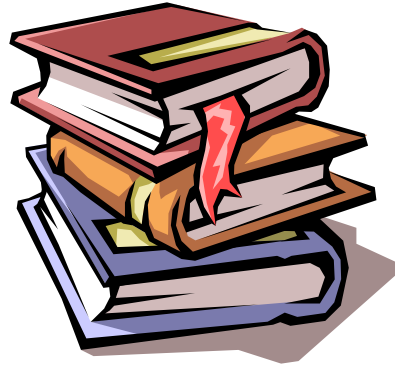


# ***What Makes An Outstanding School Clinician?***

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## **CLINICAL LEADERSHIP EXCELLENCE**

### **SOME REAL WORLD DRIVING CONCEPTS**

- School Reform and the Need for Real Leadership
- A National Focus on Literacy and School Performance
- Public Laws - “Meaningful Access Tenets”
- Cost of Two Systems (Regular and Special ED)
- Cultural and Linguistic Diversity and Poverty
- Graying of Our Educational Leadership
- Loss of our Nation’s Intellectual Capital
- Old Paradigm Approaches Continue to Fail Us
- Serving now, and Serving the Future
- Preparation for Work in a Global Marketplace
- Surviving – Thriving in a Digital World, and
- Importance and Interconnection of Language and Human Competence

***Presented for:***

***OSSPEAC***

***Handout 1 (a.m.)***

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### **SOME IMPORTANT CONCEPTS FROM SPORTS**

- Importance of Teamwork (The Team Comes First)
- PRACTICAL Goal Setting
- A Good Process Usually Wins
- **Learn From Your Mistakes**
- Help Others Get Better
- Support (Be There for) Others
- Coach Others
- **A Few Things Done Well**
- Represent Your Community
- Winning Isn’t Everything

- Good Will Typically Show Its Hand First
- **And Don't be a You-Know-WHAT!**

## **TIME TO REDEFINE MYSELF (YOURSELF)**

- Interventionist
- Change Agent
- Detective
- Culture Builder
- Collaborator
- Mentor
- Consultant
- Motivator
- Team Leader
- Visionary
- Coach
- Instructional Leader

### **WHAT MAKES GOOD SCHOOLS**

- Every Child Can Learn
- **Shared Responsibility** for All Students
- **Collegiality** Among Professionals
- **Instructional Leadership**
- Parent (Family) Involvement
- **Teamwork and Sharing** Unite Teachers
- School Level Control
- Central Office is a Help Source

### **ESSENTIAL PARADIGMS**

- Pay Attention to Context First
- Authenticity – Real Behaviors
- Multiple Instructional Agents
- Collaboration
- Flexible Team Partnerships
- Early Intervention - Prevention
- Indirect Services- Empowerment
- Sense of Competence

*“Shared Stimuli - Multiple Contexts - Multiple Agents”*

### **COMMONALTIES OF EDUCATIONAL LEADERS**

- Bedrock Beliefs
- Courage (Risk Taking) ... The Long Haul
- A Strong Social Conscience
- A Seriousness of Purpose
- Situational Mastery
- A Vision for Excellence and Change
- An Enduring Faith that All Things are Possible

### **MY BEDROCK BELIEFS**

- Good Seeds Grow in Good Cultures
- *For a Speech-Language Pathologist*
- Before Age 7-8 (Print, Meaning, Sound, Story and Talk)
- After Age 8 (Constructing knowledge; becoming strategic)
- Consultation and Collaboration Provide the Leverage Needed for Success
- Indirect Services reach more children
- *“DO A FEW THINGS WELL”*

### **A FEW THINGS DONE WELL!**

- Focus on Functionality in context
- Focus on the Most Important Things
- Design Intervention with and through others!
- Put a System in place that works when you're not there!
- Know Your Client Well enough to help him.
- In God We Trust - all others need data!

## **VAN RIPER'S BEDROCK BELIEFS**

- Understand the Nature of the Problem (Disorder)
- Assessment Should Focus on Functional Skills
- Prioritize the Most Important Skills or Behaviors
- *Develop a Conscious Presence for New Responses*
- *Motivate the Client to Change and Use His or Her New Behaviors*
- Motivate Yourself to Succeed with Each Client
- Put a System in Place to Support your Client
- Focus on Carry Over Skills – Generalized Learning
- Observe and Track Performance Carefully

## **INSTRUCTIONAL EXCELLENCE (Conscience Presence)**

- Motivation
- Ownership
- Awareness

## **TO ME LEADERSHIP MEANS**

- Going to Others
- Modeling New Ways
- Talking and Listening
- Encouraging Others
- Building Partnerships
- Having Great Faith
- Raising Others Up
- *Inspiring Change*

