

Distributed Leadership

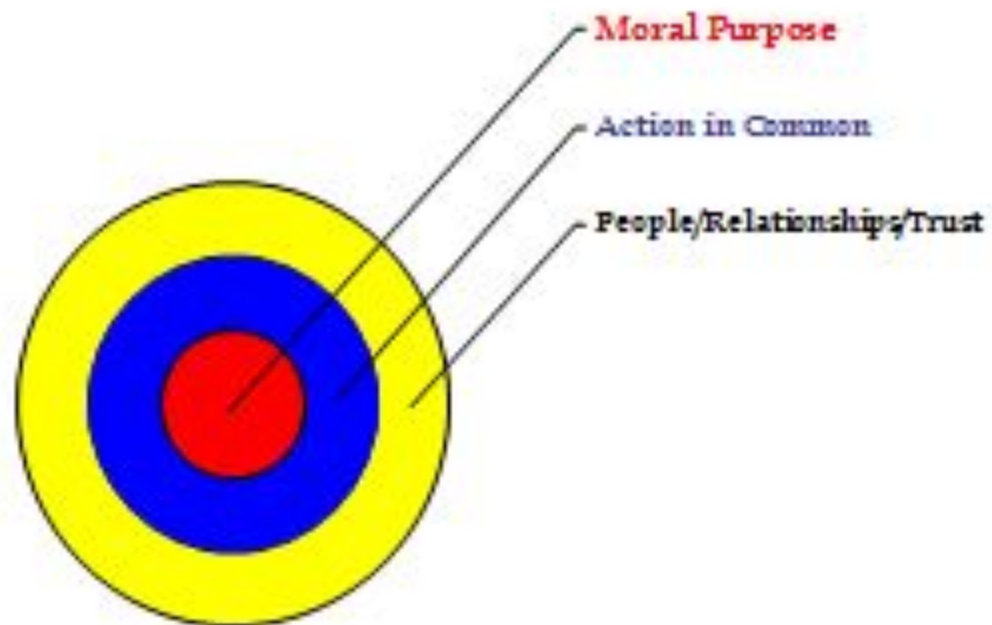
SHARING THE STAGE

and the Work

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All In: When Theory Meets Practice in School Reform
CUES Spring Symposium – April 28, 2018

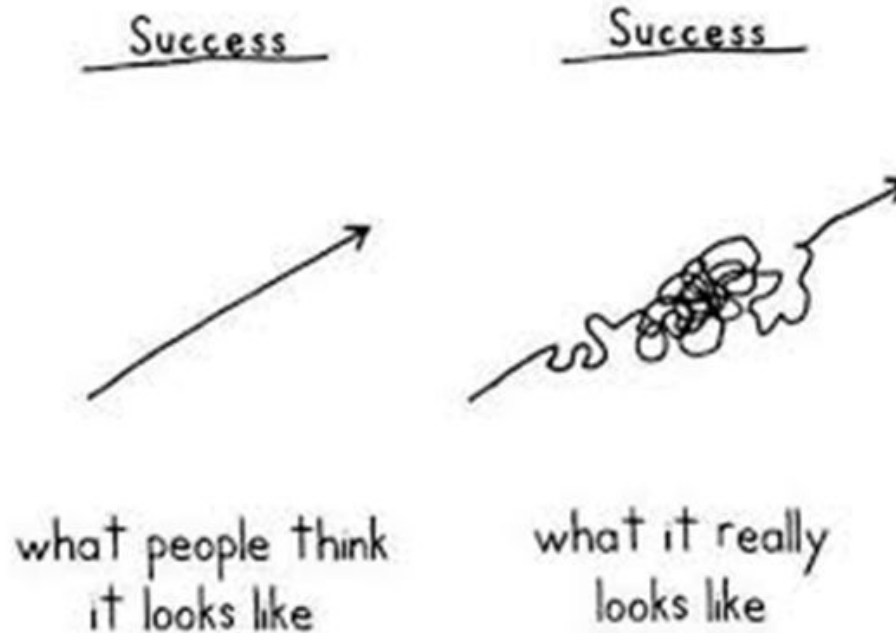
Moral Purpose is the Core



Theory of Practice - Distributed Leadership

- Leadership activity is stretched over and distributed among **an interactive web of actors, artifacts, and situations**.
- **Practices are interdependent and tasks are co-enacted**.
- Depends on a **reciprocal relationship** between the practices of multiple leaders (both formal and informal).
- Revolves around and **honors different knowledge or expertise** and believes that the collective cognitive properties of **a group of leaders working together** to enact a particular task **leads to the evolution of a leadership practice that is potentially more than the sum of each individual's practice** (Nelms, 2013).

Evolution of the Initiative



Context

Pre-EPO	EPO
Decisions made in silo with little feedback	Collaborative Decision Making
Principal responsible for all	Team of Instructional Leaders
Buffer of Directives; Top Down	Team Decision Making
Carte Blanche; Able to fly under the radar	Checks & Balances for All
Leader = Administrator	Leaders = All Voices

The 7 Habits of Highly Effective...



“... a transformation of the core rather than the margins of practice...”

requires conditions such as “shared visions for instruction, norms of collaboration, and collective responsibility for students’ success”.

“School leadership is recognized as important in promoting these conditions.”

Be Proactive

Instead of reacting to or worrying about conditions over which they have little or no control, proactive people focus their time and energy on things they can control.

Proactive people focus their efforts on their Circle of Influence.

They work on the things they can do something about with a strategic plan.



Begin with the End in Mind



The ability to envision in your mind what you cannot at present see with your eyes. It is based on the principle that all things are created twice. There is a mental (first) creation, and a physical (second) creation. The physical creation follows the mental, just as a building follows a blueprint.

