



Characteristics and Attributes of Effective Leadership

Washington State Association of School Psychologists 2018 Spring Lecture Series

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Education Background

- ▶ Ph.D. Washington State University, Pullman, WA 1992
 - ▶ A combination of Counseling and Educational Psychology doctoral programs.
 - ▶ * Equal training and met criteria for both Ph.D. and Ed.D.
 - ▶ * Minor in Child & Family Studies
- ▶ *M.Ed. Washington State University, Pullman, WA 1982*
 - ▶ Equal training in Guidance & Counseling and Vocational Rehabilitation.
- ▶ School Psychology Certificate, University of Washington, Seattle, WA 1987



Leadership



- ▶ Washington State Association of School Psychologists
 - ▶ President 2016 – 2017.
 - ▶ SCOPE Editor 2014 – Present
 - ▶ Retention and Recruitment Chair 2017 - Present
 - ▶ Communications Co-Chair 2014 - 2017
 - ▶ Government and Public Relations Co-Chair 2015
- ▶ Lake Washington School District
 - ▶ Lake Washington Education Association Executive Board 2004 - 2008



Recognitions



- 2005 Oxford Roundtable for Outstanding Educational Leadership, Oxford, England. By Invitation-Only to a round table discussion with top educational researchers presenting findings with school psychologists from the United States.
- 2015: Louisa Thompson Award by the Washington State Association of School Psychologists
- 2017: Outstanding Advocate Award by the Washington State Association of School Psychologists.



Goals




- To understand how the presentation of physical mannerisms can shape the outcome of a social interaction based on others' perceptions.
- To understand the body/mind connection, and how it shapes our ability to communicate clearly and to facilitate an effective outcome.
- To explore leadership styles, and what works best for working in education




Why We Need Leadership Training

- ▶ We need to advocate for our profession, and work towards the enhanced model supported by the National Association of School Psychologists (NASP) and the Washington State Association of School Psychologists (WSASP)
- ▶ HB 1377 – Student Mental Health: Improving students' mental health by enhancing nonacademic professional services. Which allows more school psychologists to embrace an expanded role in the schools.
- ▶ OSPI has embraced the Multi-Tiered System of Support, and WSASP executive board members are partnering with them.
- ▶ School Psychologists are frequently placed in situations where we need to assert our voice in order to advocate for what is best for a child.



Variables that Impact Success: Evolution

- ▶ Over millions of years our brains have evolved to address the basic needs for survival.
 - ▶ Food
 - ▶ Shelter
 - ▶ Access to Mates
 - ▶ Children who survive
- ▶ Our ancestors were very effective at these, how do we know? We exist today.
- ▶ We are wired for higher reasoning skills and oral communication.



Variables that Impact Success: Evolution

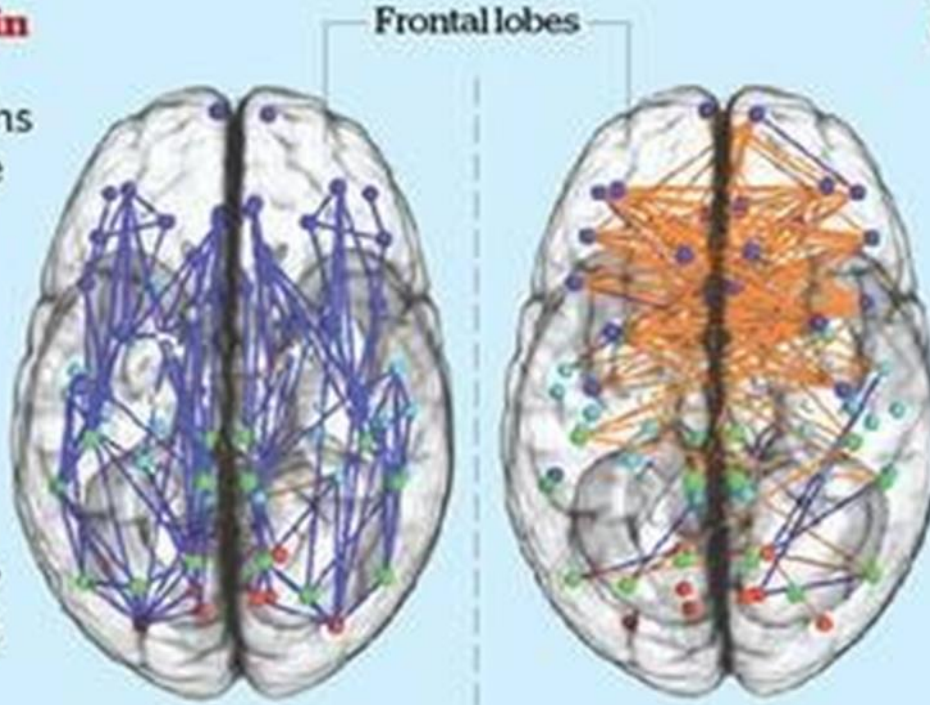
- ▶ We are inherently built to immediately respond to a fight, flight, or freeze behavior when we feel anxious or threatened.
- ▶ Those who responded quickly to a threatening situation tended to survive another day.
- ▶ Today, we still have the instinctual responses deeply embedded and will respond to perceived threats rather than engaging in our rational mind.
- ▶ This workshop is to provide you the tools necessary to address effectively our natural, evolutionary responses.
- ▶ Although men and women are wired differently the strategies discussed benefit both genders.

The male and female brain

A new way of showing the connectivity of the brain – called “connectome” maps – reveals significant differences between men and women

Typical male brain (top view)

