



Successful Collaboration *In Special Education*



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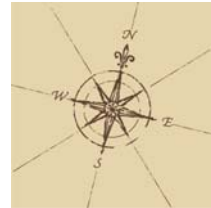
Purpose of Presentation

- To provide participants with an understanding of the fundamental dynamics of both negotiation and collaboration
- To provide participants with powerful tools for effective collaboration (in any context)
- To help participants effectively and successfully collaborate as part of a special education team in support of children with exceptional needs



Success Through Collaboration

- Collaboration and Negotiation
- Dynamics of Negotiation
- Succeeding Through Collaboration
 - Becoming an empowered partner
 - Effective communication
 - Finding real solutions
 - The power of validation
 - Motivating a team
 - IEP meeting strategies



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Success Through Collaboration

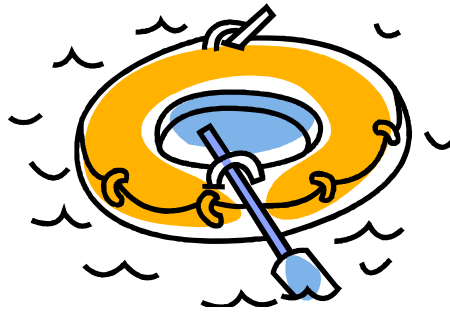
Collaboration...

- Requires true partnership and mutuality
 - Applies to families and staff
- Requires trust
 - About relationships
- Is a philosophy
 - Not a selective tool





Success: How Do We Get There?



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Collaboration vs. Negotiation

Common conceptions:

- Collaboration -- working together
- Negotiation -- bargaining and compromise (win-lose)
- Compatibility -- not very

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Collaboration vs. Negotiation

Better View:

Collaboration is "Win-Win" negotiation



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Win-Win Negotiation

- Collaborative toward a common goal
- Most important needs or desires met
- Respectful and supportive
- Relationships preserved
- Creative and productive

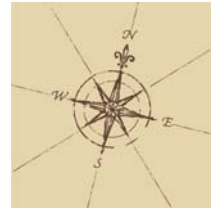


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Dynamics of Negotiation

- Negotiation
 - The art of getting your needs or desires met
- We negotiate constantly



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Dynamics of Negotiation

- Negotiation takes many forms

- Explicit:



- Extreme:



- Subtle:



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Dynamics of Negotiation

- Negotiation



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Dynamics of Negotiation

- Partnerships
 - Positive
 - Creative
 - Productive
 - Negotiated



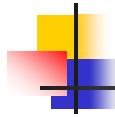
Dynamics of Negotiation



DREAMWORKS

—SKG—





Dynamics of Negotiation

- Operative factors
 - Skills
 - Leverage



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Dynamics of Negotiation

- We have control over our skill:
 - Negotiation is not necessarily intuitive



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Dynamics of Negotiation

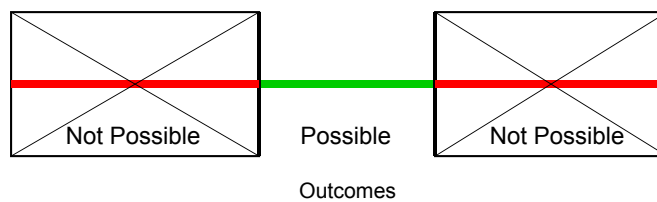
- Little control over leverage:
 - Determined by outside forces
 - Represents the boundaries of possible results

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Dynamics of Negotiation

- Continuum of possible outcomes...
...which is bounded by outside forces



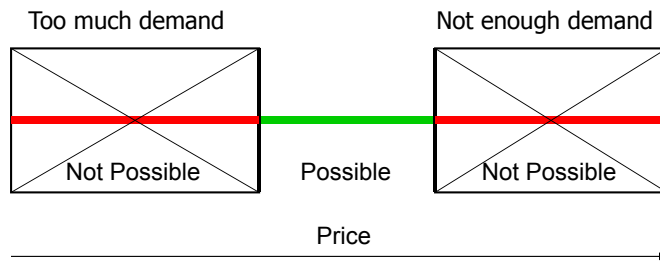
- Boundaries can be determined by market forces or legal frameworks or both