Mission and Vision

East's mission: *At East we are taking charge of our future by being tenacious, thinking purposefully, and advocating for self and others.*

Our vision of the East graduate:

BE TENACIOUS	THINK PURPOSEFULLY	ADVOCATE FOR SELF AND OTHERS
Attributes of a scholar who is tenacious: <ul style="list-style-type: none"> Recognizes and takes advantage of opportunities (can do attitude) to discover passions/interests Defines goals and develops a plan to meet them Sets short term goals knowing they will lead to long term success Accesses resources necessary to get job done – multiple resources if necessary is determined to achieve goals Learns from mistakes, picks up and keeps going Uses feedback to refine thinking or actions Take risks in order to learn and grow 	Attributes of a scholar who thinks purposefully: <ul style="list-style-type: none"> Focuses on the task at hand to get the job done Reflects on one's own thinking and the thinking of others to inform future actions Thinks creatively and critically to solve problems, make decisions or take action Critically questions to refine or extend understanding Listens to and seeks out varying perspectives as part of thinking, decision making or problem solving Uses foundational knowledge and essential practices to develop deeper understandings Produces work that meets college and work place standards Seeks to understand the role of culture in shaping an individual 	Attributes of a scholar who advocates for self and others: <ul style="list-style-type: none"> Respects and cares for others and works to build relationships Accepts differences and listens to the voice of others Identifies and utilizes skills to support self and others globally Speaks confidently and is willing to respectfully voice opinions to advocate for self or others Works collaboratively to achieve a goal or affect change Leads by example Embraces change; is open minded Communicates effectively for different purposes and audiences through a variety of media
<small>As measured by tasks of academic, civic or personal significance.</small>		

Regents Diploma 22-5...80										
Advanced Regents Diploma 22-9...80										
Course	Credits	Graduation Requirements								
English	4	English 1	English 2	English 3	English 4					
Social Studies	4	Global 1	Global 2	US Hist.	Govt./Eco					
PE	2	PE (.5)	PE (.5)	PE (.5)	PE (.5)					
Electives	3.5	(1.0)	(1.0)	(1.0)	(.5)					
Math	3	Algebra	Math (GEO)	Math (ALG 2)						
Science	3	Liv. Env.	Sci. (Earth)	Sci. (Chem.)						
Foreign Language	1	For. Lang.	For. Lang. II	For. Lang. III						
Fine Art	1	Art/Music								
Health	.5	H (.5)								
Total	22	Follow the GOLD to get your Advanced Diploma!								
Regents Exams	5	ENG	ALG	SCI	GL/US	ANY	GEO	ALG 2	SCI	FL

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Put First Things First

Recognize that not doing everything that comes along is okay.

Focus on your highest priorities.

If you put first things first, you are organizing and managing time and events according to the priorities you established.



Think Win Win

Balance between courage and consideration.

Stick with values and commitments.

Win the private battle first- begin by checking yourself.

Remember that solutions have mutual benefits.



Seek First to Understand, Then to Be Understood

Truly listening with the intent of understanding someone increases your circle of influence.



Synergize

When people interact genuinely and are open to each other's influence, they gain new insight.

DL doesn't mistake uniformity for unity; sameness for oneness. In DL, differences are seen as strengths, not weaknesses.

Innovation is increased exponentially because of differences.



Role of the University

- Eastman Institute for Oral Health
- Flaum Eye Institute
- Simon Business School
- Memorial Art Gallery
- Warner School of Education at the University of Rochester
- Warner Center for Professional Development and Education Reform
- University Communications
- Office of Advancement (Equity, Opportunity and Access Fund)
- Center for Urban Education Success (CUES)
- Kearns Center - (College Prep Ctr)
- Athletics and Recreation
- University Security Services
- Department of Transportation
- School of Nursing
- University of Rochester Medical Center (URMC) (School Newspaper)
- Debate Union



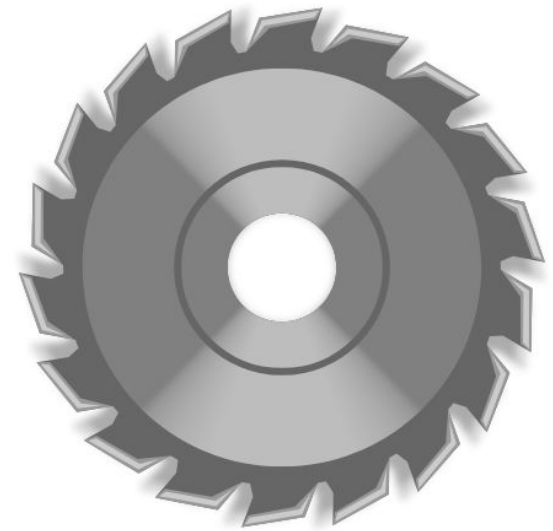
Sharpen the Saw

You must preserve and enhance the greatest asset you have - you.

This means having a balanced program for self-renewal; keeping you fresh.

You increase your capacity to produce and handle the challenges around you.

Without this renewal, the body becomes weak, the mind mechanical, the emotions raw, the spirit insensitive, and the person selfish.



What We've Noticed



Peaks

- Constantly learning and growing
- Collective sum far exceeds individual sum
- Fresh eyes offer many options
- Load is lightened
- Ownership by all
- Not in a silo



Potholes

- Messy
- Frustrating
- Checklist never ends
- Who is doing it????
- So many cooks in the kitchen
- Temptation to be stuck in a fixed mindset w/o providing solutions

Discussion/Take Aways

Four Corner Activity

<p>Where are you as a leader?</p>	<p>What steps could you take to move your team (family, content team, administrative team, CO) toward a more distributed model?</p>
<p>What roadblocks are in your way?</p>	<p>Moving forward, which habit do you believe would best enable you to apply the distributed leadership model?</p>