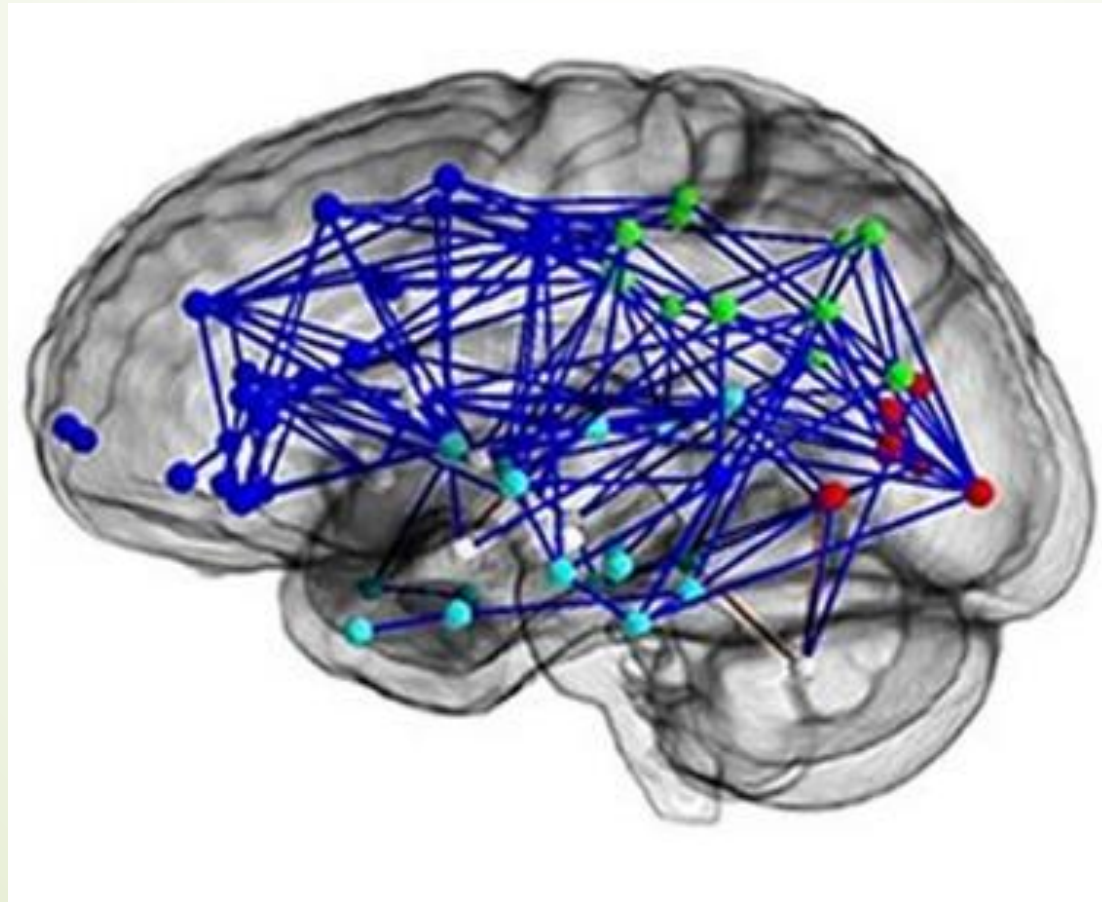
Most connections run between the front and back parts of the same brain hemisphere, which could account for the better spatial skills and motor (muscle) control in men



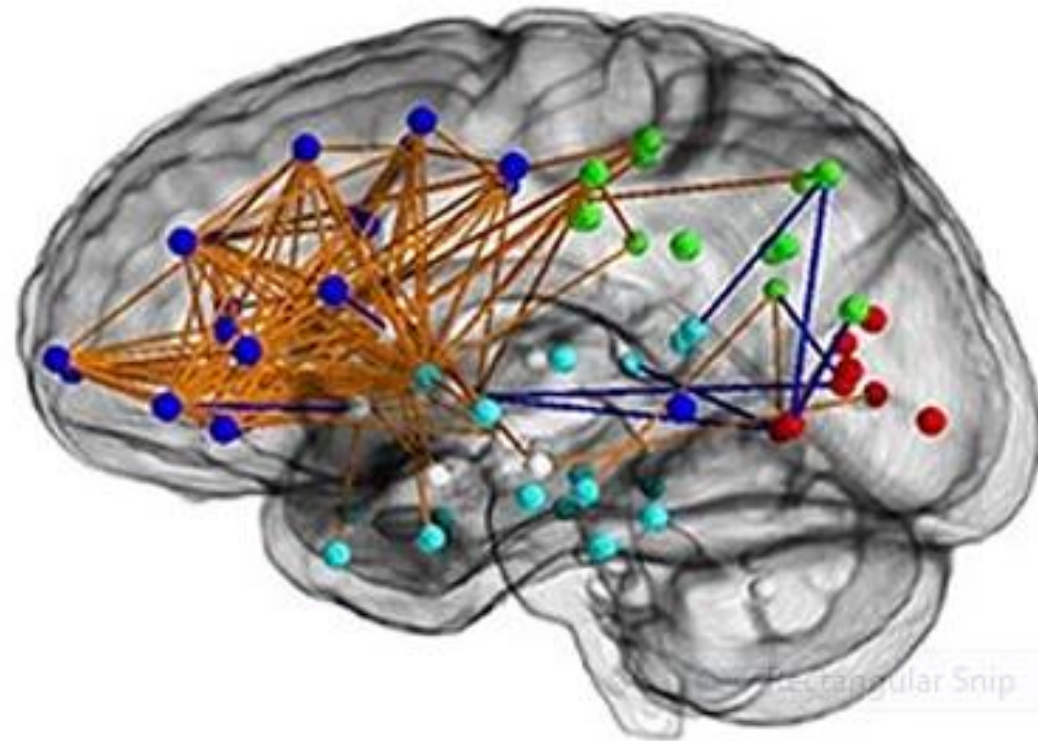
Typical female brain (top view)

Many more neural connections go from side to side across the left and right hemispheres of the brain. Scientists say this could account for women's better verbal skills and intuitive abilities

Men's brains apparently wired more for perception and coordinated actions



Female brains are wired for social skills, memory, and better equipped to multi-task.






Presence in the World

- ▶ What are you currently doing with your body?
 - ▶ Are you open?
 - ▶ Are you hunched over?
- ▶ We are interested in body language (Nonverbal)
 - ▶ What is your body language communicating about you.
 - ▶ We make sweeping judgments about people based on their body language.
 - ▶ We predict who a person is within seconds
 - ▶ We are influenced by our own body language



Personal Power

- Recall a moment when you felt personally powerful. When you had the confidence to act based on your boldest, most sincere self, with the sense that your actions would be effective.
 - Take a few minutes right now to remember and reflect on the experience of your personal power, on how it felt.
- 

Personal Power

- What three words best describe you as an individual
- What is unique about you that leads to your happiest times and best performance?
- Reflect on a specific time – at work or at home – when you were acting in a way that felt “natural” and “right”. How can you repeat the behavior?
- What are your signature strengths and how can you use them?

