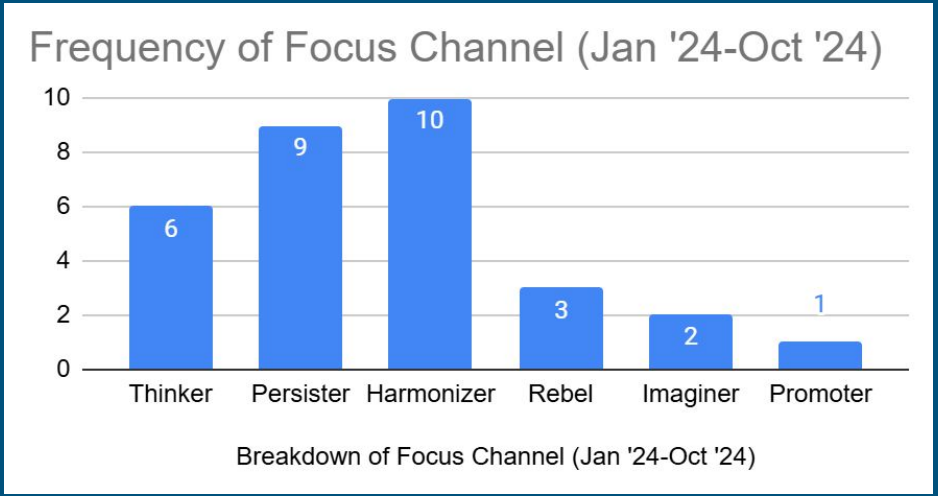
Weekly Update Communic...

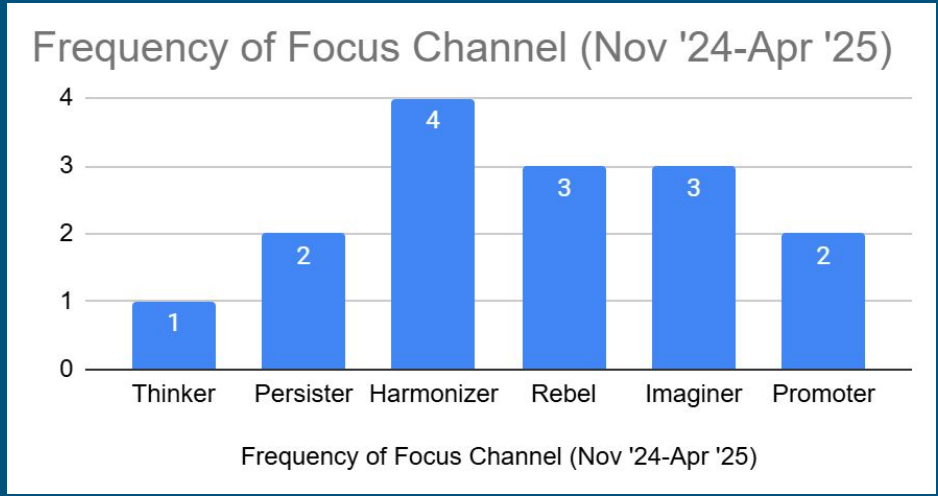
Update #	Opener style	Thinker	Persister	Rebel	Harmonizer	Imaginer	Promoter	Notes
23.19	Harmonizer	☑	☐	☐	☑	☐	☐	
23.20	Thinker	☑	☑	☐	☐	☑	☐	
23.21	Persister	☑	☑	☐	☑	☐	☐	
23.22	Thinker	☑	☑	☐	☐	☐	☑	
23.23	Persister	☑	☑	☐	☐	☐	☐	
23.24	Thinker	☑	☐	☐	☑	☑	☑	
23.25	Rebel	☑	☑	☑	☐	☐	☑	
23.26	Thinker	☑	☐	☐	☐	☐	☐	
23.27	Harmonizer	☑	☐	☐	☑	☑	☐	
23.28	Promoter	☑	☑	☐	☐	☐	☑	
23.29	Thinker	☑	☐	☑	☐	☐	☑	
23.30	Persister	☑	☑	☐	☐	☑	☐	
23.31	Imaginer	☑	☑	☐	☑	☑	☑	
23.32	Harmonizer	☑	☐	☐	☑	☐	☑	
23.33	Imaginer	☑	☑	☐	☐	☑	☑	
23.34	Harmonizer	☑	☐	☐	☑	☐	☑	
23.35	Persister	☑	☑	☑	☐	☐	☑	
23.36	Harmonizer	☑	☑	☑	☐	☐	☑	