## **GOOD LEADERS ARE SYSTEMS BASED THINKERS**

- We Are All Part of a Larger System
- And That System Must *Change Lives Positively*
- A Good Process is What It is All About – A Honda or Chevy?
- Quality is then “*Engineered-In*”
- Vision & Values Drive Instructional Leadership
- Better Classrooms - Teachers - Families
- Everyone Matters in a High Quality System, and

## **GOOD LEADERS ARE ALSO GOOD COACHES - GOOD CONSULTANTS**

- What Do Good Consultants Do?
- How Do They Operate?
- How Do They Put First Things First?
- Let's Enroll in a New Course – *Consultation 101 (Remember – This Morning)*
- How Are Leadership & Consultation Related?
- How Do They Build Good Schools?
- How Are All of These Paradigms Related?

## **WHAT DO EFFECTIVE LEADERS DO?**

- A Few Ideas and Other Thoughts for Budding Professionals
- The Story Begins (It started at OSU)

## **SPEECH AND HEARING: A CUTE LITTLE STORY?**

## **OVERVIEW OF THE NATIONAL EDUCATIONAL LEADERSHIP STUDY**

- 45 State SLH Associations Involved
- Principals, Lead Teachers & Parents
- 30 Special Education Groups
- Extensive Questionnaire - Results Follow

## **SOME IMPORTANT RESULTS – WHAT DID THEY TELL US**

- What can we learn from them?
- What’s “Educational Excellence” to them?

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## **LEADERSHIP EXCELLENCE QUESTIONNAIRE (Part 1 Short Essay Format)**

(Wayne Secord, Michael Towey, Elisabeth Wiig, Rob Fox)

### **1. Your colleagues say that you’re very good. Why? Tell us in 50 words or less why they think that of you?**

- Team Player – Collaborator – Problem Solver
- Good Listener – Good Listener!! – Good Listener!!!
- Passion For What I do (My Profession)
- Visibility – Enthusiasm (Ever Present) – Advocacy

### **2. Now what do you think? Tell us in 50 words or less (from your perspective) what it is that you do so well?**

- Good Listener - Great Listener!!
- Team Player All the Way
- Not Afraid to Tackle New Things (Hard Things)
- Maintain High Visibility
- Passion for My Field

### **3. How would you describe yourself? Are you an innovator, a trailblazer or both? Give us a brief explanation.**

- An innovator is a pioneer, the first to do something, opening a new area for others.
- A trailblazer leads the way down a new path.

#### What Did the Innovators Say?

1. “Why” and “How” are Pervasive (always there).
2. I’m always thinking differently; being creative
3. Change is a vital component of progress
4. I do research; search for solutions
5. I listen to the ideas of others
6. I collaborate; problem solves to find solutions

#### How about the trailblazers?

1. I go the extra mile to challenge the system
2. It’s a desire or drive to surmount obstacles
3. I encourage others to jump on the bandwagon
4. We use good ideas in a collaborative manner.
5. We invent new methods, strategies or approaches
6. I get around problems in creative or unusual ways.
7. I provide Clarity (clearer purpose – straighter path)

**4. Did you have a leadership catalyst (aha moment)? Was there a specific event or other personal experience that changed your thinking patterns (your old paradigm) and ultimately drove you to become the educational leader you are today?**

- Do what you love, even if it involves taking risks
- Rules, regulations and helping your client
- Trust your gut
- Recognize and address unmet needs
- Don't be afraid to fail
- It should never become easy

**5. Did you have a mentor? If so, what was your relationship like with this person?**

***Answer: YES < > Common Qualities:***

1. Pushed Them – Shaped (Drove) Them
2. Guided and Supported Them
3. Left their egos behind to become a collaborator
4. An inspirational guiding and coaching voice
5. A master – pupil relationship

**6. What have you done to cause or lead change where you work?**

- Education: Teachers & Parents
- Collaboration: Develop Relations
- Organization: Rework Old Plans
- EBP: Mix with Practical Application
- Teamwork: Develop School Teams
- Advocacy: Create New Policy
- Prioritize: Problem Solving
- Change: Guide New Approaches

**7. How have you gotten others to “buy-into” to your approach or “believe-in” the way you want things to be done?**

- Be an active listener
- Build strong relationships
- Be open to new ideas
- Show you get results
- Maintain a positive attitude
- Collaboration

**8. What interpersonal skills seem to work best for you and why?**

- An active listener
- Build strong relationships
- Maintain a positive attitude
- Have a sense of humor
- Open to new ideas
- Be compassionate