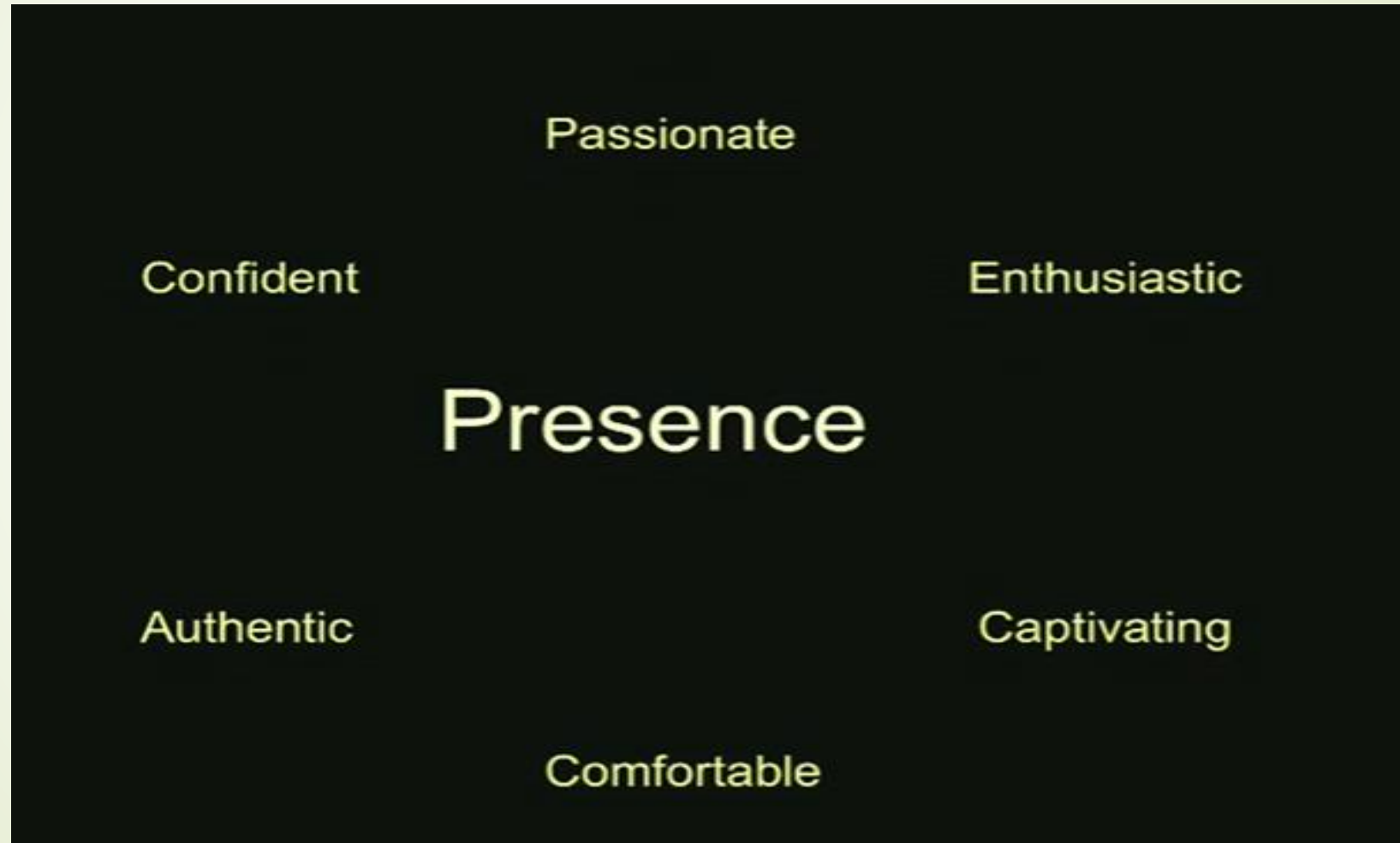


Personal Power

- We have all felt powerless in the face of great pressure and anxiety
- To embrace strategies to increase our confidence and decrease our anxiety in challenging situations.
- Powerlessness engulfs us, all that we believe, know, and feel. It enshrouds who we are, making us invisible. It even alienates us from ourselves.
- Opposite of Powerlessness is not powerful, but Presence.
- Presence stems from believing in and trusting yourself – your real, honest feelings, values, and abilities.



Presence in the World



If you don't trust yourself, how can others trust you.

- ▶ We all face daunting moments that must be met with poise if we want to feel good about ourselves and to rise to these moments.
- ▶ Understanding that all people have challenges that are hidden to us.
- ▶ “We convince by our presence.” Walt Whitman
- ▶ Imagine facing a challenging situation with confidence and excitement instead of doubt and dread. Imagine feeling energized and at ease while you're there, liberated from your fears about how others might be judging you. And imagine leaving it without regret, satisfied that you did your best.

Study by Lakshmi Balachandra: Investigating the way entrepreneurs make pitches to potential Investors and the way Investors responded.

- After meticulously analyzing videos of 185 venture capital presentations, looking both at nonverbal and verbal behavior.
- The strongest predictor was not credentials or content of pitch
- The strongest predictor was Confidence, Comfort Level and Passionate Enthusiasm.
- This came through mostly in nonverbal ways: vocal qualities, gestures, facial expressions...
- Signaling how much that person believed in the value and integrity of her idea and the ability to bring it to fruition.

Successful Entrepreneurs

- ▶ Self-assured enthusiasm is an impressively useful indicator of success. In studies of entrepreneurs, this quality predicts drive, willingness to work hard, initiative, persistence in the face of obstacles, enhanced mental activity, creativity, and the ability to identify good opportunities and novel ideas.
- ▶ Entrepreneurs grounded enthusiasm is contagious, stimulating a high level of commitment, confidence, passion, and performance in the people who work for and with them.
- ▶ Another reason we put faith in people with passion, confidence, and enthusiasm: these traits can't be faked.

Presence

- ▶ When we are feeling brave and confident, our vocal pitch and amplitude are significantly more varied, allowing us to sound expressive and relaxed. When we fearfully hold back – activating the sympathetic nervous system's fight-or-flight response our vocal cords and diaphragms constrict, strangling our genuine enthusiasm.
- ▶ The muscles that produce sound seize, causing your voice to come out thin and tight.
- ▶ Presence is the state of being attuned to and able to comfortably express our true thoughts, feelings, values, and potential.
- ▶ When present our speech, facial expressions, postures, and movements align. They synchronize and become focused.

Presence

- Our search for presence isn't about finding charisma or extraversion or carefully managing the impression we are making on other people. It's about the honest, powerful connection that we create internally with ourselves.
- Through self-nudges, small tweaks in our body language and mind-sets, we can achieve presence.
- Presence stems from believing and trusting your story – your feelings, beliefs, values and abilities.
- Not relevant if extrovert or introvert. In fact, research indicates that introverts may have an edge.
 - Capacity to focus for longer periods of time; a greater resistance to decision making biases, less need for external validation, and stronger listening, observing and synthesizing skills.

The Importance of Impressions

- ▶ When we are trying to manage the impression, we come across as unnatural. This is hard work, and we don't have the cognitive and emotional bandwidth to do it well. The results is that we come across as fake.
- ▶ The harder someone works to manage an impression, they are perceived as someone who is insincere and manipulative.
- ▶ Focus less on the impression you are making on others and more on the impression you are making on yourself.

Emotions and Facial Expressions

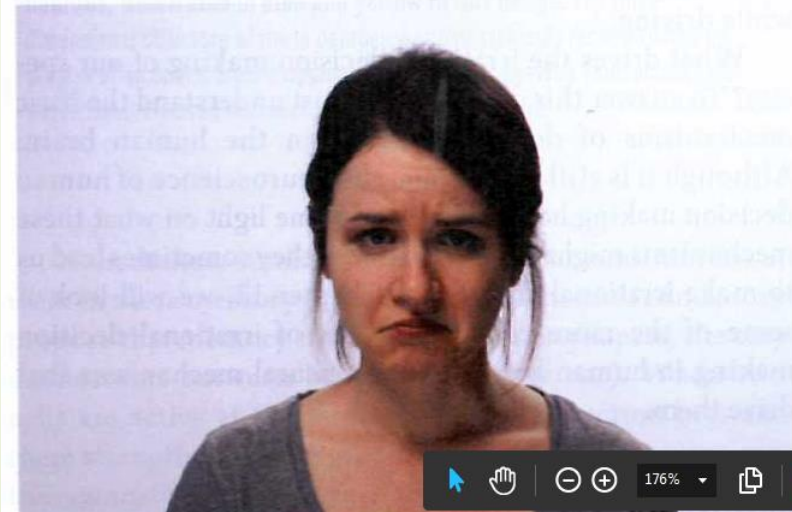
- ▶ When we authentically express a genuine emotion, our nonverbal displays tend to follow predictable patterns.
- ▶ People everywhere, in literate and preliterate cultures alike, show a high degree of recognition of facial expressions. We don't need verbal language to read each other's faces.
- ▶ Strong cross-cultural support for the universality of at least nine emotions: anger, fear, disgust, happiness, sadness, surprise, contempt, shame and pride.
- ▶ These emotional expressions are universal, in virtually every society in the world they look the same.



