A true leader is:

one who “seeks to understand the profound potentialities in each individual, so they can be freely and voluntarily unleashed.” (Covey, 2005; The Seven Habits of Highly Effective People)

highly effective leaders are those individuals who are not only goal directed but also empathetic and sensitive to the needs of others. (Willingham, 1997, The People Principle)
The Challenge ...

- Identify the potential for growth in oneself and others
- Balance the integral leadership skills of sensitivity to others and goal directedness.

Background
- Panelists members of 2008 American Speech Language Hearing Association’s Leadership Development Program (LDP).
- Leader: Bob Arzt, president & founder Polaris One
- 2 day seminar, approximately 6 months bi-monthly phone conferences
- Program Focus/Content: Integrity Systems (Willingham, 2005)
  - Coaching
  - Positivism
  - Goal Achievement
  - Time /Project Management
  - Team Synergy
  - Sensitivity to others/ Styles.

Presentation Purpose:
- Present the principles found to be the most helpful in panelists’ respective professional lives
- Provide examples / tips for ways that these principles were applied
- in different roles (professor, student, supervisor, clinician, state representative)
- in various work settings (university, hospital, school, ASHA volunteerism).
Panelists

Julie Wolter, PhD, CCC-SLP, Assistant Professor, Utah State University

Academic/Professor’s Perspective: Laura Green, PhD, CCC-SLP, Assistant Professor, Texas Women’s University

Academic/Clinical Perspective: Lee Robinson, MS, CCC-SLP, Associate Clinical Professor, Speech and Language Clinic Director, Brigham Young University

Focus: Positivism and Goal Setting

Ph.D. Student Perspective: Kelly F. Schussler, MS, CCC-SLP, Ph.D Student, University of Nebraska

Focus: Time Management/Planning

Clinical Medical Setting Perspective: Sherry S. Curtiss, MA, CCC-SLP, BRS-S, speech language pathologist, Nash Health Care Systems

Focus: Tolerance for Ambiguity

School-Based SLP Perspective: Carol B. Fleming, MS, CCC-SLP, Practicing Clinician, Little Rock School District

Focus: Empowerment, Goal Setting, Delegation

Audience Challenge

Think about and WRITE DOWN one goal that you would like to achieve.

(be specific, include time when it will be achieved)

Later, you will be asked to think of one strategy that you can use to help achieve your goal.

References and Helpful Resources


Leadership in the academic setting: A professor's perspective

Laura Green, PhD, CCC-SLP
Texas Woman's University
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Our “Mission”
- Conduct and publish research
- Seek external funding
- Supervise
- Serve
- Teach
- Find balance.....

Leadership Principles
- Goal Development
  “What do I want to accomplish this semester/year and how can I make that happen?”
- Strategic Planning
  “How can I organize myself to have time for my students, for class prep, for meetings, for writing, and for life outside of work?”
- Project Management
  “If this stuff is REALLY going to get done, how do I need to approach each week/month?”
Goal Development

- Set priorities (e.g., new class, grant application, current research project, committee role)
- Create specific goals and write them down
- Turn goals into smaller, manageable chunks
- Revisit and recognize successes (reward your accomplishments!) and “course corrections”

Strategic Planning

- Be ruthless with your time
- Focus on priority projects
- Cut back/delegate where you can
  - Learn to say “no”
  - Utilize all resources (e.g., G.A.s, staff, statisticians)
- Create an ideal work week
  - Block out time (e.g., writing time, “fail-safe Friday,” family/friends time)

Project Management

- Create timelines
- Get organized
- Materials
- Tasks
- Adapt the “Do it now” mentality
- Learn to say “no”
- Set up an accountability system
- Seek peer/small group support
- Impose deadlines
Thought for the day

- “Belief in the attainment of any goal, whatever it might be, is a critical requirement in the achievement of that goal. Every strategy and tactic you have at your disposal to build belief should be deployed. Do whatever works best for you, from writing out affirmations to visualization to giving yourself rewards for incremental progress. If you’re not sure what works best for you, try them all” (Arzt, 2008).
Leadership in the academic setting: A PhD student’s perspective

Kelly Farquharson Schussler, MS, CCC-SLP
University of Nebraska

Leadership Principles

- Time management
- Planning

- Beginning, enduring, and completing a Ph.D. program in speech-language pathology

Time Management
Time Management

- Create a compelling reason for getting organized
- Start small and get into the habit
- You become what you believe and accomplish!
- Build upon this
- Reward yourself for getting started and staying on track
- Stick with it
- Don’t make excuses for yourself

Time Management

- Time yourself
  - How long does it take you to write an IEP?
  - How long does it take to search for the article you need for your intro?
  - How much time do you spend checking your e-mail?