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Dynamics of Negotiation

- Commercial Contexts:
 - Boundaries determined by supply and demand

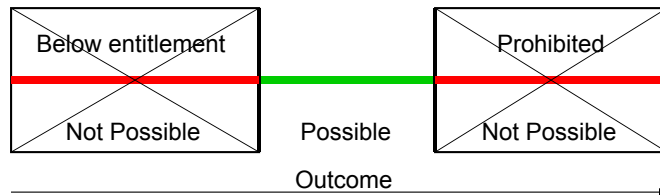


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Dynamics of Negotiation

- Legal Frameworks:
 - Boundaries are set by both market forces and law (proscription or entitlement)
 - Monopolies (price-fixing, bundling, unfair competition)
 - Employment (minimum wage, discrimination)

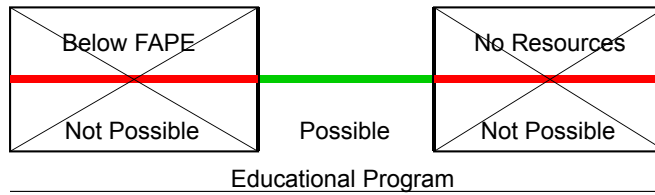


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Special Education Boundaries

- Special Education: legal framework
- Boundaries set by law and economic realities.
 - IDEA: "Free Appropriate Public Education" (FAPE)
 - Available funding and staff

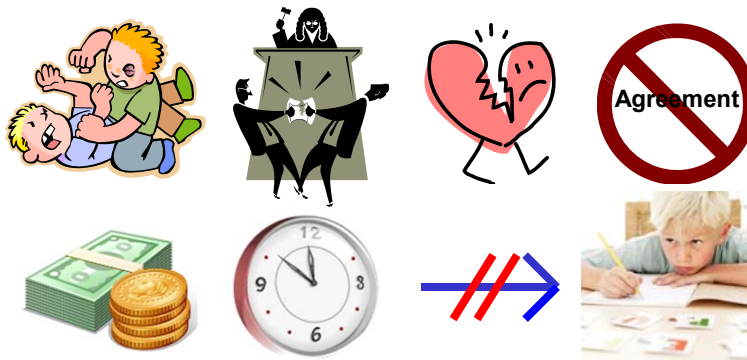


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Negotiating Outside Boundaries

- When we negotiate outside the boundaries of possible results:

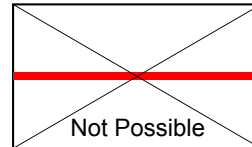


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Negotiating Outside Boundaries

- Why does it happen?
 - Don't know the boundaries
 - Misinformed about entitlement
 - Misguided about FAPE
- What can we do about it?
 - Be an educated & empowered partner
 - Collaborate

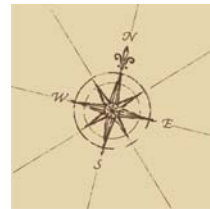


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Success Through Collaboration

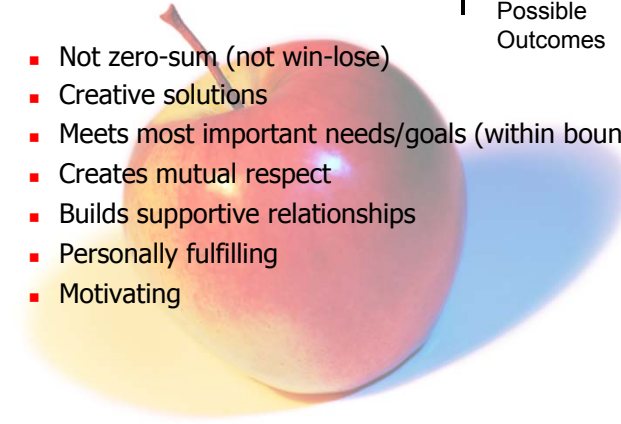
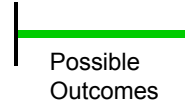
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Succeeding Through Collaboration

