



# Communicating Effectively: Tools for Educational Leaders

By Michael B. Gilbert

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**Communicating Effectively: Tools for Educational Leaders** By Michael B. Gilbert

*Communicating Effectively: Tools for Educational Leaders*, second edition, provides a unique perspective for aspiring and practicing educational leaders to expand their problem-solving and conflict-resolution strategies. Starting with an exploration of listening problems and solutions, this book evolves into an examination of how people perceive reality, what motivates them, and what happens when their needs are not met. The concepts of Process Communication, developed by clinical psychologist Taibi Kahler through his background in transactional analysis, provide the basis for the techniques from which educational leaders might choose. *Communicating Effectively* suggests new ways to understand the people with whom we interact, first by listening and then by understanding what our perceptions, channels, and motivation. Likewise, Michael Gilbert presents examples of problems and positive suggestions to intervene when communication is not effective.

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## **Editorial Review**

### **Review**

Dr. Gilbert's book is an excellent resource to help deal with communication issues and related unplanned school-wide and classroom events. I find much value in the ideas presented, and I strongly recommend its use especially in educator training and improving organizational climate. (Henry L. Roddy, specialist in alternative certification, Dallas Independent School District; consultant in educational leadership, curriculum, and instruction)

Unlike many of today's 'how to' books, this resource offers readers a blend of theory and practical applications that are presented in a clearly written, unbiased form that is easy to review, and more importantly, are easy to apply.

This book offers a road map for educational leaders showing them how they can effectively use, and ultimately master, the art of effective communication with members of their respective school communities in an effort to improve the academic and workplace cultures.

The author summarizes a wide variety of leadership and communication concepts and practices. Thanks, Michael, for sharing your knowledge and expertise related to effective communication. The information can, and undoubtedly will, improve workplace practice and policy. Accordingly, this book should be required reading for all educational leaders who are dedicated to improving the process of educating school children. (Thomas L Williams Ed.D, professor of Education, California State University, Sacramento, Thomas L. Williams, Ed. D., Professor Emeritus Department of Teacher Education California State University, Sacramento)

*Communicating Effectively* is a must have for leaders in all types of organizations! The connections to how we learn and use listening skills compared to how we learn other communication skills—such as reading and writing—are insightful and interesting. This book also solves the mystery of how to understand those you work with and how to lead them in the way that meets their needs. If you are ready to take the journey into exploring and understanding yourself and those you are leading, reading this book is a great way to begin. (Christine Beardsley, superintendent, Eaton Intermediate School District, and educational consultant)

### **Review**

The effectiveness of an educational leader is found in his or her ability to communicate successfully with all stakeholders in their organization. Scholarly and relevant, Dr. Michael Gilbert lays the framework for school administrators to deal with communication issues they encounter on a daily basis. Drawing from a wealth of research and personal experience, this book offers a myriad of practical suggestions for today's educational leaders. Dr. Michael Gilbert's vast knowledge of the Process Communication Model®, particularly as it applies to educators, provides valuable guidance for successful interactions that will enable both new and experienced educational leaders to increase the number of successful interactions they have both professionally and personally. (Rebecca C. Morriss, director of Special Services, Mountain Pine (AR) School District)

Leadership must involve communication that is marked by concern and appropriateness of message. This is particularly true in education, where leaders must address the needs of students and multiple external constituencies as well, including parents, community organizations, accrediting agencies, and a host of

others. Dr. Gilbert's book is a self-help handbook for success. It can be used by anyone in a leadership role, or indeed in any situation demanding successful interactions with others designed to create a productive non-confrontational environment. (Angela M. Sewall, dean of education at the University of Arkansas, Little Rock)

For the many practitioners in school administration who continually search for effective strategies to improve self and others, this book is a must. Dr. Michael Gilbert presents the research-based Process Communication Model as a practical, effective tool for understanding and responding appropriately to the real issues that confront administrators on a daily basis. Dr. Gilbert takes the mystery out of effective communication and provides a framework for the acquisition of related skills. It's more than just an interesting read—it's an experience that can take the stress out of your leadership! (John Tackett, superintendent of the Lonoke School District, AR)

...a reference work providing helpful advice for communicating with various individuals and groups. Gilbert offers practical scenarios for identifying one's own communication personality and the personalities of our colleagues. He provides specific suggestions on ways to interact with others so that the message we wish to communicate is truly understood. (*School Administrator*)

#### About the Author

**Michael B. Gilbert** is professor of educational leadership at Central Michigan University. He has been involved in the preparation of educational leaders since 1975. His earlier career involved public-school teaching and administration at both the school site and central office.

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