

# Re-thinking Leadership: It's Time For The Heroes To Go Home

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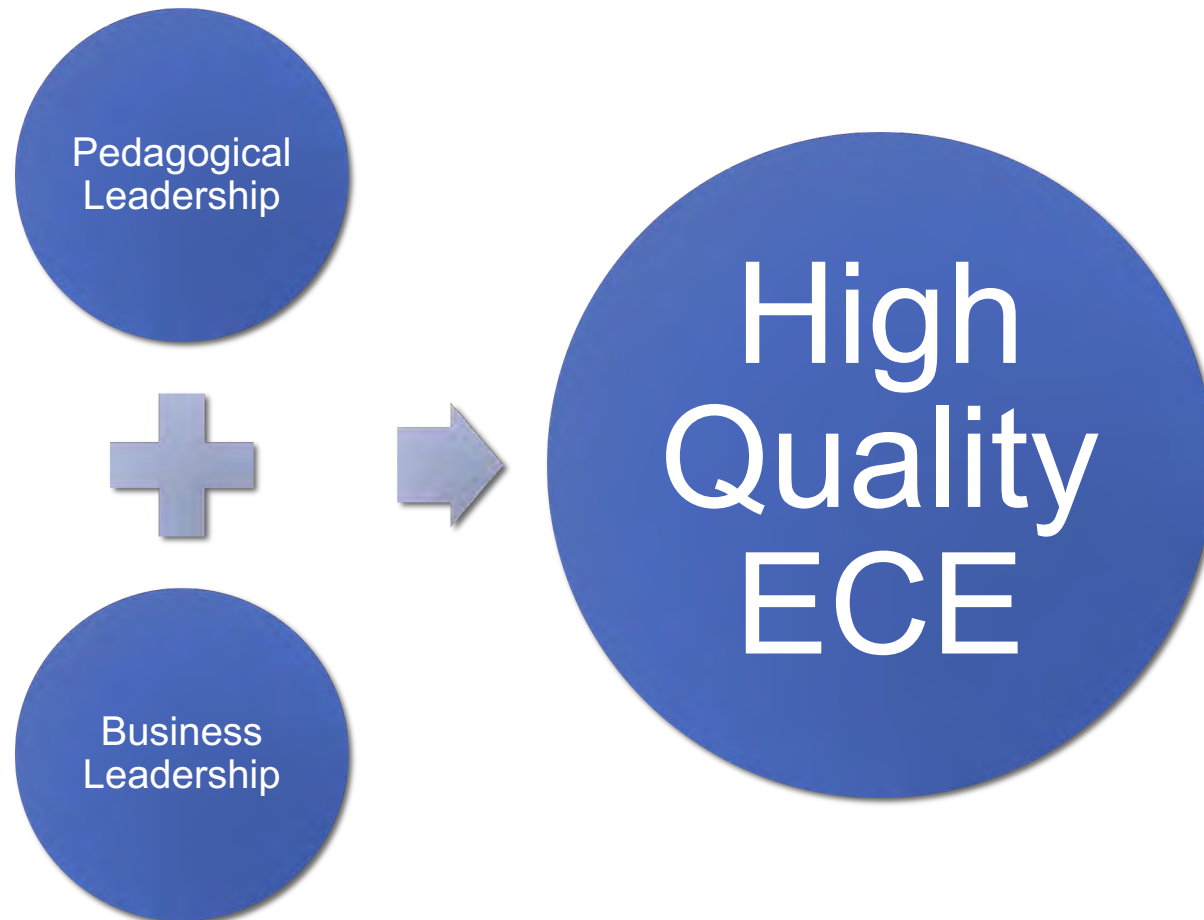
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# ECE Program Director Job Description



# High Quality Requires Two Types of Strong Leadership

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Maybe  
you feel  
like this...



...or this





....or  
maybe  
you're  
super  
skilled  
and can  
do this

# What is Leadership?

“Most of the time we use leadership as a synonym for boss or boss-ship. We confuse leadership with position. Leadership is a capacity of a human community to shape its future. Leadership is a collective. Leadership is everywhere.”

Peter Senge, *The Fifth Discipline*

# Leader as Hero

- Leaders have the answers; they know what to do
- People do what they are told; they just need good instruction
- High risk requires high control
- If I just work harder, if I take on more, I'll fix things.



“It’s time for the heroes to go home”

William Stafford

Margaret Wheatley says:

Leaders should be Hosts, not  
Heroes

# Leaders Who Act as Hosts:

- Rely on other people's creativity & commitment to get the work done
- See potential and skills in people that they may not see themselves
- Understand that people will support things they helped create
- Trust that most people yearn to find meaning & possibility in their work

# A New Approach to Leadership

- Order vs Control
- Power With vs Power Over
- Leadership as a Behavior not a Role

# Conditions of Order

(from Margaret Wheatley)

- Identity: the sense-making capacity
- Information: the medium
- Relationships: the pathway

# Identity

- Why are we doing this?
- What is our collective purpose?
- What are our core values?