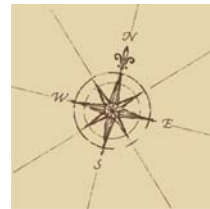
- Goal is "win-win" collaboration
- Not zero-sum (not win-lose)
- Creative solutions
- Meets most important needs/goals (within boundaries)
- Creates mutual respect
- Builds supportive relationships
- Personally fulfilling
- Motivating



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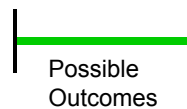
Succeeding Through Collaboration Becoming an Empowered Partner

- Individual With Disabilities Education Act (IDEA):
 - Parents are full partners



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Succeeding Through Collaboration Becoming an Empowered Partner

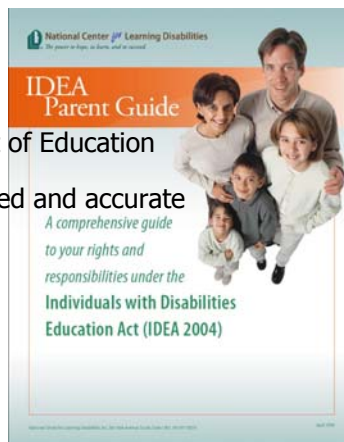


- To be a fully empowered partner, we must know both our entitlements **and** limits, so we can collaborate within boundaries of possible results.
 - Procedural boundaries
 - Substantive boundaries

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Succeeding Through Collaboration Becoming an Empowered Partner

- IDEA Parent Guide
 - Adopted by California Department of Education
 - Organized, understandable, detailed and accurate
 - Substantive and procedural
 - Tool kits



Succeeding Through Collaboration Becoming an Empowered Partner

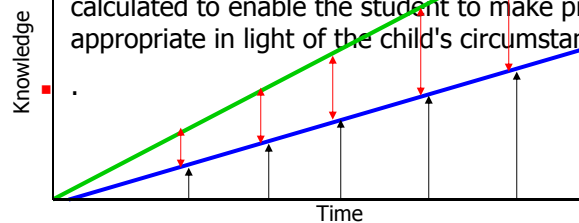
- Google: "NCLD IDEA Parent Guide"
- Or email me for a copy

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Succeeding Through Collaboration Becoming an Empowered Partner

- An Important Substantive Boundary: F.A.P.E
 - Parent perspective: Maximizing potential
 - IDEA entitlement: Floor of opportunity
 - Free Appropriate Public Education (FAPE)...
 - ...is an Individualized Education Program (IEP) reasonably calculated to enable the student to make progress appropriate in light of the child's circumstances



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Succeeding Through Collaboration Becoming an Empowered Partner

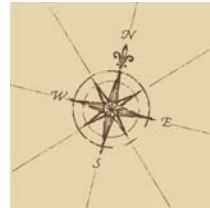
- Another Important Substantive Boundary: Resources
- Why not maximize potential?
 - No children are guaranteed maximum benefit
 - Limited Funding
 - Federal Promise – 40% of Mandate
 - Federal Reality – 11 - 18% of Mandate
 - Significant portion of shortfall comes out of general education funds
 - Per-pupil spending in CA
 - State Budget Situation
 - Available Staff: International shortages

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Succeeding Through Collaboration Effective Communication

- Model and encourage appropriately assertive communication
- Three communication styles:
 - Passive
 - Aggressive
 - Assertive



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Succeeding Through Collaboration Effective Communication