Data Collection

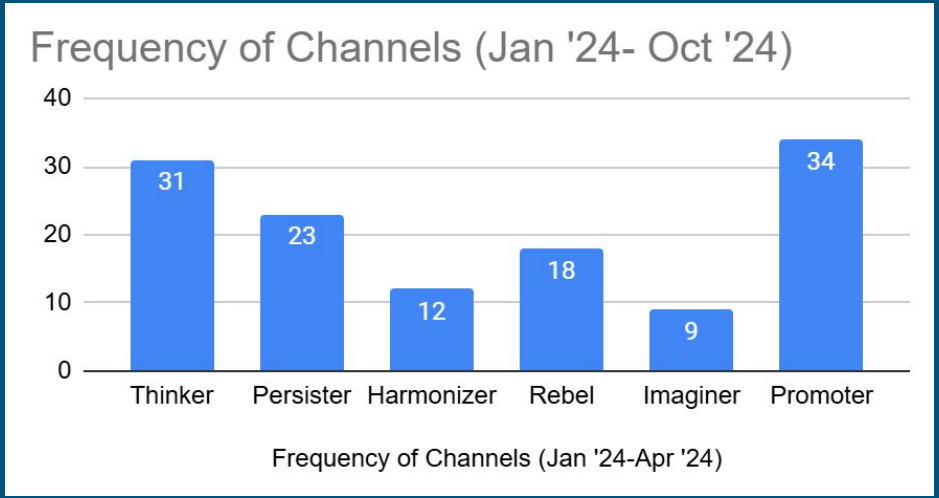
- Each week, I worked to intentionally **include all types** and pay attention to the **focus channel** of the weekly update
- I also **kept anecdotal notes** about how natural or difficult it was to hit on all the types in some way and also about how some needs/situations may have been better suited to a channel

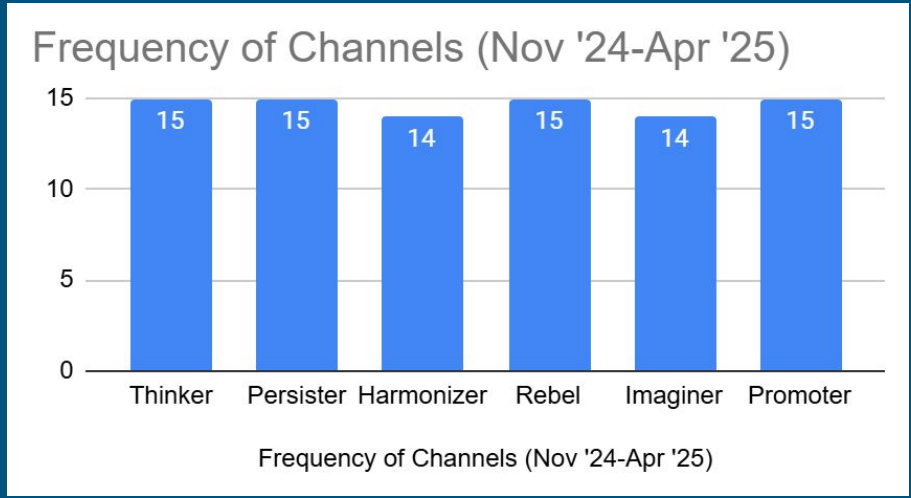
My Data


Frequency of Focus Channel (Jan '24-Oct '24)
10
8
6
4
2
0
6
9
10
3
2
1
Thinker
Persister
Harmonizer
Rebel
Imaginer
Promoter
Breakdown of Focus Channel (Jan '24-Oct '24)


Frequency of Focus Channel (Nov '24-Apr '25)
4
3
2
1
0
1
2
4
3
3
2
Thinker
Persister
Harmonizer
Rebel
Imaginer
Promoter
Frequency of Focus Channel (Nov '24-Apr '25)

My Data


Frequency of Channels (Jan '24- Oct '24)
40
30
20
10
0
31
23
12
18
9
34
Thinker
Persister
Harmonizer
Rebel
Imaginer
Promoter
Frequency of Channels (Jan '24-Apr '24)

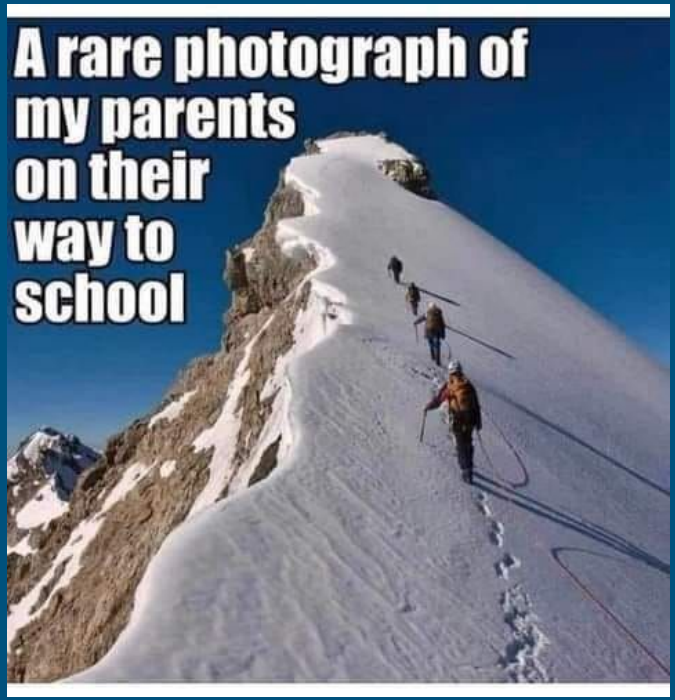

Frequency of Channels (Nov '24-Apr '25)
15
10
5
0
15
15
14
15
14
15
Thinker
Persister
Harmonizer
Rebel
Imaginer
Promoter
Frequency of Channels (Nov '24-Apr '25)

