BUILDING THE NEXT GENERATION OF INCLUSION LEADERS

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Agenda

- Qualities of Great Leaders and Leadership
- Types of Leadership
- Pathways and Pitfalls to Inclusion Leadership
- One State’s Story
- Building Leadership Within Yourself, Program, and State
- Additional Resources
Great Leaders in Our Lives

- Think of a great leader you personally know
  - What makes you admire her/him?
  - Why would you want to join her/him?
  - How do you view yourself as an emerging leader?
<table>
<thead>
<tr>
<th>Desired State</th>
<th>Current State</th>
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The State of Inclusion Today
Situational Leadership

High Motivation/Commitment

High Competence

Empower/Delegate

Support (praise, listen, facilitate)

Directive (structure, control, supervise)

Low Motivation/Commitment

Low Competence

Coach

# Leadership or Management?

<table>
<thead>
<tr>
<th>MANAGERS</th>
<th>LEADERS</th>
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<tbody>
<tr>
<td>Administer</td>
<td>Innovate</td>
</tr>
<tr>
<td>Ask how and when</td>
<td>Ask what and why</td>
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<tr>
<td>Focus on systems</td>
<td>Focus on people</td>
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<tr>
<td>Do things right</td>
<td>Do the right things</td>
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<tr>
<td>Maintain</td>
<td>Develop</td>
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<tr>
<td>Rely on control</td>
<td>Inspire trust</td>
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<tr>
<td>Have short-term perspective</td>
<td>Have long-term perspective</td>
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<td>Accept the status quo</td>
<td>Challenge the status quo</td>
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<td>Eye the bottom line</td>
<td>Eye the horizon</td>
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<tr>
<td>Imitate</td>
<td>Originate</td>
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<tr>
<td>Emulate the classic good soldier</td>
<td>Are their own person</td>
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"Management is doing things right; leadership is doing the right things."

Peter F. Drucker
Types of Challenges

- **Technical Challenges**
  - Know-how currently exists
  - Requires authoritative expertise or standard operating procedures to solve

- **Adaptive Challenges**
  - Solution not currently available
  - Requires innovation/experimentation, new discoveries, adjustments on multiple levels
  - Risk and courage involved as uncertainty and resistance is encountered
  - Solved by the people experiencing the problem
“The deeper the change and the greater the amount of new learning required, the more resistance there will be and, thus, the greater the danger to those who lead.”
How Do Leaders Emerge?

- Knowledge-base
- Proven accomplishment
- Position or appointment
- Personal/inspirational
- Servant leadership
- Reluctant leadership

Leadership can occur anywhere
THE 5 LEVELS OF LEADERSHIP

5. Pinnacle
   People follow because of who you are and what you represent.

4. People Development
   People follow because of what you have done for them.

3. Production
   People follow because of what you have done for the organization.

2. Permission
   People follow you because they want to.

1. Position
   People follow you because they have to.

John Maxwell (2011). The 5 levels of leadership
Pitfalls of Leadership

- Confusing title/responsibility with leadership
- Ungrounded skill set
  - Unconscious incompetence
  - Conscious incompetence
  - Conscious competence
  - Unconscious competence
- Isolation
- Others

**DEC believes:**

- the EI/ECSE field should **purposefully build and sustain leadership capital across all aspects of practice**
- leadership in EI/ECSE is a process that involves **mutual influence and shared responsibility**
- the EI/ECSE field should **conduct research to collect evidence about the construct and demonstration of leadership skills across EI/ECSE service systems**.
DEC Recommended Leadership Practices

Leaders:

• create a **culture** and a **climate** in which practitioners feel a sense of belonging and want to support the organization’s mission and goals

• develop and implement policies, structures, and practices that promote **shared decision making** with practitioners and families

• establish **partnerships** across levels to create coordinated and inclusive systems of services and supports

• ensure practitioners have needed **knowledge and skills**

• ensure practitioners know and follow **professional standards, laws and regulations**

• **collaborate** with stakeholders and others

[http://www.dec-sp ed.org/recommendedpractices](http://www.dec-sp ed.org/recommendedpractices)
ISLLC National Standards

- A Vision of Learning
- School, Community and Teaching and Learning
- Managing School Operations
- Building Effective Interpersonal Relationships
- Leading with Integrity
- Understanding the Context
The Vermont Story
Stories from Vermont Leaders

- How did you get to where you are today in terms of having a leadership role?
- What shaped your philosophy?
- What characteristics are important and how did you acquire them?
- What support did/do you need as a leader?
Opportunities for Leadership Development

- CEELO Leadership Academy
- National Institute for School Leadership
- CAYL (MA)
- P-3 Leadership (Univ. of WA)
- McCormick Center for Early Childhood Leadership
- State leadership academies (NJ, CT, VT, others)
- Find a mentor!
Habits for Leadership

- Be proactive
- Begin with the end in mind
- Put first things first
- Think win-win
- Seek first to understand, then to be understood
- Synergize
- Sharpen the saw

Questions, Thoughts, Breakthroughs?
Concluding Thought

This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.

I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can.

I want to be thoroughly used up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is no "brief candle" for me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.

George Bernard Shaw- Man and Superman (1903)