



**VIRTUAL**

INSTRUCTIONAL  
**LEADERSHIP**  
CHALLENGE

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JOURNAL

MODULE 3

# The Feedback Sandwich

THINK ABOUT A TIME WHEN YOU MADE A MAJOR SHIFT OF BELIEF OR PERSPECTIVE. WHAT CONVERSATIONS LED UP TO THIS SHIFT?

THINK ABOUT A TEACHER WHOSE PRACTICE YOU'D LIKE TO SHIFT RIGHT NOW. WHAT CONVERSATION MIGHT NEED TO TAKE PLACE? WHAT EVIDENCE MIGHT BE HELPFUL?

# The Feedback Sandwich

THINK ABOUT A TIME WHEN YOU RECEIVED FEEDBACK THAT FELT INAUTHENTIC. WHAT MADE IT FEEL THAT WAY?

THINK ABOUT A TIME YOU RECEIVED FEEDBACK THAT FELT AUTHENTIC—HOW WAS IT DELIVERED, AND WHAT MADE IT FEEL AUTHENTIC?

# The 3 Participants in Every Evidence-Driven Conversation

WHAT TACIT EXPECTATIONS ARE TEACHERS WORKING FROM, WITHOUT STATING THEM OUTRIGHT?

WHAT EXPECTATIONS DO I HAVE THAT I'VE NEVER ACTUALLY STATED?

# Structured Cycles of 1:1 Conversations

HOW WILL I GROUP TEACHERS AS I PLAN MY FIRST CYCLE OF VISITS? BY TEAM? BY DEPARTMENT?

HOW WILL I KEEP TRACK OF MY VISITS, SO I DON'T MISS ANYONE?

# Agendas for 1:1 Cycles of Conversations with Teachers

**IN MY CURRENT OR NEXT CYCLE OF 1:1 CONVERSATIONS...**  
*WHAT IS MY PURPOSE?*

**IN MY CURRENT OR NEXT CYCLE OF 1:1 CONVERSATIONS...**  
*WHAT INFORMATION DO I NEED TO CONVEY?*

**IN MY CURRENT OR NEXT CYCLE OF 1:1 CONVERSATIONS...**  
*WHAT INFORMATION DO I NEED TO GATHER?*

**IN MY CURRENT OR NEXT CYCLE OF 1:1 CONVERSATIONS...**  
*WHAT QUESTIONS WILL I ASK? (CONNECTION, REACTION, INPUT)*

## 3 Roles Instructional Leaders Play in Feedback Conversations

WHICH TEACHERS MOST OFTEN NEED ME TO PLAY **BOSS**, AND GIVE DIRECTIVE FEEDBACK TO CHANGE BEHAVIOR?

WHAT SITUATIONS HAVE I PLAYED **LEADER** IN, AND CHANGED SOMETHING OTHER THAN THE TEACHER?

# Using Evidence-Based Questions To Reveal the Whole Iceberg

WHEN IN A RECENT CONVERSATION HAVE I ASKED QUESTIONS THAT SUGGEST A CORRECT ANSWER, RATHER THAN ELICITING TEACHER THINKING?

WHAT QUESTIONS COULD HAVE HELPED ME GET THE TEACHER TALKING TO REVEAL THE REST OF THE ICEBERG?