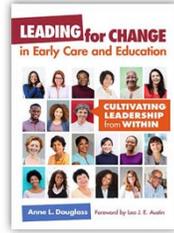


Leading for Change in Early Care and Education: Cultivating Leadership From Within

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3/13/2019

2

Insights

- Small acts of change leadership
- Building on people's strengths

3/13/2019

3

Three Ideas

1. Leadership Development Gap
2. Solutions and Strategies
3. Leadership Development Ecosystem

Anne Douglass



Health Care Quality



Child Care Quality







Entrepreneurial Leadership Curriculum

-  1. Leadership mindsets
-  2. Knowledge about change & innovation
-  3. Concrete solutions to improve quality

Research: New knowledge about early educator leadership and impact

- Redesign early childhood systems and policies to cultivate leadership at scale





SPROUTS
Farm & Forest Kindergarten

 **An Authentic Montessori Bilingual
Lab School Spanish–English Dual
Immersion**

Una escuela laboratorio auténticamente Montessori
y bilingüe Inmersión doble en español e inglés

Business innovations ➔ higher quality



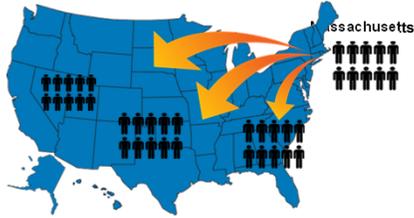
- Shared services
- Redirect savings to quality



**Leadership and Innovation Network for
Graduates**



Growing the network of leaders and affiliated partners





Investigating the Gap



Perceptions of Early Educators



Insights

1. Lack of awareness of leaders
2. Early educators seen as objects of change, rather than as change agents

Our Perceptions and Mindsets



A Shift

Traditional Leadership Approach → Relational, Entrepreneurial Leadership Approach

Early educators as:

- Passive adopters of change
- Objects of change

Early educators as:

- Co-creators and designers
- Leaders of change

“At its heart, the traditional view of leadership is based on assumptions of people’s powerlessness, their lack of personal vision and inability to master the forces of change, deficits which can be remedied only by a few great leaders”

- Peter Senge, 2006

Fixing the Problem



Entrepreneurial Leadership

- ▶ **Pursuit of better ways to do things**
- ▶ Innovative and creative thinking
- ▶ Transformative change
- ▶ From within our field

Entrepreneurial Leadership Mindsets

- ▶ **Bold, empowered mindset**
- ▶ A Leadership Program Graduate, ECE Program Director:
 - ▶ *“Who knows, maybe our directors’ group can contribute to a movement that helps to lead change rather than one that helps people tolerate it.”*



Entrepreneurial Leadership Mindsets

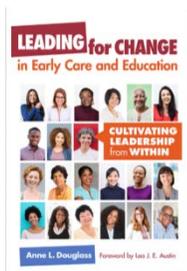
- ▶ Radical collaboration
- ▶ Beginner's mindset

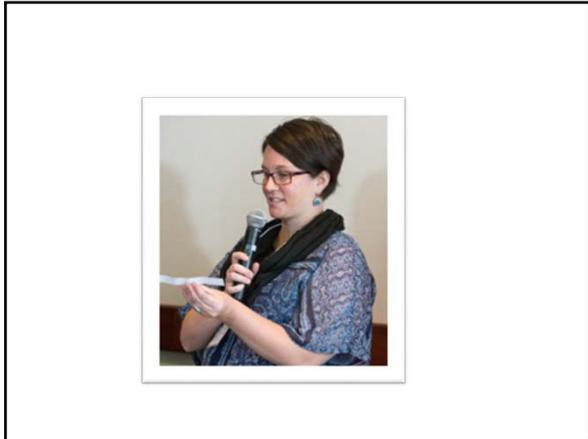
Shifting Mindsets



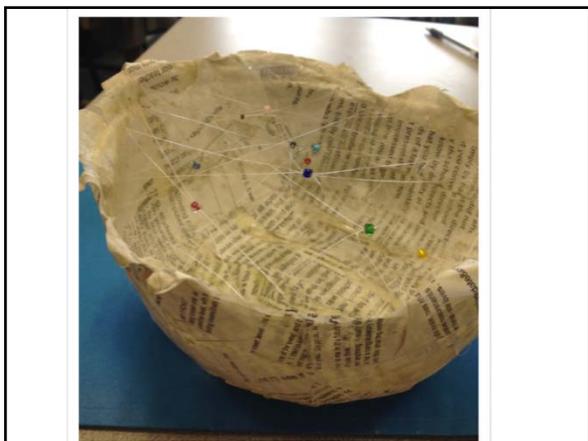
“As leaders, we need to follow that inner voice and not block it out with doubt, skepticism, and becoming bogged down in what is believed to be possible. I truly believe that we need to be more like NASA engineers and ask *how* we do something, not *if it's possible*.”