(a)



(d)



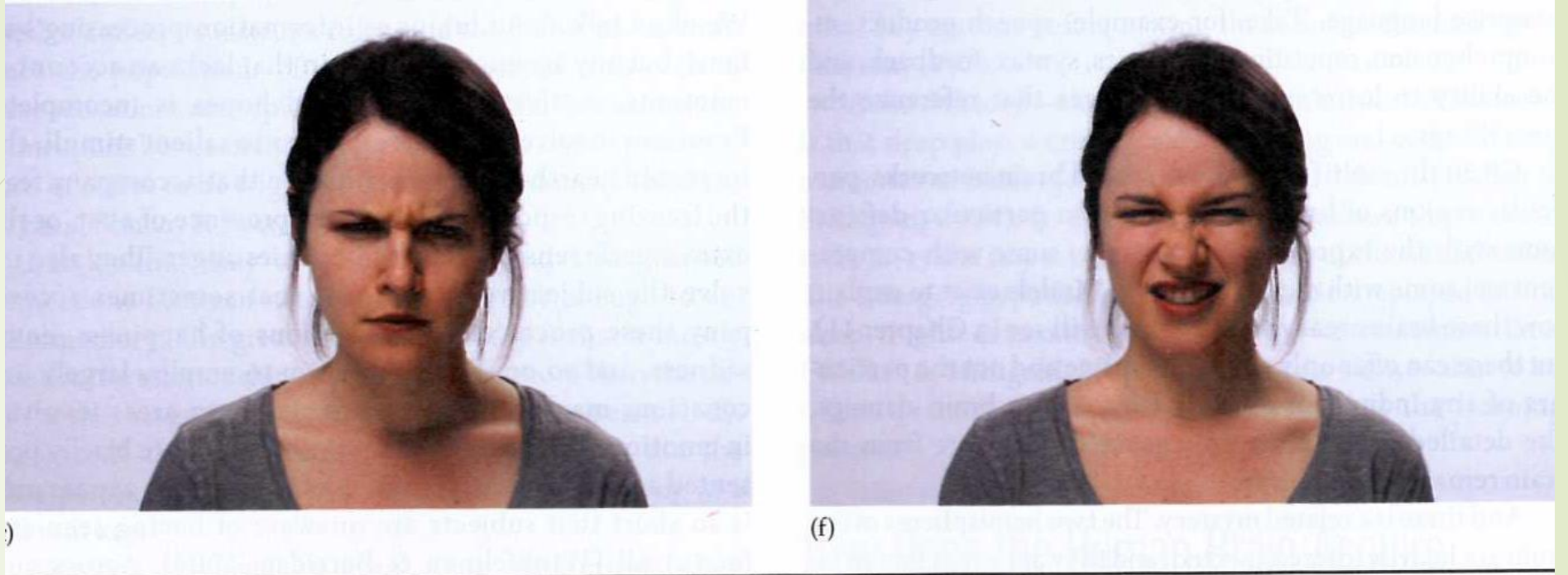


FIGURE 1.26 Facial expressions of happiness (a), sadness (b), anger (c), fear (d), surprise (e), and disgust (f) are recognized universally across human cultures.

Emotions are also contagious, and mirrored back to us. Want to change someone else's expression, change yours.



We tend to mirror the body language and facial expressions we see

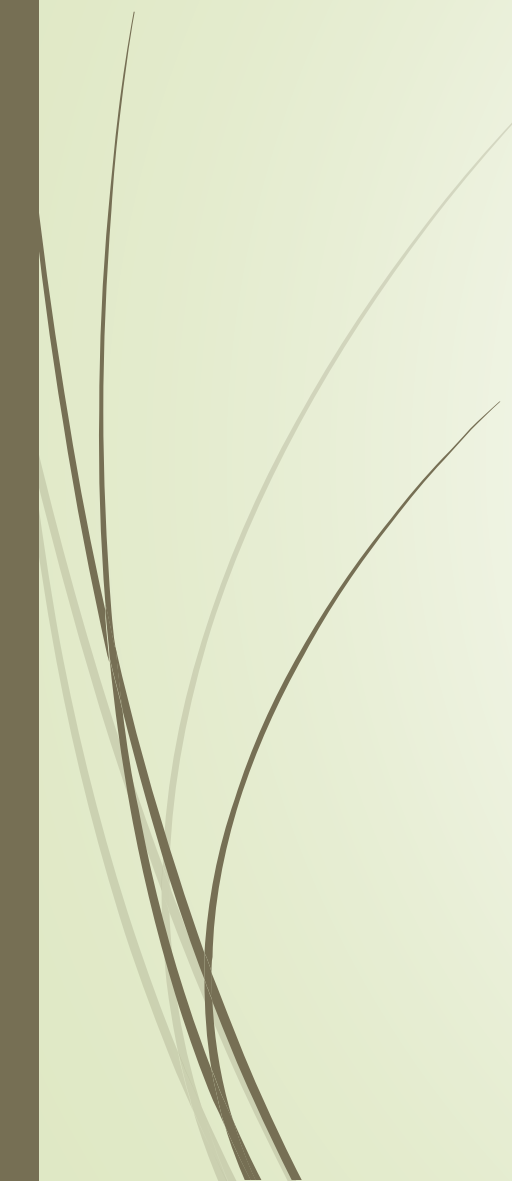
- If someone looks at you with an angry face, we tend to respond back with an angry face.
- If someone looks at you with a happy face, we tend to respond back with a happy face.
- This allows us to empathize with the other person.
- Then we need to shift our expressions to the one we want to see on others, and will help them (and ourselves) to feel safe.

Physical Cues

- ▶ Our facial expressions, vocalizations, and even posture and movements tend to harmonize, which communicates important social information.
- ▶ Negative or positive, emotion is authentic, and so its manifestations across nonverbal and verbal channels are synchronized.
- ▶ There is no consistent tell-tale signs of lying.
- ▶ Judging if someone is a liar is based on how well or poorly our multiple channels of communication – facial expressions, posture, movement, vocal qualities, speech – cooperate.
- ▶ When we are being inauthentic – projecting a false emotion or covering a real one – our nonverbal and verbal behaviors begin to misalign. Our facial expressions don't match the words we are saying.



We have a tendency to....

