



Building Together: Collaborative Leadership for ECE Workforce Development Systems

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Goals for Today

- Define Collaborative Leadership and Systems Building
- Identify elements of effective leadership
- Discover ideas and tools for building and sustaining cross-agency systems
- Explore authentic and inclusive collaboration and consider new approaches

Leader

- Leadership isn't just about position or title

A Leader has:

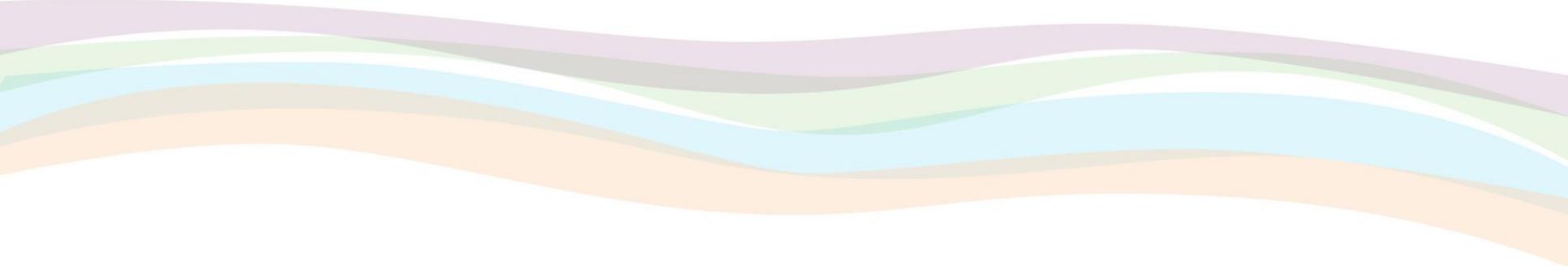
- An optimistic perspective
- An active and dynamic approach – inspiring others and working toward growth, transformation, and change



Leadership



- Leadership is:
 - The dedication to inspire and build a shared vision
 - The ability through words and actions to model the way and demonstrate what is possible
 - The ability to foster relationships grounded in respect, trust, honesty, and confidence
 - The integrity to uphold the greater goal and maintain true to the higher cause
 - The humility and grace to empower others and facilitate other's best work



“Leadership is not about being the best,
it’s about making others around you
better.”

“A leader sees greatness in other people.
He nor she can be much of a leader if all
she sees is herself.”

Maya Angelou

Collaboration

To work together to achieve a common goal

To accomplish something better than could have
been done working alone

To share the ownership of the efforts



“The outcomes belong to all
The results are not yours or mine, but
ours”

Collaboration



Cooperation

Sharing ideas or information to help each other

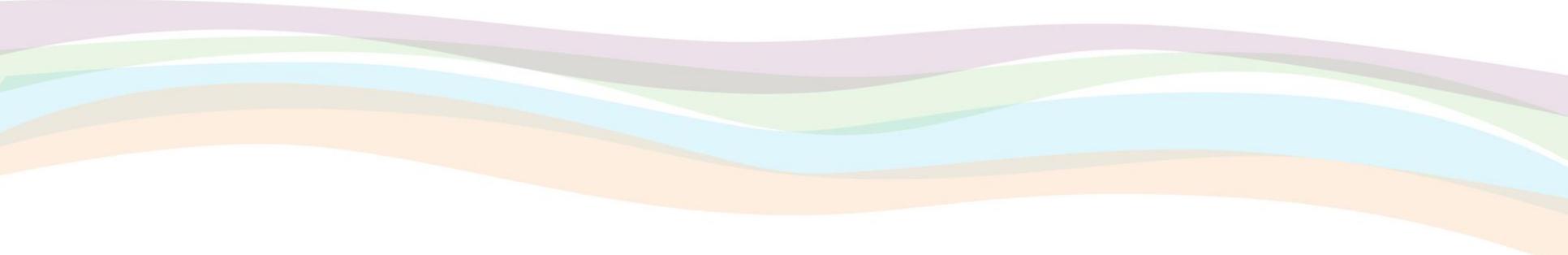
Coordination

Sharing approach to deliver services to achieve a common purpose

Collaboration

Commitment to deliver, align or integrate services and programs together with shared authority, mission, goals, and resources

(Stewart, 2019 p.46)



Collaborative Leadership

Leading with the commitment to transform the way organizations and individuals work together toward a common goal

- Building community is at the heart of Collaborative Leadership
 - “At its core, leadership is a relationship. Leadership is never about doing something or accomplishing things alone. Others are always involved” (Stewart, p. 31)

Essential Elements of Collaborative Leadership

Qualities of Effective Leaders

Vision

Integrity

Respect

Purpose and Initiative

Knowledge, Curiosity, and Reflection

Perseverance

Openness and Inclusivity

Trust

“A knowledgeable leader is not someone who is all knowing. Rather he or she is someone who is all seeking.”