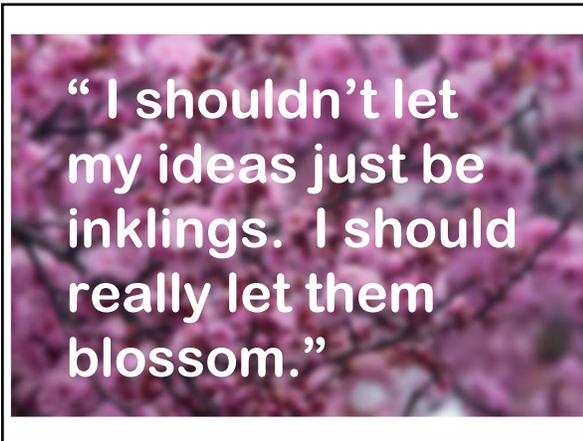
Becky's Story: "I make a difference"

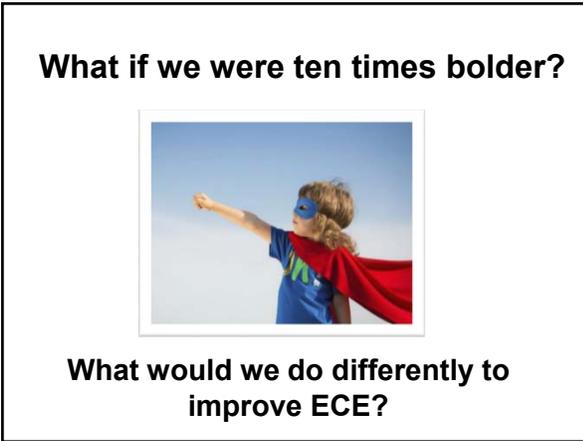




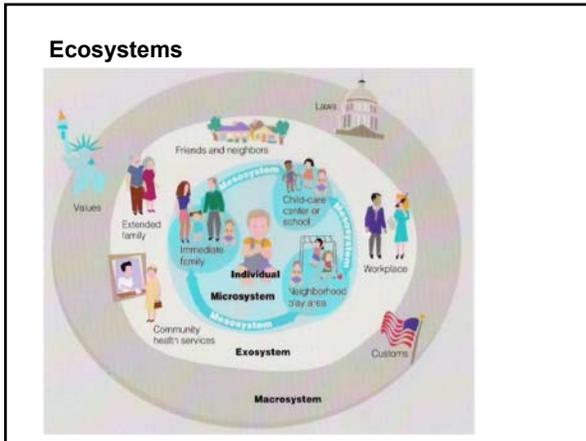














Dave Evans, NPR Interview

- ▶ “When you can’t know what you’re doing, you can’t navigate like a GPS because you don’t have a map, and you don’t have all the information: you have to wayfind. And wayfinding means taking one step at a time, knowing something about the direction you’re going, trying a few things, tuning it up, and then doing it again and doing it again.”

“Caminante, no hay puentes, se hace puentes al andar.”

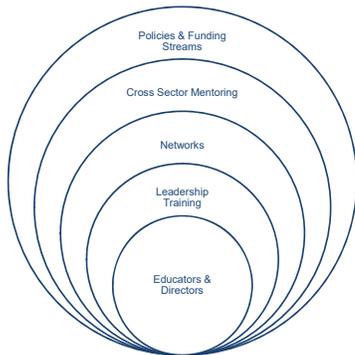
“Voyager, there are no bridges; one builds them as one walks.”

Gloria Anzaldúa
Poet, Author, Scholar, Philosopher

Designing the Ecosystem

- ▶ Entrepreneurial leadership training
- ▶ Leadership networks
- ▶ Supported cohorts
- ▶ Co-working spaces
- ▶ Access to specialized cross-sector, cross-disciplinary mentoring
- ▶ Policy and funding streams

Building the Ecosystem



Growing the Ecosystem



Looking Forward



Reflection



What is one thing you will do, think, or talk about as a result of being here today?

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Keep in Touch!
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