- Constantly **think**
 - **Believe** all of our thoughts, as if they're telling the truth
 - **React** emotionally rather than rationally
 - **Get stuck** thinking about the past & future
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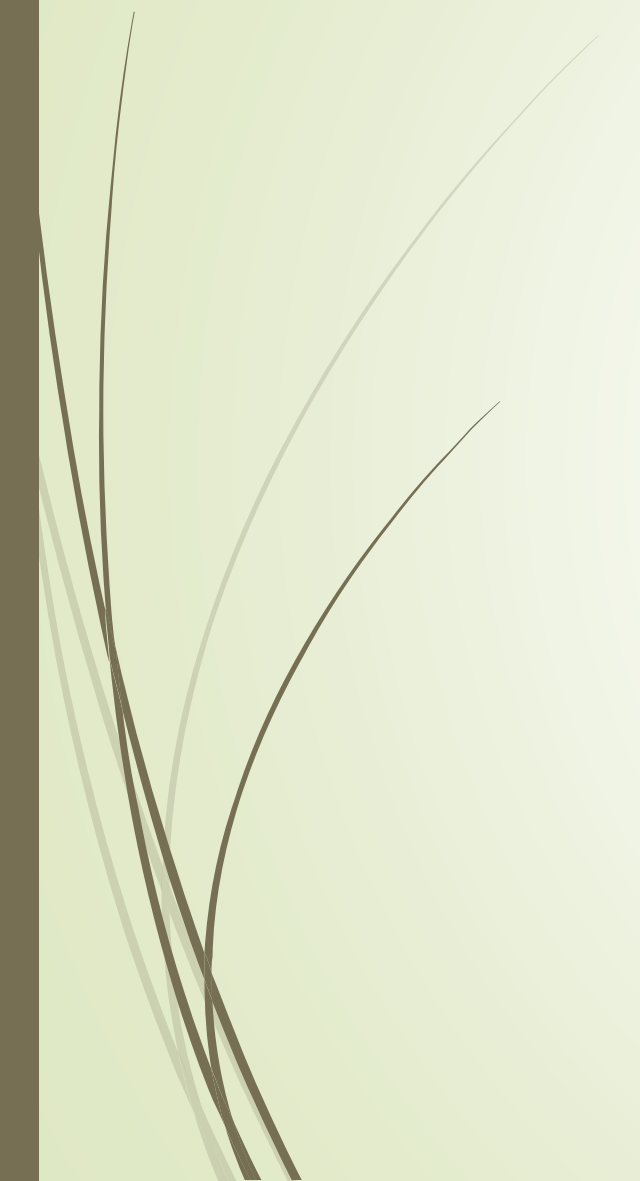


The Self

- 1. Multifaceted, not singular
- 2. Expressed and reflected through our thoughts, feelings, values, and behaviors.
- 3. Dynamic and flexible, not static and rigid: It reflects and responds to the situation – not like a chameleon, but in a way that makes us responsive and also open to growth. It doesn't mean that our core values change, but sometimes there's a process that involves fitting our true self to the situation or role that we are choosing which core values and traits to render visible.



Presence in the World

- Our minds change our bodies
 - And our bodies change our minds
- 




Presence in the World

- ▶ https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en#t-546936



Evolution Strikes Again

- Our instinct when under siege is to completely focus on the threat, committing all of our psychological resources to defending ourselves.
 - Professor Claude Steele, at Stanford University social psychologist defined a process by which we try to defeat the threat before it even exists: we affirm our most deeply held values – the best parts of ourselves – before entering into a potentially threatening situation. He called this self-affirmation theory.
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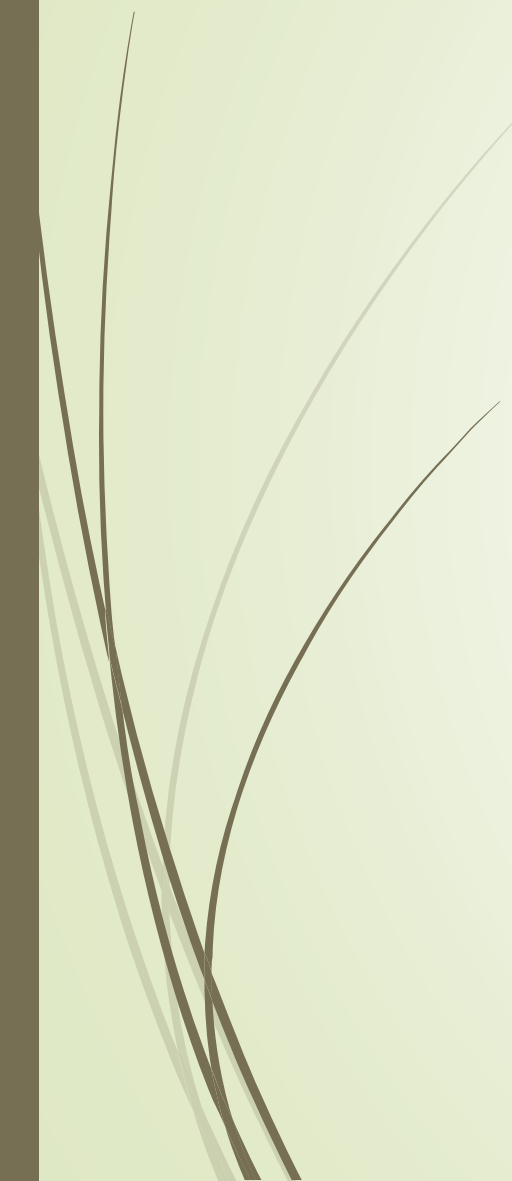


Hormonal Response to Stress

- ▶ Cortisol is released when we are under stress, especially stress involving social judgment.
- ▶ People who had written about or rehearsed their personal core values in their head, release very little cortisol, if any.
 - ▶ Reminding ourselves of our most valued strengths, protects against anxiety.
 - ▶ Individuals who have the most anxiety, benefit the most
 - ▶ Self-Affirmation works best when the pressure is on and the stakes are high.
 - ▶ When we feel safe with ourselves, we become significantly less defensive and more open to feedback, making us better problem solvers too.



Four Critical Dimensions for Success in the Work Place

- A person must be:
 - Attentive
 - Connected
 - Integrated
 - Focused
- 



Trust & Competence

- Can I trust this person
- Can I respect this person
- Research: We don't value the two traits equally. We first judge warmth or trustworthiness as the most important.
- Evolution: Am I safe? Crucial for survival
- We only notice if someone is competent after we have determined them to be trustworthy, accessible, safe.
- We want others to be warm and trustworthy, but we want to be seen as competent and strong. But building a relationship is more important, in order for us to be heard.




Trust & Competence

Competency and Preparation is obviously
important

But to be truly heard

***You have to shift from What you will
say to How you will say it.***






When you listen to someone, it's the most profound act of human respect.

William Ury

The paradox of listening is that by relinquishing power – the temporary power of speaking, asserting, knowing – we become more powerful. When you stop talking and listen the following occurs:

1. People can trust you.
2. You acquire useful information
3. You begin to see other people as individuals – and maybe able to shift them to allies.
4. You develop solutions that other people are willing to accept and even adopt. They are even more likely to accept a negative outcome.
5. When people feel heard, they are more willing to listen.