My Data – Examples of Different Channels

- “In the midst of lots of other activity, I have enjoyed the discussions we have had so far in our Instructional Rounds, and I am looking forward to finishing those up this week. I want to encourage you to pause and reflect at some point after you participate in those to assess your own teaching practices--both affirming the effective strategies you use often and considering how to be brave and continue to try new things. It can sometimes feel a bit like we are just along for the ride through in these really busy seasons of the year, but I want to encourage you to hang in there and continue to do all the things we know are good for kids. Also, be sure to have a little fun with your students and colleagues. ;)”

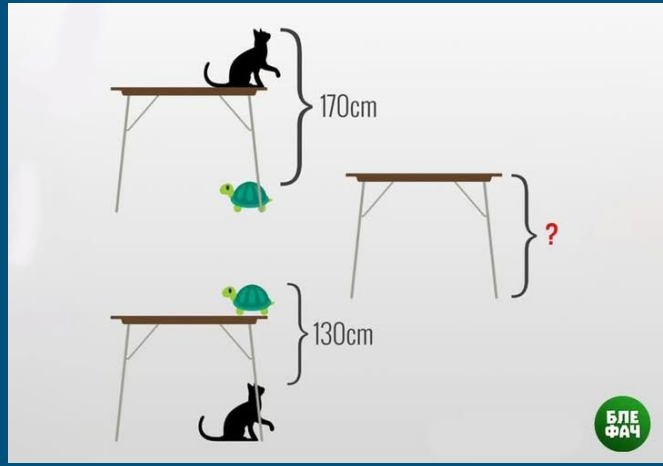
My Data – Examples of Different Channels

- “I hope everyone is safe and warm with the ice, snow, and dropping temps. This past week was a challenge, and I again want to thank everyone for sticking together and helping us get through all 5 days with major staffing issues--and after the week prior had been challenging as well. We are tough, and I know we are going to get through this stretch of terrible illnesses. Although, we may not be quite as tough as my parents, who would, on occasion, want to make sure I understood what their childhood was like. ;)”



My Data – Examples of Different Channels

- “I know you might have expected that there would be no math involved in the weekly updates, but I thought I would include a little problem solving scenario for you this week to get your brains going. Using only the information provided, it is possible to calculate the height of the table. There are a couple of different ways of coming at the problem, and feel free to ask me for the answer if you want to verify. You might even consider seeing if your students have any idea about how to approach this.”



My Data

- Excerpts from my Anecdotal notes:
  - “I have felt **energized** by finding fun/funny elements to include; I also feel **inspired** by doing some intentional ‘imagining’"
  - “I included the culture survey as a big part of this one, which felt like it made the connections to different types fairly easy.”
  - “After a rough run with illness, I emphasized persisting and working together, which felt very natural.”
  - “Emphasized activity with a long list of items; only got a couple of small phrases put in for various channels.”

My Discoveries

- First Learning: Initially requiring extra conscious effort, the regular integration of all six PCM channels into my weekly **communication gradually became more intuitive and natural** over time. This experience demonstrates that with deliberate practice and consistent application, leaders can develop greater agility and proficiency in utilizing a wider range of communication styles to connect with and inform their stakeholders.

My Discoveries

- Second Learning: Through the consistent and intentional inclusion of all six PCM channels in weekly updates, I learned that the perceived effectiveness and relevance of specific communication styles varied depending on the time of year, the specific context, and the prevailing needs of the school community. This highlights the **importance of situational awareness and flexibility** in choosing the most impactful communication channels.

My Discoveries

- Third Learning: As a side note, in my unscientific conversations with a sample of staff members, the different PCM channels **seemed to help with the connection** I made with individuals. This was especially true of the focus elements of the weekly update.

Where I am Heading Next

- As always seems to happen with building relationships, as I have explored the different types within me in these formal communications, **I have learned more about myself and staff members I have connected with.**
- I do think there are often better suited styles for specific situations, and I want to continue to **build my fluency and judgement in selected those styles**. (not sure exactly how to do this other than intentional and reflective practice)

Where I Am Heading Next

De Vries, Bakker-Pieper, and Oostenveld (2010) found that supportiveness, assuredness, and preciseness were very important in communication. **I want to continue to tease out the ways that the different PCM types relate to this and develop my skill in choosing the best channels of communication.**

Stay curious, my friends!

Bibliography

- Regier, N. (2020). *Seeing People Through: Unleash Your Leadership Potential with the Process Communication Model®*. Berrett-Koehler Publishers.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership= communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of business and psychology*, 25, 367-380.