Introverted Leadership for School Counselors

By Jennifer Northcutt
School Counselor
Hogan Preparatory Academy
Today’s Objectives

1. I will connect the context of leadership with the role of school counselor.
2. I will identify and analyze my strengths as an introverted leader.
3. I will identify strategies that will help me grow in skills and leadership qualities that may challenge me.

Goal: To leave the session with an increased confidence in my ability to lead, feeling energized and equipped to affect change as a school counselor leader while drawing on my strengths as an introvert!

Assumption: Most of the audience identifies as an introvert and has taken a personality assessment to confirm that.
Workshop Journal

To be completed individually to maintain engagement

Please use this to help ground your knowledge and understanding

Created to provide opportunities for reflection and connection (and to decrease partner/group activities)
Picture This:

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><img src="image1" alt="Wolf" /></td>
<td>2</td>
<td><img src="image2" alt="Lamp" /></td>
</tr>
<tr>
<td>3</td>
<td><img src="image3" alt="Bike" /></td>
<td>4</td>
<td><img src="image4" alt="Rose" /></td>
</tr>
</tbody>
</table>
Are You An Introvert?

- Do you feel energized by alone time, rather than interactions with others?
- Do you struggle with feeling that your voice is heard?
- Do you wait to express your thoughts after you’ve had time to reflect?
- Do you present mostly as calm, quiet, and thoughtful?

Many counselors identify as introverts due to our innate personality nature of listening, thinking, feeling, and judging situations.
(And Counselor Too!)

**GOOD INTROVERT CAREER OPTIONS**

- **LIBRARIAN**
- **FOREST RANGER**
- **ZOOKEEPER**
- **MERMAID**

@introvertdoodles
“School counselors are uniquely trained to assume leadership in schools due to their knowledge, awareness, and skills that other school professionals may lack in a number of applied areas” (Wingfield, Reese, & West-Olatunji, 2010).

- School counselors are expected to lead in terms of student advocacy, academic programming, and affecting systemic change.
- Bolman & Deal (2008) posit that there are four main leadership contexts:
  - Structural
  - Human Resource Leadership
  - Political Leadership
  - Symbolic Leadership
Structural Leadership

1. Build the foundation of an effective school counseling program.
2. Attain technical mastery of counseling and education.
3. Design strategies for the growth of the school counseling program
4. Implement an effective school counseling program.

Which of these tasks would challenge an introvert?

(Dollarshide, 2003)
Political Leadership

1. Understand the distribution of power within the building and district.
2. Build linkages with important stakeholders (parents, administrators, teachers, board members).
3. Use persuasion and negotiation.

Which of these tasks would challenge an introvert?

(Dollarhide, 2010)
Human Resource Leadership

1. Believe in people.
2. Communicate that belief.
3. Be visible and accessible.
4. Empower others.

Which of these tasks would challenge an introvert?

(Dollarhide, 2010)
Symbolic Leadership

1. Use symbols and metaphors to gain the attention of followers.
2. Frame experience in meaningful way for followers.
3. Discover and communicate a vision.
4. Maintain a relationship with the community you represent.
5. Model health on all levels to inspire others.
6. Lead by example.

Which of these tasks would challenge an introvert?

(Dollarhide, 2010)
Strengths of Introverted Leaders

- **Taking Quiet Time**
  - Unleashing creativity
  - Sustaining energy
  - Increase understanding of others
  - Maintain Focus

- **Preparation**
  - Become an expert
  - Prove your value
  - Involve others
  - Increase confidence

(Kahnweiler, 2009)
Strengths of Introverted Leaders

- Engaged Listening
  - Increase understanding
  - Deepen empathy
  - Gain credibility
  - Build engagement

- Focused Conversations
  - Provide support and encouragement
  - Spark learning
  - Solve problems
  - Work through conflict

(Kahnweiler, 2009)
Challenges for Introverted Leaders

● Leading teams
● Leading and participating in meetings
● Delivering presentations
● Networking

(Kahnweiler, 2009)
The Four Ps Framework

The Four Ps:

Prepare--being thoughtful and intentional about the task. This comes naturally to introverts.
Presence--being engaged and connecting with others
Push--where we get out of our comfort zone--asserting ourselves as leaders
Practice--getting better at and more comfortable with new behavior

(Kahnweiler, 2009)
# Leading Teams

<table>
<thead>
<tr>
<th>PREPARE</th>
<th>PUSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Know yourself</td>
<td>● Be open-minded</td>
</tr>
<tr>
<td>● Build your team</td>
<td>● Delegate</td>
</tr>
<tr>
<td>● Understand your team</td>
<td>● Be assertive</td>
</tr>
<tr>
<td>● Create the environment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENCE</th>
<th>PRACTICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Walk around</td>
<td>● Surround yourself with a support system</td>
</tr>
<tr>
<td>● Write it down</td>
<td></td>
</tr>
<tr>
<td>● Listen like a leader</td>
<td></td>
</tr>
<tr>
<td>● Have spontaneous conversations</td>
<td></td>
</tr>
<tr>
<td>● Pay attention to facial expressions</td>
<td></td>
</tr>
<tr>
<td>● Flex your style</td>
<td></td>
</tr>
</tbody>
</table>
## Leading and Participating in Meetings