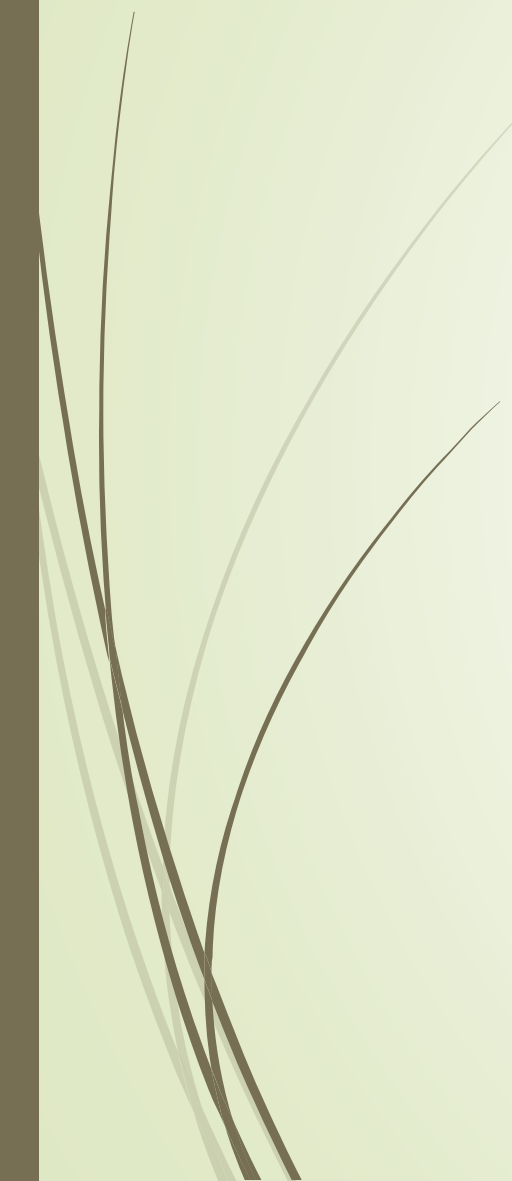
Impostor Phenomenon


An internal experience of intellectual phoniness

- Impostorism causes us to:
 - overthink and second-guess ourselves
 - Fixate on how we think others are judging us (usually we are wrong)
 - Fixate some more on how those judgments might poison our interactions
 - We present as scattered
 - Impostorism steals our power and suffocates our presence
 - If even you don't believe in yourself, how can others.
- Common Statement: I'm afraid that people important to me may find out that I am not as capable as they think I am.



Imposter Syndrome : An internal experience of intellectual phoniness

- Men and women are equally impacted but men will only admit it on anonymous surveys.
 - The most prevalent factor is a fear of failure.
 - The brighter you are, the more likely you are to experience feeling like an imposter
 - The simple truth: The vast majority of human beings feel this way.
- 



Most powerful is he who has himself in his own power. Lucius Annaeus Seneca

- When we feel powerful, we feel free – in control, unthreatened and safe.
- We are attuned to opportunities more than threats.
- We feel positive and optimistic
- Our behavior is generally unrestricted by social pressures.
- It activates a psychological approach system (Dachter Keltner, et. al.)



Powerful versus Powerless

- ▶ Powerlessness activates a psychological and behavioral inhibition system. In essence, an alarm-threat system
- ▶ Powerlessness impacts the higher order cognitive functions:
 - ▶ reasoning, task flexibility, attention control, planning,
 - ▶ Working memory and inhibiting impulses
- ▶ Feeling powerless elicits anxiety, anxiety alienates us from others
 - ▶ It may interfere with our ability to see the world through other's eyes.



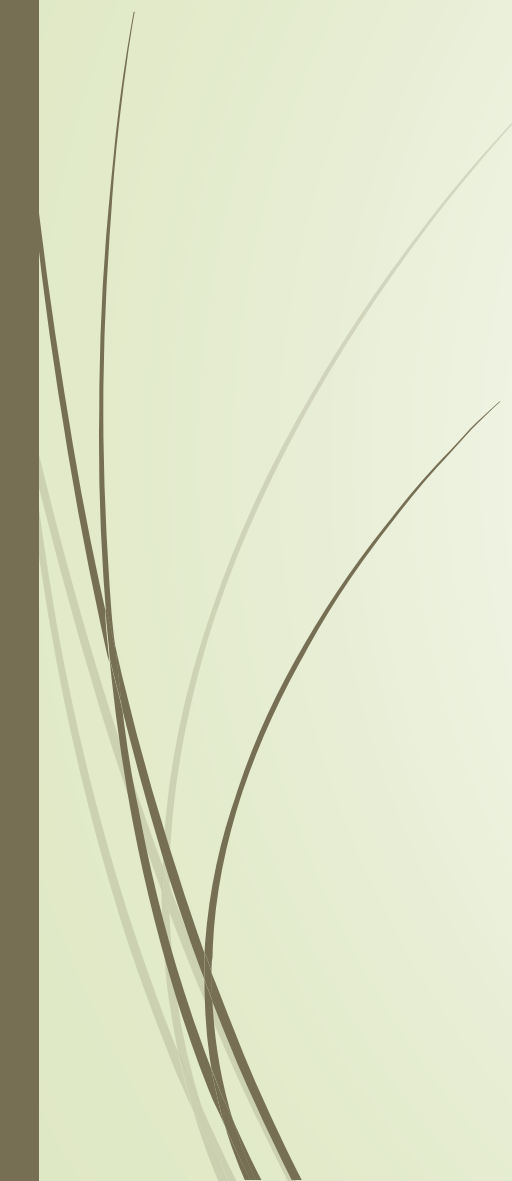
Powerful versus Powerless


- ▶ A sense of power make us approach and sense of powerlessness, makes us avoid.
- ▶ Personal Power makes us more open, optimistic, and risk tolerant
We are more likely to notice and take advantage of opportunities.
- ▶ Personal power is about having the confidence to act based on one's own beliefs, attitudes, and values, and having the sense that one's actions will be effective.

A growing body of research indicates feeling personal power buffers against negative beliefs.




Power versus Powerless

- When you feel powerful, the odds are you are able to improve your ability to read and relate to others.
 - Feeling powerful synchronizes our thoughts, feelings, and behaviors, bring us closer to presence.
 - We are more proactive
 - The decisiveness of power is rooted in knowing that we will always have access to the resources we need.
 - When we feel powerful we have more testosterone and less cortisol.
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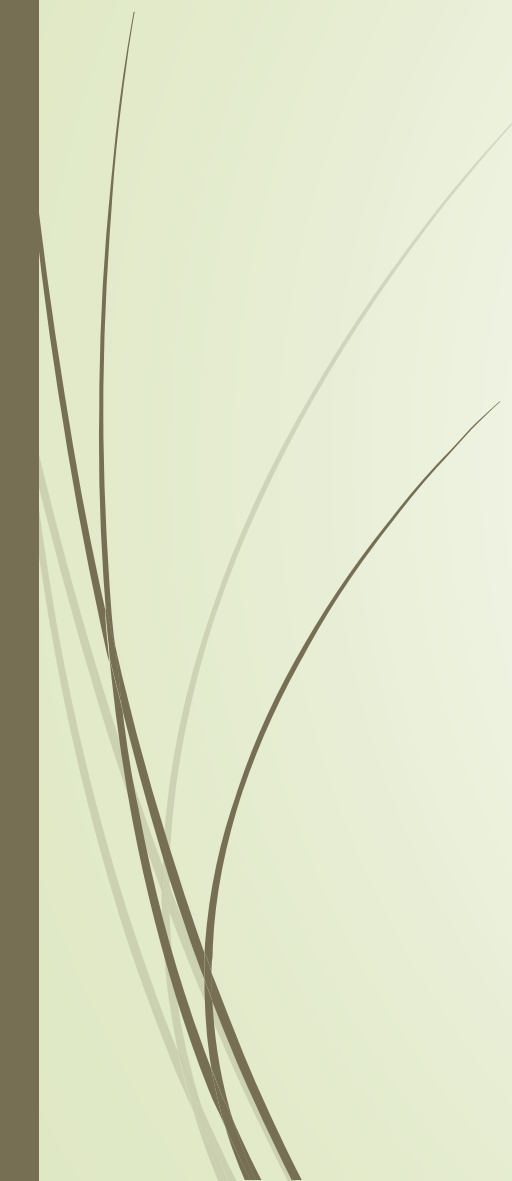


