Principal Voice
Volume Control

**DECREASE**
- Dictating
- Isolation in office
- Thinking I know best
- Managing behavior
- Perceiving people as complainers
- Focusing on testing and evaluation
- Engaging with the same people
- Canned speeches
- Reacting to policies
- Negotiating to get what you want

**INCREASE**
- Collaborating
- Visibility in the building
- Knowing staff and students have something to teach me
- Encouraging responsibility
- Recognizing people as advocates for change
- Understanding people’s hopes and dreams
- Being accessible to and learning from everyone
- Meaningful dialogue
- Maintaining commitment to the school’s mission
- Collaborating to get what is best