- Passive communication:
 - Does not express feelings or needs
 - Fears conflict, does not assert rights
 - Indirect or inhibited
 - Not confident
 - Self-denying or dishonest
 - Feels anxious, helpless, manipulated
 - Generates distrust
 - Does not win respect or succeed



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Succeeding Through Collaboration Effective Communication

- Aggressive communication
 - Expresses feelings and needs to the exclusion of others
 - Ignores rights of others
 - Dominates or humiliates
 - Defensive or hostile
 - Self-enhancing or arrogant
 - Righteous, superior and controlling
 - Generates distrust and fear
 - Does not win respect or succeed

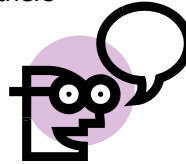


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Succeeding Through Collaboration Effective Communication

- Assertive communication
 - Expresses feelings and needs honestly
 - Values feelings and needs of others
 - Asserts legitimate rights
 - Respects rights of others
 - Direct and straightforward
 - Confident and open-minded
 - Self-respecting
 - Generates trust in others
 - Wins respect and succeeds

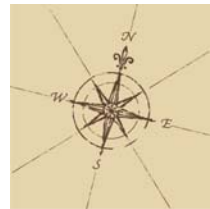


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Succeeding Through Collaboration Finding Real Solutions

- To find Win-Win solutions...



- ...we must understand the needs and desires (goals) of your partner, and clearly communicate yours
 - Prioritize and communicate your needs/desires/goals
 - Learn you partner's needs/desires/goals

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Succeeding Through Collaboration Finding Real Solutions

- Know and communicate your needs and goals

- Examine
- Prioritize
- Communicate your priorities honestly.

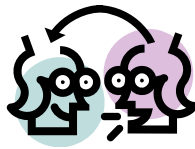


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Succeeding Through Collaboration Finding Real Solutions

- Allows others to address most crucial goals first, in case of limited time or tension between goals.
 - E.g., academic v. social goals
- If you can't effectively communicate your priorities, you may not get them met.



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Succeeding Through Collaboration Finding Real Solutions

- Learn your partner's needs and goals
- BFO #1:
 - If you don't understand their needs. . .
you can't meet them.
 - If you can't meet their needs. . .
you can't find a solution.
 - A "solution" that doesn't meet the most important needs of both partners is not a *real* solution.

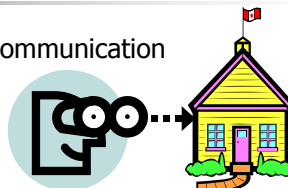


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Succeeding Through Collaboration Finding Real Solutions

- Example: Parent-Teacher Communication

- Parent Need:



- Teacher Need:



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Succeeding Through Collaboration Finding Real Solutions

- Example: Parent-Teacher Communication

- Non-Solution:



- Non-Solution:



- Real solutions!



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Succeeding Through Collaboration Finding Real Solutions

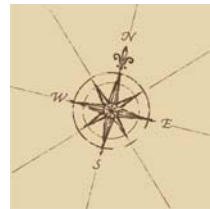
- Actively inquire
- Listen
 - Understanding...
 - their language and perspective
 - Opportunities...
 - to meet their needs
- Find a way to share the apple!



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Succeeding Through Collaboration The Power of Validation

- Verify and validate perspective
- Verify to ensure understanding
 - "If I hear you correctly...."
 - "So I understand that you need...."
- Understanding is not enough...
 - VALIDATE perspective!

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Succeeding Through Collaboration The Power of Validation

- Validating perspective empowers collaboration.
 - Validating perspective \neq agreement with position!
 - "I respect your concern about _____, and I understand why you feel that way (even though I don't agree)."
 - You must mean it: "I'm OK, You're OK."
 - Communicates care, concern and respect
 - Generates trust

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Succeeding Through Collaboration The Power of Validation

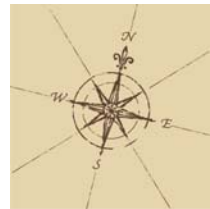
- Validation empowers collaboration.
 - Until people feel heard, understood and validated, it is hard to move forward on collaborative consensus.