What you do speaks so loud that I cannot hear what you say. Ralph Waldo Emerson

- ▶ Nonverbal behavior operates through many channels
 - ▶ Facial expressions
 - ▶ Eye movements and gaze
 - ▶ Body orientation
 - ▶ Hand gestures
 - ▶ Walking style
 - ▶ Vocal cues such as pitch, volume, rate of speech



What you do speaks so loud that I cannot hear what you say. Ralph Waldo Emerson

- Power just doesn't expand our minds, it also expands our bodies.
 - Expansiveness, open body language is closely tied to dominance across the animal kingdom.
 - When we feel powerful, we stretch out. We lift our chins, pull our shoulders back, puff up our chests, spread our feet apart, raise our arms.
 - Posture is a stronger signal of status to others than the role we play.
- 

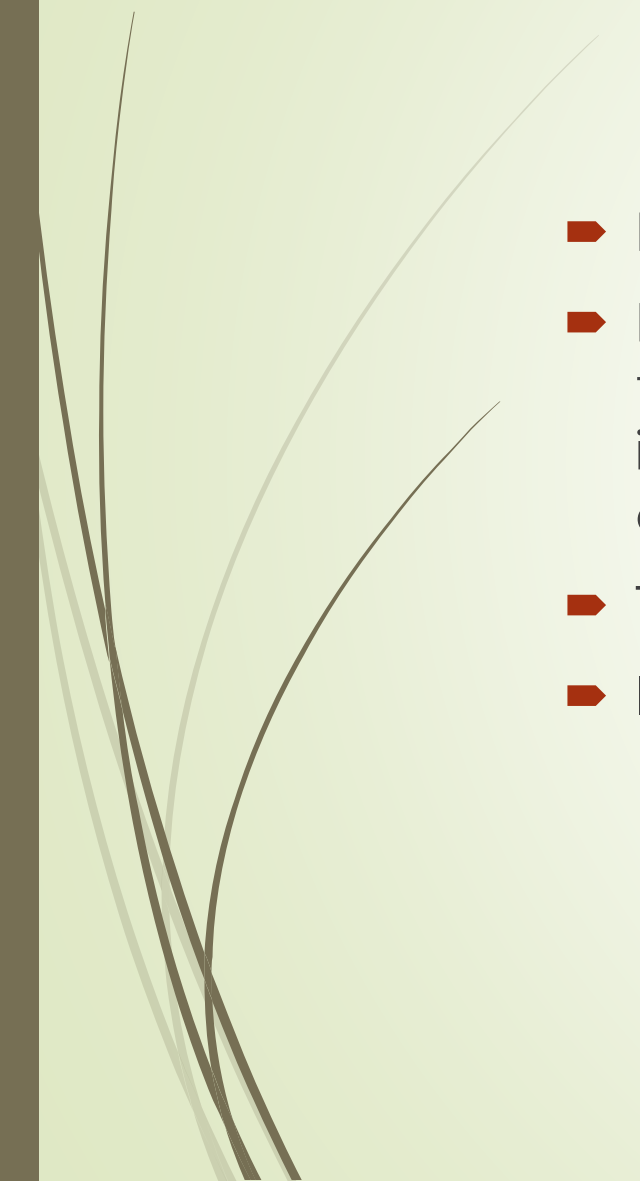


Characteristics of Personal Power

- Walking: longer strides, more arm movement and pronounced vertical head movement.
- Talking: Speak slowly, take pauses, speak in a lower tone
- Do not touch the neck or face (evolutionary response to protecting our throat from predators.
- When you feel powerless, you start folding in on yourself, to protect, cover, and swaddle yourself, returning to a fetal-like position.
- The differences between men and women are grounded in power differences, not biological differences.



Characteristics of Personal Power

- Personal power invites connection.
 - Dominating power initiates the need for others to distance themselves. So when doing strong power poses, it is best to do them in private with modulated expansiveness during interactions with others.
 - The goal is intimacy, not intimidation
 - Important to take into account cultural norms.
- 



Body Mind Connection



- The body and brain are part of a single, integrated, complicated beautiful system.
- William James, father of American Psychology: “begin to be now what you will be hereafter.”
- An impaired connection with the body leads to a muffled connection with your own emotions, and a diminished ability to read the emotional response of other people.
- Enacting certain expressions prompts corresponding emotions, hindering those expressions can block emotions.



Body Mind Connection



- One of the primary ways we decode others' emotions is by automatically mimicking their facial expression.
- In everyday life, this mimicry is so subtle and quick (1/3 of a second) that we don't even know it is happening.
- Through facial feedback this mimicry allows us to feel and understand other people's emotions.



Presence

Our bodies can teach us to feel powerful, confident, calm and synchronized.

Where our bodies lead, our minds, emotions follow.

Slow breathing in, and even slower breathing out can shift your state of mind.

Adopting an expansive, open postures causes psychological and behavioral changes , but also alterations in our physiological states.

