



**Leadership:  
Making Quality Assistive  
Technology Services  
Sustainable**

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**Framing the Leadership Module**

Building Systemic Capacity in AT

➔ **Leading the Change Process**

- ▶ Assessing AT Service Delivery
- ▶ Determining Implementation Stage
- ▶ Reaching Sustained Implementation



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**Section 1:  
Leading the Change  
Process**

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### **Objectives**

- ▶ Examine different models and components of leadership
- ▶ Compare roles of managers and leaders
- ▶ Understand the role of sustained leadership in creating meaningful change



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**What is your definition of  
“leadership”?**

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### **Leadership Definition**

*“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”*

Peter Northouse, *Leadership Theory and Practice.*



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# Texas Assistive Technology Leadership Module Part 1: Participant Note Taking Guide

## Leadership Components

- ▶ Trait vs Process Models
- ▶ Administration
- ▶ Management vs. Leadership
- ▶ Assigned vs. Emergent Leaders




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## What Do Administrators Need to Know About AT?

- ▶ Statutory and regulatory requirements
- ▶ How AT can benefit learners
- ▶ What their district's/school's current AT practice looks like
- ▶ What good practice looks like

**Administrative support is critical to provision of quality, systemic AT services**




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## Functions of Management and Leadership

Management	Leadership
Planning and budgeting <ul style="list-style-type: none"> <li>• Establish agendas</li> <li>• Set timetables</li> <li>• Allocate resources</li> </ul>	Establish direction <ul style="list-style-type: none"> <li>• Create a vision</li> <li>• Clarify big picture</li> <li>• Set strategies</li> </ul>
Organizing and staffing <ul style="list-style-type: none"> <li>• Provide structure</li> <li>• Make job placements</li> <li>• Establish rules and procedures</li> </ul>	Aligning people <ul style="list-style-type: none"> <li>• Communicate goals</li> <li>• Seek commitment</li> <li>• Build teams and coalitions</li> </ul>
Controlling and problem solving <ul style="list-style-type: none"> <li>• Develop incentives</li> <li>• Generate creative solutions</li> <li>• Take corrective action</li> </ul>	Motivating and inspiring <ul style="list-style-type: none"> <li>• Inspire and energize</li> <li>• Empower others (including subordinates)</li> <li>• Satisfy unmet needs</li> </ul>

Adapted from Northouse

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## Texas Assistive Technology Leadership Module Part 1: Participant Note Taking Guide

### Typical Role of a Manager

- ▶ Role assigned by administration
- ▶ Responsible for
  - Budget
  - Staffing assignments
  - Resource allocation
- ▶ May or may not prioritize AT in their work plan



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### Typical Role of an AT Leader

- ▶ Develops due to special interest in AT
- ▶ Evolves from different professional backgrounds such as AT team members, classroom teachers, related service providers
- ▶ Can be based at the building, district or regional levels
- ▶ Often added on top of other duties
- ▶ May or may not be supported by administration or part of a change initiative in AT



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### What is Needed? A Manager or a Leader?

- ▶ Ideally we need both!
- ▶ One person can perform both roles or
- ▶ Different people can perform the roles
- ▶ Balance is what is critical



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### Balancing Management and Leadership

- ▶ When there is joint management and leadership, progress is facilitated.
- ▶ When there is management, but no leadership, leadership will emerge to fill the gap or there will be failure to meet needs as they arise.




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### An Effective Leader in AT

- ▶ Has specific knowledge of federal and state law related to AT
- ▶ Has knowledge and skills related to AT devices and services AND the educational environment
- ▶ Has skills to support systems change and sustainable implementation




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### Assigned vs. Emergent

#### Assigned

- ▶ Appointed to a position based on organizational structure
  - Principal
  - Supervisor
  - Director of Special Education
  - Coordinator of Related Services
  - AT Team Leader

#### Emergent

- ▶ Emerges over a period of time through communication.
- ▶ Viewed by others as most influential member
  - AT team leader
  - Shared team leadership

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### **Emergent Leadership Advantages**

- ▶ Establishes and maintains boots on the ground shared vision
- ▶ Facilitates others to reach common goals and shared objectives
- ▶ Recognized by peers for knowledge and skills
- ▶ Viewed by others as most influential



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### **Emergent Leadership Challenges**

- May lack recognition and support of agency management
- May not align with agency vision or supports
- Will not be a part of a systemic change strategy without support from management



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### **Impact of Leadership Models**

- ▶ Both assigned and emergent models can have positive outcomes
- ▶ Emergent leadership endorsed and supported by agency hierarchy can yield greater impact
- ▶ Develop strategies to evolve emergent leadership to endorsed leadership



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# Texas Assistive Technology Leadership Module Part 1: Participant Note Taking Guide

## Administrative Support of Emergent Leadership

- ▶ Assign a meaningful FTE to the work
- ▶ Include a written job description
- ▶ Invest in ongoing professional development to build skills
- ▶ Support with coaching/mentoring
- ▶ Recognize the new role with peers
- ▶ Provide opportunity for feedback and self-reflection




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## Leader/Leadership/Leading

- ▶ Leaders
  - have a formal role in a particular system
  - may- or may not- have leadership skills and be capable of leading
- ▶ Leadership
  - is related to the skills, abilities and degree of influence
  - is supporting others to do things, while management is getting things done through others
  - is creating a world in which others want to belong.
- ▶ Leading
  - is the result of using the individual's role and leadership skills to influence others

Robert Dilts (2002)




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## A New Model

### Sustained

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| <ul style="list-style-type: none"> <li>▶ Endorsed position by an administrator           <ul style="list-style-type: none"> <li>◦ AT Team Leader</li> </ul> </li> <li>▶ Viewed by others as most influential</li> <li>▶ Acts as a manager and an AT leader</li> </ul> | <ul style="list-style-type: none"> <li>▶ Has developed skills and strategies to support systems change</li> <li>▶ Knows AT, educational, and change systems</li> <li>▶ Can lead from the top down and bottom up</li> </ul> |
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Sustained Leadership has components of assigned and emergent leadership.

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### Activity 1

- ▶ Read Red River ISD Case Study 1
- ▶ Answer the discussion questions by yourself or with a table partner.



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### It's Your Turn

- ▶ What type of leadership do you observe in your district, agency or team?
- ▶ What steps could be taken to move toward sustained leadership?



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*"Innovation...  
requires the ability to  
collaborate and share ideas  
with other people...  
to sit down and talk...  
get their feedback and  
understand their needs."*

Bill Gates



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**What's Next?**

Building Systemic Capacity in AT -

- ▶ Leading the Change Process
- ▶ Assessing AT Service Delivery
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