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Succeeding Through Collaboration Motivating a Team

- Working in the green zone...
- The Golden Rule: "Do unto others..."
- Pay attention to the way winning teams are led and motivated
- Treat adults like children
 - Change behavior with rewards not punishment.

Possible Outcomes



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Succeeding Through Collaboration Motivating a Team

- BFO #2:
 - To motivate someone...
...you must know what motivates them
 - Teachers and educators are motivated by helping children (and families)
 - We can motivate IEP teams by letting them know precisely when and how they make a positive difference in our lives and the lives of our children



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Succeeding Through Collaboration Motivating a Team

- Recognize effort, regardless of outcome
- Highlight success concretely, to foster more success
- Express thanks
- Reward with praise (write a letter)
- Constructive Criticism needs to be expressed
 - Remember, passiveness is destructive
- Be very careful with email
 - Critical emails can be showstoppers

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Succeeding Through Collaboration Motivating a Team

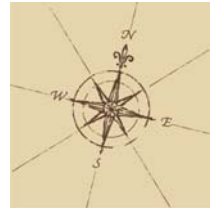
- A Very Important Side-Note to Motivation
 - Staff retention
 - Special Ed v. General Ed.
 - Competitive markets and staff shortages
 - Without staff there are no programs
 - When appropriate, help make it personally rewarding: this is truly a “Win-Win!”

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Succeeding Through Collaboration IEP Meeting Strategies

- Tip No. 1: Don't have one...(if you don't need one)
 - IEP meetings are difficult
 - Informal meetings can be very effective



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Succeeding Through Collaboration IEP Meeting Strategies

- When you need an IEP Meeting:
 - Annually (minimum)
 - Change accommodations
 - Change goals
 - Change service levels
 - Change placement

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Succeeding Through Collaboration IEP Meeting Strategies

- Tip No. 2: Understand the process mandated by IDEA
 - Present level of performance
 - Educational needs
 - New goals
 - Services & placement
 - Parent perspective
 - Parents are full partners in this process, informing all of the steps.
- 

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Succeeding Through Collaboration IEP Meeting Strategies

- Tip No. 3: Stay focused on *priorities*
 - Reach collaborative, creative and positive win-win solutions for the highest priorities.
- Honor time limits
 - "Need" to be met
 - Respect our partners
 - Respect other families
 - Respect the children



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Succeeding Through Collaboration IEP Meeting Strategies

- Tip No. 4: Be open-minded!
 - A team of minds is better than one
- Respect what our partners bring to the collaboration
 - Parent strengths:
 - Strong knowledge and intuition of our children
 - Staff strengths:
 - Experience, training and expertise in teaching children with special needs

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Succeeding Through Collaboration IEP Meeting Strategies

- Tip No. 5: Confirm action items – who, what, when

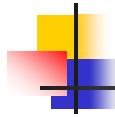


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Succeeding Through Collaboration Successful Collaboration

- Collaboration paves the way for creative, win-win solutions and respectful, trusting relationships
 - Become an empowered partners
 - Know entitlements **and** limits
 - Communicate effectively (assertively)
 - needs and priorities
 - Listen (respectfully)
 - understanding and opportunity (to meet needs)
 - Verify and validate (perspectives)
 - Respect and support each other mutually

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Success Through Collaboration

- Philosophy of Collaboration
 - Collaboration is people working together in a cooperative manner toward a **common goal or vision**
 - It requires the **interaction of different viewpoints, resources, and services from different individuals**, each representing a distinct area of experience or expertise
 - Collaboration requires use of **effective communication skills, creative problem solving, and mutuality of respect**
 - When people share together, learn together, appreciate different perspectives, and are committed to working together for **creative solutions that best meet the most important needs of all partners**, we can truly succeed

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Success Through Collaboration



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