Presence in the World: Powerless



Presence in the World: Powerless



Presence in the World: Powerful



Presence in the World: Powerful



Presence in the World: Powerful

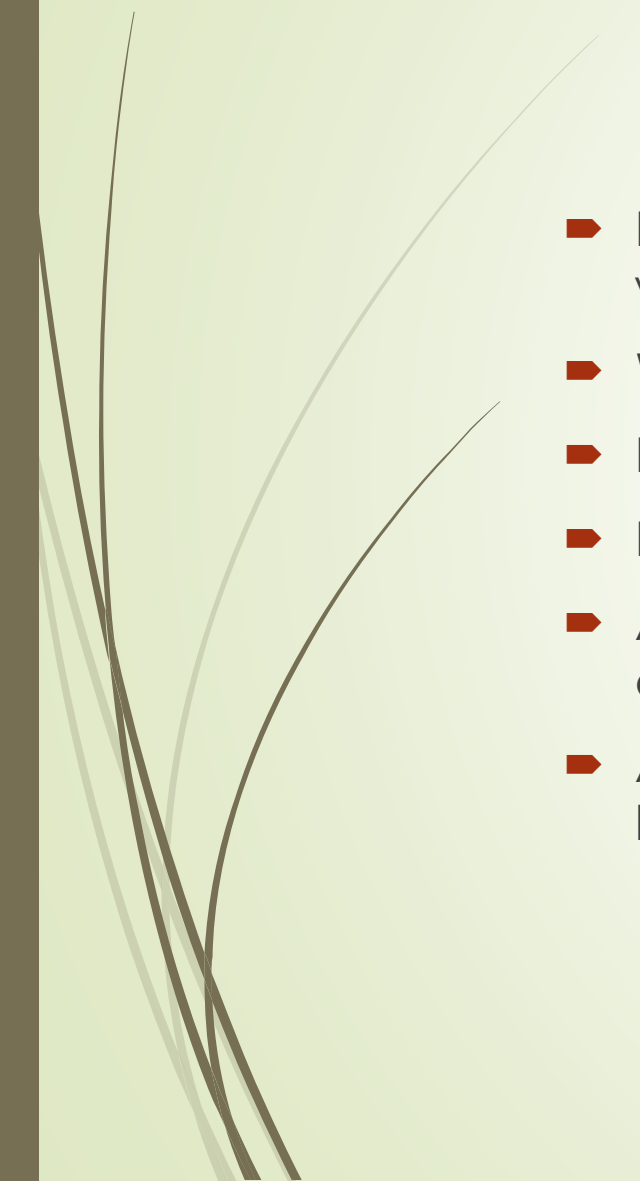


Presence in the World: Universal Power Pose of Victory





Presence

- ▶ Holding our body upright increases feelings of confidence and self-control, while our feelings of stress decrease.
 - ▶ We become more persistent problem solvers
 - ▶ Helps us react more constructively to performance feedback
 - ▶ Even vocal expansiveness can make us feel the same way.
 - ▶ A simple body posture held for several minutes produces bigger feedback effects than being assigned a powerful role.
 - ▶ A powerful person looks out at the world, a powerless person is looking at himself.
- 




Presence

- Expanding your body language through posture, movement and speech makes people feel more confident, powerful, less anxious, less self-absorbed, and generally more positive.
- Expanding your body causes you to think about yourself in a positive light and to trust in that self-concept. It also clears your head, making space for creativity, cognitive persistence, and abstract thinking.
- Expanding your body frees you to approach, act, and persist.
- Expanding your body physiologically prepares you to be present; it overrides your instinct to fight or flee, allowing you to be grounded, open and engaged.




Presence

- Expansive body language increases our feelings of power, confidence, and optimism, decreasing our feelings of stress, shoring up the positivity of our self-image, freeing us to be assertive, to take action, and to persist in the face of challenges.
 - In perfect posture, our earlobes sit vertically over the point of the shoulder.
- 



Imagining Power Poses

- ▶ Demonstrating pronounced power poses in social situations, can make others feel uncomfortable, unsafe, and a need to distance themselves.
 - ▶ Studies show that engaging in power poses in your mind, can be just as effective as doing them. The same regions in the mind are activated, whether you do them physically, or just think about them.
- 



Body Mind Connection



- ▶ Although our body language also governs the way other people perceive us, our body language also governs how we perceive ourselves and how those perceptions become reinforced through our own behavior, our interactions and even our physiology.
- ▶ You body shapes your mind. Your mind shapes your body. And your behavior shapes your future.



Prepare for the Day with Big Poses

- Stretch out before getting out of bed
- Once out of bed, hold one or two of your favorite poses for 2 minutes
- Use the privacy of your office, or a bathroom to pose prior to going into a challenging situation.
- Don't spend time on your phone, hunched over, it places you in a powerless frame of reference.
- If you can't strike a pose, do it mentally. Be a superhero in your own mind.



Prepare with Big Poses

- ▶ If you are about to face a challenging situation and you have no other option but to sit:
 - ▶ pretend you have a string attached to your head, pulling you straight up.
 - ▶ Pull your shoulders back, but drop into a relaxed position.
 - ▶ Take slow even breaths.
 - ▶ Keep your chin up.
 - ▶ Make sure your feet are grounded.
 - ▶ Smile
- ▶ If you can arrive before others to the meeting. Get comfortable with occupying and expanding in the space.



Self-Nudging

How tiny tweaks lead to big changes

It is about approaching your biggest challenges without dread, executing them without anxiety, and leaving them without regret.

- Each time you engage in a small self-nudge, you are creating a memory that you can access in the future.
- For instance,
 - walking up a flight of stairs versus taking an elevator
 - Losing only $\frac{1}{2}$ pound of weight in two weeks



Self-Nudging

How tiny tweaks lead to big changes

- ▶ Nudges are effective for several reasons
 1. Nudges are small and require minimal psychological and physical commitment.
 2. Nudges operate via psychological shortcuts.
 3. Most people assume our behaviors follow our attitude, but our attitude can follow our behavior.
 4. Small, incremental changes based on tiny nudges can also lead to enhanced confidence, improved self-efficacy, better relationships, and quality of life.



Servant Leadership

- ▶ In the book *Good to Great: Why Some Companies Make the Leap and Others Don't*, Jim Collins researched 15 companies that were considered to be outstanding. His findings indicate that the best CEO's were modest and self-effacing. They cared about their business and their employees. They took time to listen and build relationships with everyone.
- ▶ Excellent leaders respect, empower and nurture their employees.
- ▶ They had open and transparent policies, and interactions.
- ▶ They encourage sharing thoughts and ideas.
- ▶ This is the best leadership style that transfers from the business model to education.

Servant Leadership

- The idea of servant leadership is ancient. Philosophers such as Lao Tzu, Chanakya, Cicero, Plutarch and Xenophon reference and explore it in their writings. It surfaces in many religious texts, such as the Bible. But it was Robert K. Greenleaf in 1970 who coined the term in his essay “The Servant as Leader”:

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.



In 1998, writer and philosopher Larry Spears distilled Greenleaf's ideas into ten key servant leadership traits:

- ▶ Listening
 - ▶ Empathy
 - ▶ Stewardship
 - ▶ Foresight
 - ▶ Persuasion
 - ▶ Conceptualization
 - ▶ Awareness
 - ▶ Healing
 - ▶ Commitment to the growth and development of people
 - ▶ Building community.
- 



Servant Leadership



- ▶ Team members feel empowered, respected, and invited to share their opinions and insights.
- ▶ It recognizes the importance of building the relationship with others.
- ▶ This is especially important in education. Where we work with teachers, parents and they talk within and outside of the community.
- ▶ We may just think we are having an isolated meeting, discussing a single child but our words can have ripple effects far beyond.
- ▶ We always need to keep in mind that taking the time to build a respectful and positive interaction with another will also have ripple effects.



Servant Leadership



- ▶ Long-term transformational change in our world begins with how we present ourselves and how we treat others.
- ▶ Are we modeling the type of interaction we would want for ourselves?
- ▶ Active listening is key to productive interactions.
- ▶ Always remember that everyone has their own story, and what may not make sense to us, does make sense to them.
- ▶ We need to share our expertise in a way we can be heard, and by taking the time to be open, listen, and ask questions of others increases our overall effectiveness.



Additional Leadership Suggestions

- At the end of every meeting summarize what was said.
- Have a form that can document a clear plan of action, delineating who, what, where and when.
- Write any commitments you have made into a calendar
- Always anticipate that an emergency will occur and bump what you need to do up one week, or two.
- Try to delegate what you can, so you can prioritize what is truly important.
- Remember to breathe and to take care of yourself.

Sources

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