<table>
<thead>
<tr>
<th>PREPARE</th>
<th>PUSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Know the purpose</td>
<td></td>
</tr>
<tr>
<td>● Prepare and contribute</td>
<td></td>
</tr>
<tr>
<td>● Ease into the meeting</td>
<td></td>
</tr>
<tr>
<td>● Know where to sit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Use technology wisely</td>
</tr>
<tr>
<td></td>
<td>● Have assertive tools to handle extroverts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENCE</th>
<th>PRACTICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Establish and enforce ground rules</td>
<td></td>
</tr>
<tr>
<td>● Use brainwriting</td>
<td></td>
</tr>
<tr>
<td>● Get your voice in the room</td>
<td></td>
</tr>
<tr>
<td>● Build in breaks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Practice new approaches</td>
</tr>
<tr>
<td></td>
<td>● Use meetings as learning labs</td>
</tr>
<tr>
<td></td>
<td>● Become a SME</td>
</tr>
</tbody>
</table>

---

**MSA 2019 FALL CONFERENCE**

**TRIPLE CROWN**

**Missouri School Counselor Association**
## Delivering Presentations

<table>
<thead>
<tr>
<th>PREPARE</th>
<th>PUSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Prepare the material</td>
<td>● Know how far to push</td>
</tr>
<tr>
<td>● Prepare yourself</td>
<td>● Say it aloud</td>
</tr>
<tr>
<td></td>
<td>● Get creative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENCE</th>
<th>PRACTICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Connect with your audience</td>
<td>● Look for opportunities to practice</td>
</tr>
<tr>
<td>● Pause</td>
<td></td>
</tr>
<tr>
<td>● Attend to your body language</td>
<td></td>
</tr>
</tbody>
</table>
## Networking

<table>
<thead>
<tr>
<th>PREPARE</th>
<th>PUSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Know your purpose</td>
<td>● Volunteer</td>
</tr>
<tr>
<td>● Decide what you can offer and what you need</td>
<td>● Take breaks</td>
</tr>
<tr>
<td>● Prepare questions <a href="#">Video</a></td>
<td>● Leave early if you need to</td>
</tr>
<tr>
<td>● Create a social media strategy</td>
<td>● Learn/teach names</td>
</tr>
<tr>
<td></td>
<td>● Lead ice-breaker</td>
</tr>
<tr>
<td></td>
<td>● Introduce others</td>
</tr>
<tr>
<td></td>
<td>● Put phone away</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENCE</th>
<th>PRACTICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Listen with depth</td>
<td>● Follow up</td>
</tr>
<tr>
<td>● Paraphrase</td>
<td>● Feed your network</td>
</tr>
<tr>
<td>● Observe to assess the fit</td>
<td></td>
</tr>
<tr>
<td>● Go beyond chitchat</td>
<td></td>
</tr>
<tr>
<td>● Find common ground</td>
<td></td>
</tr>
<tr>
<td>● Pique interest</td>
<td></td>
</tr>
</tbody>
</table>
Journal Check and Questions

What items from your workshop journal are incomplete, and/or what can I clarify for you?

Please take a moment to complete the final reflection on your workshop journal, and let me know if I can answer any questions for you.
Introverted Leaders sums it up well. Let’s watch!

Key Reminder: “Introvert” is not a barrier, nor should it be a label. It is a strength, and an asset to your team, and especially to your students.

Being a leader in a school can look a lot of different ways. People will look to your quiet influence to make change.
Further Reading

The Introverted Leader

Building on Your Quiet Strength

Jennifer B. Kahnweiler, PhD
Bestselling author of Quiet Influence and The Power of Opposites

"The definitive guide for introverts to tap into their leadership potential and succeed in an extroverted world."
— Arianna Huffington, Founder and CEO, Thrive Global

Foreword by Douglas R. Conant
Former President and CEO of Campbell Soup Company

Quiet Influence

The Introvert's Guide to Making a Difference

Jennifer B. Kahnweiler, PhD
Bestselling author of The Introverted Leader

"This extraordinary book shows that you don't have to raise your volume to have a voice."
— Susan Cain, author of Quiet
References


Announcements

● For all conference related information, download the Conference App. See TV screens in registration area for additional information.
● Please complete the Workshop Evaluation:  http://bit.ly/2IlxOVh
● Please complete the Full Conference Evaluation: http://bit.ly/2LM0rgF
● Support this year’s Annual Project through raffles, bingo, Monday power hour, and service project. Visit the activities desk for additional information.
● Visit exhibitors in Windgate Hall.
● Make plans to participate in evening activities:
  ○ Service Project Activity from 6:00 to 9:00 p.m.
  ○ Hospitalities from 7:30 to 9:00 p.m.
  ○ Bingo from 9:00 to 10:00 p.m.
  ○ Dance beginning at 9:00 p.m.
● For more information on MSCA, like us on Facebook (mymsca) and follow us on Twitter (@myMSCA).