

PERSONAL SURVEY

Name of School Leader _____

Directions: Rate each item according to your impressions of the person listed above. This information will be used for the person above to create a professional development plan to improve his/her communication skills. Complete this survey anonymously.

	Strongly disagree → Strongly agree
Content	
1. Is clear and specific about what needs to change and what needs to remain the same	1 2 3 4 5 6 7 8 9 10
2. Stays focused on top priorities; doesn't get derailed by less important topics	1 2 3 4 5 6 7 8 9 10
3. Clearly shows link between what we should do and why we should do it	1 2 3 4 5 6 7 8 9 10
4. Is willing to ask the "tough questions" that focus on how we can improve student achievement	1 2 3 4 5 6 7 8 9 10
5. Makes student achievement the focus of communications	1 2 3 4 5 6 7 8 9 10
6. Celebrates successes; acknowledges and learns from failure	1 2 3 4 5 6 7 8 9 10
Style	
7. Communicates consistently from day to day and person to person	1 2 3 4 5 6 7 8 9 10
8. Is "visible" to parents, students, and other members of the school community	1 2 3 4 5 6 7 8 9 10
9. Communicates with respect for others	1 2 3 4 5 6 7 8 9 10
10. Strikes a good balance between listening to the opinions of others and making leadership decisions	1 2 3 4 5 6 7 8 9 10
11. Gives clear and constructive feedback	1 2 3 4 5 6 7 8 9 10
12. Is honest and direct	1 2 3 4 5 6 7 8 9 10
13. Encourages members of the school community to share information; promotes open communication	1 2 3 4 5 6 7 8 9 10
14. Is passionate about our purpose	1 2 3 4 5 6 7 8 9 10

	Strongly disagree	→	Strongly agree
15. Is calm under pressure	1	2	3 4 5 6 7 8 9 10
16. Chooses the right forum (e.g., informal meetings, formal meetings, memos, email, bulletin boards, etc.) to convey messages	1	2	3 4 5 6 7 8 9 10
Print Communications			
17. Writes clearly and persuasively	1	2	3 4 5 6 7 8 9 10
18. Uses correct grammar, spelling, and punctuation	1	2	3 4 5 6 7 8 9 10
19. Writes to each audience appropriately (for example, avoiding jargon when writing to parents)	1	2	3 4 5 6 7 8 9 10
20. Is concise, not wordy	1	2	3 4 5 6 7 8 9 10
21. Writing is well-organized	1	2	3 4 5 6 7 8 9 10
Spoken Communications			
22. Is concise (gets to the point without being wordy)	1	2	3 4 5 6 7 8 9 10
23. Says what s/he means and means what s/he says	1	2	3 4 5 6 7 8 9 10
24. Makes eye contact when speaking or listening	1	2	3 4 5 6 7 8 9 10
Listening Communications			
25. I feel safe expressing my concerns to him/her	1	2	3 4 5 6 7 8 9 10
26. Makes me feel like s/he is really listening to what I say	1	2	3 4 5 6 7 8 9 10
27. Sincere and non-judgmental when listening	1	2	3 4 5 6 7 8 9 10
28. Understands my goals and concerns	1	2	3 4 5 6 7 8 9 10
29. Appreciates my goals and concerns	1	2	3 4 5 6 7 8 9 10
30. Listens more than s/he talks	1	2	3 4 5 6 7 8 9 10
31. Manages interruptions well	1	2	3 4 5 6 7 8 9 10

Nonverbal Communications										
32. Displays symbols (cultural artifacts) of what the school stands for	1	2	3	4	5	6	7	8	9	10
33. Actions are consistent with his/her words and body language	1	2	3	4	5	6	7	8	9	10
Effect										
34. Is informed about what is <i>really</i> going on in the school	1	2	3	4	5	6	7	8	9	10
35. Is aware of concerns of parents, faculty, students, and other members of the school community	1	2	3	4	5	6	7	8	9	10
36. Motivates others through words and actions	1	2	3	4	5	6	7	8	9	10
37. Resolves conflicts quickly and productively	1	2	3	4	5	6	7	8	9	10
38. Avoids unpleasant "surprises" by keeping everyone informed of decisions and developments	1	2	3	4	5	6	7	8	9	10
39. Keeps information flowing	1	2	3	4	5	6	7	8	9	10
40. "Sells" various members of the school community on our goals, priorities, and efforts	1	2	3	4	5	6	7	8	9	10
41. Helps people understand and appreciate each other's points of view	1	2	3	4	5	6	7	8	9	10

In your opinion, what are the person's general communications skills in each of the following?

	Poor	→		Outstanding						
42. Email	1	2	3	4	5	6	7	8	9	10
43. Web site and social media	1	2	3	4	5	6	7	8	9	10
44. Meeting facilitation	1	2	3	4	5	6	7	8	9	10
45. Public speaking	1	2	3	4	5	6	7	8	9	10
46. Writing letters and memos	1	2	3	4	5	6	7	8	9	10
47. Parent conferences	1	2	3	4	5	6	7	8	9	10
48. One-to-one discussions	1	2	3	4	5	6	7	8	9	10
49. Listening	1	2	3	4	5	6	7	8	9	10

In your opinion, what are the person’s general communications skills with each of the following audiences?

	Poor	→								Outstanding
50. Faculty	1	2	3	4	5	6	7	8	9	10
51. Staff	1	2	3	4	5	6	7	8	9	10
52. Parents	1	2	3	4	5	6	7	8	9	10
53. Students	1	2	3	4	5	6	7	8	9	10
54. Community Partners	1	2	3	4	5	6	7	8	9	10
55. General Community	1	2	3	4	5	6	7	8	9	10
56. Central Office	1	2	3	4	5	6	7	8	9	10
57. School Board	1	2	3	4	5	6	7	8	9	10
58. Others in the Educational Field	1	2	3	4	5	6	7	8	9	10
59. Media	1	2	3	4	5	6	7	8	9	10

What does s/he focus on the most? His/her most consistent messages are...

In your opinion, what are the person’s greatest strengths in communication?

In your opinion, what are the person’s greatest needs for improvement in communication?