Time Management

Laser planning and Time Wasters

- Spend 5 minutes of your morning thinking about your day ahead
- What do you have to accomplish today?
- Schedule appointments with yourself to accomplish work
- Debrief at the end of the day
- Look at all that you accomplished!
- Acknowledge time wasters
- Develop an action plan
Time Management

The perfect work week

- Take a few minutes when you get home and plan out the perfect work week.
- Physically block off time to accomplish tasks
- Add fail-safe time
- Every Friday afternoon is “overflow” time

Time Management

- Self-management – not time management
- Be ruthless with your time
- If you respect it, so will others.

Planning

"Ability to lay out clear plans and organize people and resources to reach them".
Planning

- Focusing on goals
- WRITE THEM DOWN!
- Working through people to solve problems
- "Not delegating stunts the growth of others and doesn’t allow others experience”.

Planning

- Tips for success when planning a team project:
  - Share expectations with the team
  - Think of all of the details ahead of time
  - Have a timeline ***
  - Know when assistance is needed
  - The degree that your people believe that YOU believe will influence their work effort and ethic
  - There is no such thing as too much praise.
Successful Models of Leadership – Life in the Trenches
(A Public School SLP perspective)

Leadership Principles

- Goal Setting
  “What do I want to accomplish this year and how can I make that happen?”

- Empowerment
  “Helping others and motivating them to lead themselves allows them to grow as individuals”

Is this you? It doesn’t have to be.
What are the boulders that have to be crossed in order to meet one's goals?

- Parents
- Teachers
- IEP meetings
- Evaluations
- RTI
- Screenings
- Scheduling
- Therapy

Somehow, one still has to find time to do therapy!

Putting Leadership Skills into daily life

- Discover your "I am"
- Who are you?
- How do others see you?
- Is this the real you?
Surround yourself with Nutritious People

“Positive Patty” vs “Negative Ned”

Balance in life is important

It allows you more time for yourself and for what matters most.
If you take on too much, your bucket empties out
It’s okay to take time for yourself.
It’s okay to say, “NO”!
“Subtract Before you Add”

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Subtracting an activity, before adding another activity/commitment equals balance.

Have a strong support system

Closing comments/Questions
Staying poised, focused, and confident to loosen the vise of chaos

Tolerance for Ambiguity...
Professional Growth Despite a Faulty GPS

Sherry S. Curtiss, MA, CCC-SLP, BRS-S
Nash Health Care Systems

Sherry Curtiss, M.A., CCC-SLP, BRS-S
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Nash Health Care Systems
If...“Emotional stability is balance, poise, and the ability to maintain an even emotional level through ups and downs,”

Then... tolerance of ambiguity is a close cousin and a more realistic hurdle to cross in a professional world.

Tolerance for Ambiguity

- Ability to handle stress, disappointment, roadblocks, and frustration
- Keeping goals clearly in sight
- All with focus, purpose, and self-control

Three R’s: Keeping it Real

- Realistic confidence from knowing the big picture and knowing when to lead with words and when to lead with active listening
- Realistic goal setting understanding that barriers do not lead to failures but instead are opportunities for expansion and redirection
- Realistic awareness of working within a team as a collaborator for synergistic excellence
You decide what happens... statement or question?!

“Leaders are defined by their values and their character. The values of the authentic leader are shaped by personal beliefs, developed through study, introspection, and consultation with others—hand a lifetime of experience.”

Bill George
A day in the life…

- Acute care to Rehab on a loop: ever changing schedule with sicker patients who are often unstable
- Communicating within a team with different agendas and different team members
- Discharge disposition and reimbursement rules
- Challenges of advocacy internal and external
- Balancing family and volunteer leadership positions
- Obligations to the community to give back

Loving what we do, Living what we preach

1. Learning the right strategies for best advocacy, leadership, and focused goal setting
2. Remembering a fine balance does not mean a perfect balance
3. Accepting limitations out of your control, confidently problem solving, recognizing and rewarding achievements, one day at a time
4. Embracing quality over quantity- who measures our own success
5. Teaching by example ownership and responsibility
6. Believing that the brain cannot tell real failure from imagined failure
7. Repeat

WYDWYD
At the end of the day... in our professions, it's about patient centered, philanthropy, service, advocacy, being that voice...

“Authentic Leaders genuinely desire to serve others through their leadership. They are more interested in empowering the people they lead to make a difference than they are in power, money, or prestige for themselves. They are as guided by qualities of the heart, by passion and compassion, as they are by the qualities of the mind.”

Wrap Up
Audience Challenge Follow-up

- Reflect on your goal from the beginning of the session.
- WRITE DOWN one strategy learned from today that you think you can use to apply to help achieve your goal.
- Choose one person in your head that you will turn to on your goal when you make progress, have struggles, and accomplish that goal.
- Be sure to celebrate your successes - no matter how small!