*Identity is what we want to believe about ourselves and what we hope our actions show to be true about ourselves*

“ . . . When there’s a shared vision (as opposed to the all-too-familiar ‘vision statement’), people excel and learn, not because they are told to, but because they want to. But many leaders have personal visions that never get translated into shared visions that galvanize an organization.”

Peter Senge

“Everywhere I looked I saw a consistent set of values being expressed – in the arrangements and materials in the environment, in documentation displays on the walls, on the play yard, and in all interactions.”

*Looking for Core Values* by Margie Carter



# Defining Core Values for Your Organization

A tool from Margie Carter *(from the Visionary Director)*

Children deserve:	Families deserve:	Staff deserve:
1.		
2.		
3.		
4.		
5.		

# Shared Services: Leadership as a Community



- EVERY DIRECTOR DESERVES AN ADMINISTRATIVE TEAM.
- EVERY TEACHER DESERVES PEDAGOGICAL LEADERSHIP.
- EVERY CHILD DESERVES A REFLECTIVE TEACHER.

Information as Nourishment

VS

Information as Power

# Information as Nourishment

## *Some Examples*

- Teachers understand how child assessments can guide teaching and learning, so they authentically participate in conducting assessments and reporting data
- Teachers understand the financial implications of full enrollment – and therefore help to keep their classrooms full

# Relationships are the Pathway

*“Without connections, nothing happens.  
The more access people have to one another,  
the more possibilities there are.”*

- Learning Communities
- Focus on inquiry, curiosity, critical thinking
- Peer-to-peer, in role-alike groups

# Leadership as a Behavior, Not a Role

“In this chaotic world, we need leaders. But we don’t need bosses. We need leaders to help us develop the clear identity that lights the dark moments of confusion and to support us as we learn how act on our values.”

Margaret Wheatley

# Control

- Teachers/Directors accountable to regulators, funders, state standards
- PD is mandated & always delivered externally
- Compliance with rules is paramount; curiosity and communication discourages
- Staff wait to be told what to do
- Compliance with standards is the goal

# Order

- Teachers/Directors accountable to each other guided by core values
- PD is woven into the daily work; with time & space for staff to reflect & learn from one another
- Curiosity and communication encouraged
- Staff understand their role and feel empowered to act
- Standards are a platform or framework, not a goal



# Change Results from a Change in Meaning

“When we work from a sense of meaning, we get energy from the work. We are willing to work harder not out of duty but because we feel good, we feel empowered, we feel energized.”

Margaret Wheatley



# Meaning Creates Energy

## Classroom Teachers Begin to:

- See children's strengths and competencies.
- Have a new sense of curiosity & purpose
- Gain confidence in observing children, conducting assessments and adapting environments.
- Find their own voice and leadership style.

“There's only one thing that all the successful companies in the world have in common: None was started by one person.”

Ernesto Sirolli

# Shared Services: An Opportunity to Re-think Leadership

- Directors/supervisors working in teams
  - Able to focus on what they do best and enjoy most
- Teachers collaborating across sites
  - Engaged in role-alike training and peer support
- Administrative tasks handled more efficiently
  - More time to focus on children & families
- Scale to support Sustainability
  - For both business and pedagogical leadership

## What is a Shared Services Alliance?

A Shared Services Alliance is a community-based partnership comprised of small businesses (whether nonprofit or for-profit) within an industry or sector working together to share costs and deliver services in a more streamlined and efficient way. By participating in an Alliance, small businesses become stronger, more accountable, more financially sound and efficient, and better equipped to offer affordable, high-quality services.

[Read More](#)



The 2013 National Shared Services Conference will be held May 20-21 at the Loews Hotel in Atlanta, GA. Look for an invitation soon!

1

### Current Alliances

Shared Service Alliances in the ECE industry exist in locations across the country. [Learn more](#) about existing Alliances and those in formation.

2

### Form an Alliance

Shared Service Alliances develop in different ways. The one common denominator is a multi-step process that requires involvement from many different ECE "players." To understand the start-up process, see the [Shared Services Starter Kit](#) and other resources.

3

### Learning Community

Join the Shared Services Learning Community and learn more about Alliance developments in the ECE industry. Find out about webinars, conferences, and social media communities.

# Shared Services Resources

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- Opportunities Exchange: [www.opportunities-exchange.org](http://www.opportunities-exchange.org)
  - Profiles of current alliances
  - Tools, such as examples of management agreements
  - Articles and presentations
  - Videos and multi-media
  - Searchable database
- ECE Shared Resources national web portal:  
[www.ecesharedresources.com](http://www.ecesharedresources.com)

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