

How Work Feels Matters: Leading for a Healthy Climate

A NASS Leadership Lens

Quote:

“People remember how work made them feel.” — Unknown

Narrative Reflection:

While culture reflects shared values, climate reflects daily experience. It shows up in how people feel when they arrive at work, how safe they feel raising concerns, and how supported they feel during challenge.

Superintendents shape climate through tone, responsiveness, and follow-through. When leaders listen, respond thoughtfully, and communicate clearly, climate improves. When concerns linger without response, climate erodes.

A healthy climate does not eliminate stress—but it creates conditions where people feel respected and supported as they do meaningful work.

Leadership Toolkit: Supporting a Healthy Climate

- Listen actively and respond consistently
- Acknowledge stress and effort
- Reinforce respect and professionalism

Reflection Prompt:

What signals does your leadership send about psychological safety and support?

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