**9. What will be the most important change we will face in the next 3-5 years?**

- Computer Instruction
- Increased competition
- Specializations increase
- Less direct treatment
- Budget will decrease quality
- More supervisory roles
- Consultation roles increase

**10. What advice would you give a new professional?**

- Learn! - Learn!!
- Stay Current
- Get involved
- Find a good mentor
- Think outside the box
- Seize leadership opportunities
- Listen (Get Good at It)
- Do hard things; Don't be afraid

**Leadership Excellence Questionnaire (Part 2) - Fill-in, Short Answer Format**

**1. In what clinical or educational areas (types of disorders, methodologies, approaches, etc.) would you consider yourself to be a leader? List up to three:**

## **School SLPS**

- Literacy
- Early Childhood Language
- Autism
- Phonological Disorders
- Language Disorders
- Multicultural Issues

## **Clinical SLPs**

- Dysphagia
- TBI – Feeding Disorders
- Voice
- Head and Neck Cancer
- Autism (advocacy)
- Cleft Palate - VPI

### **2. With 5 being the max, what would you say are your 5 leadership ideas (concepts, principles, or bedrock beliefs) that have gotten you to where you are today?**

- Never – Ever Stop Learning
- Try new and hard things
- Keep client's needs in mind
- Believe in yourself
- Perseverance – Persistence – Hard work
- Teamwork comes first
- Be a visionary – Dream a little
- Don't Be afraid to be wrong
- Be there for others

### **3. Describe up to five things that you consider important in working with families.**

- Results matter! "Results Oriented Mentality"
- Have an academic success end point
- Have an Open door policy for families
- Learn parent's goals and acknowledge them
- Always communicate "positively"
- Know community resources
- Communicate the why & how of treatment
- Always keep generalization skills in mind

### **4. Tell us up to 5 things that should be done, to ensure a high quality assessment (diagnostic) approach.**

- Select, use and understand appropriate tests
- Work collaboratively as a team-based personnel
- Know the person beyond the percentiles
- Conduct interviews
- Observe student in the classroom

### **5. Rank order your top skills (SLPs, Special Education Teachers)**

- My approach to instruction – intervention
- Rapport building with students
- Self-evaluation and progress monitoring skills
- Outstanding assessment skills
- Collaboration (teachers, parents, etc.)

### **6. What three things did you learn in school that have had a major part in shaping the person you are today?**

- Develop your teaching skills
- Focus on the child, and
  - Continue your education
  - Read and implement clinical research
- Collect thorough and complete data

### **7. What didn't you learn in school that you had to learn on your own?**

#### **Special Education – Speech-Language**

- General education "cross-over" knowledge & skills
- Relations with Parents
- Special education law
- General Education Relationships

- Leadership through collaborative consultation
  - Paperwork & Documentation
  - Multicultural and multilingual practices

## **8. What do you see (or try to emulate) in other people who are outstanding leaders?**

### All Educators

- Take time to listen (perspective taking)
- Good problem solving and decision-making skills
- They take a comprehensive approach.
- They have passion and love challenges.
- They show subtle confidence and instill it in others.

### Special Educators and School SLPs

- They have presence, passion, and creativity
- They make things clear and practical for others
- They have great enthusiasm about their work
- They display true professionalism
- They share effective strategies in creative ways

## **Some Important Findings About Educational Leaders**

- |                                    |                            |                                   |
|------------------------------------|----------------------------|-----------------------------------|
| •They Get the big picture          | •They Pay attention        | •Change is Difficult              |
| •Some of Us Like Change            | •Others Clearly Do Not!    | •Build Bridges to Others          |
| •They Collaborate                  | •The Listen                | •Listening is No. 1               |
| •They Share perspectives           | •They Share common goals   | •Believe in teamwork              |
| •Teamwork Can Change the World     | •They're problem solvers   | •They Build relationships         |
| •They Empower others               | •They Maintain Visibility  | •Learn from your mistakes         |
| •They Enjoy their success          | •They're Positive          | •They're not afraid to be Wrong   |
| •They Think Outside the Box        | •They're well informed     | •Results oriented mentality       |
| •Nothing succeeds like....         | •They're not afraid        | •They Take Risks                  |
| •They try hard new things          | •They Lead with passion    | •They Maintain a sense of balance |
| •They refine their clinical skills | •They make key decisions   | •Don't take no for an answer      |
| •They know it is never easy        | •They expect bumpy roads   | •They expect brain gas            |
| •They remember important things    | •They do a few things well | •They believe anything's possible |