-Maurice Sykes





Essential Elements of Collaborative Leadership

Roles of Effective Leaders

- Inspire and Build Shared Vision
- Model the Way
- Empower Others
- Facilitate Other's Best Work
- Challenge the Process
- Champion Social Justice
 - Address System Inequities

“A sign of a good leader is not how many followers you have, but how many leaders you create”

- Mahatma Gandhi

Defining Systems



- An organized way in which regularly interacting or independent entities come together to create a more unified whole
 - Two Components
 - Direct Services; *and* Infrastructure
- “An orderly and comprehensive assemblage of interrelated elements that creates equitable, accessible, comprehensive, and quality services for young children.” (Kagan and Kauerz)

ECE

Cross-Agency Systems



- All agencies are unique
 - Collaboration is a journey among and between individuals and organizations
- Each collaborative effort will be unique
 - Determined by the community's needs, resources, strengths, and challenges
 - And by the type and mix of organizations and individuals collaborating

Cross-Agency Systems

Consider your community's needs, resources, strengths, and challenges - and the type and mix of organizations collaborating.

- What are potential projects?
 - What needs working on?
 - What issues need addressing in your community?
 - Who are potential partners in this work?



Getting Started

Key Elements to Consider



Have you:

- Agreed there is a reason or shared interest that all want to pursue at this time?
- Defined what each organization & individual brings to the collaboration?
- Brought together those who can represent the views of each stakeholder organization?
- Considered how the the process will be managed or led?
- Thought through the potential impact if the initiative succeeds?
- Begun to establish trusting relationships?

Building Trust



- Building trust is essential for collaborative work.
 - With trust people will be willing to work together towards common goals and take risks.
- To truly collaborate also may include letting go of some control and compromising.
 - This is easier to do if you trust that others have the best intentions and collectively want the best for the greater good.

Building Trust



Collaborative leaders and members can work together to build trust.

Activity – How To Build Trust

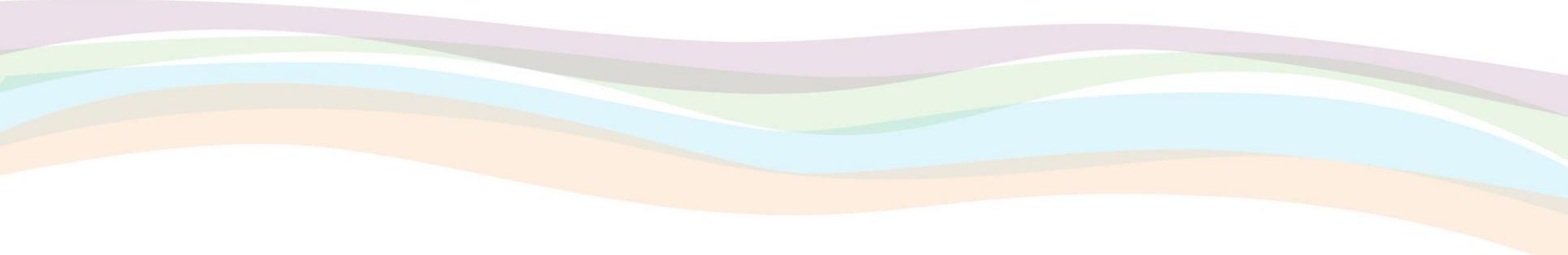
Either write down on a piece of paper or think to yourself what 3-5 things that you think are essential to do as a leader to build trust.

Discuss

Building Trust



Be transparent
Act with integrity
Be dependable
Keep promises
Listen
Be open
Maintain confidence
Honor values



Everyone at the Table

Authentic and Inclusive Collaboration

“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

-Marian Anderson

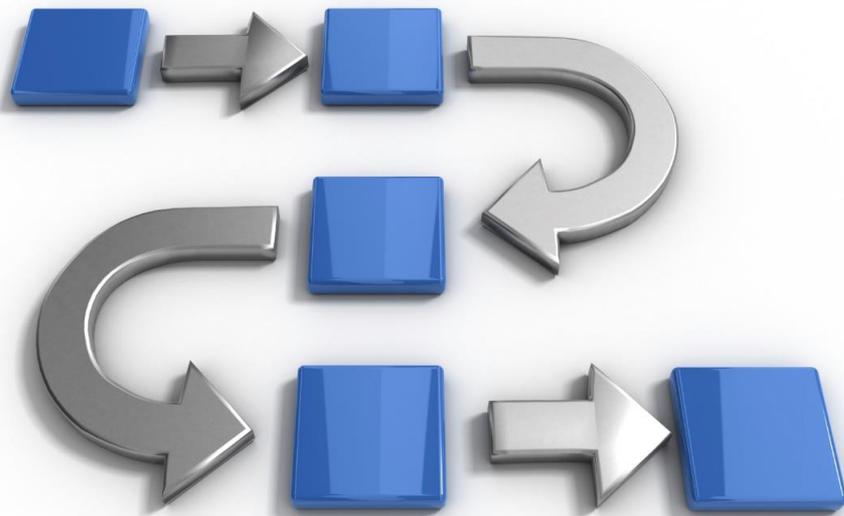
Who's in your community?
What organizations and individuals?
Who needs to be at the table?

Building Community



- Ensure Equity — Vertical & Horizontal Representation
- Build/Develop Relationships
- Define the Problem/Issue
- Develop a Shared Purpose & Vision
- Structure the Conversations & Documentation
 - Level the Playing Field — Give All a Voice
- Map out the Process

Process Mapping



The Process is Transparent

All helped develop the
process

All agree to the process

All know what the process is



Expect & Plan for Conflict

- Conflict can be a good thing as it will lead to new ideas and new opportunities
- Perceive conflict as a partnership or exchange of ideas

“Conflict and disagreement are perfect opportunities to learn something new, something different” (Sullivan, 2016, 10)

Expect & Plan for Conflict

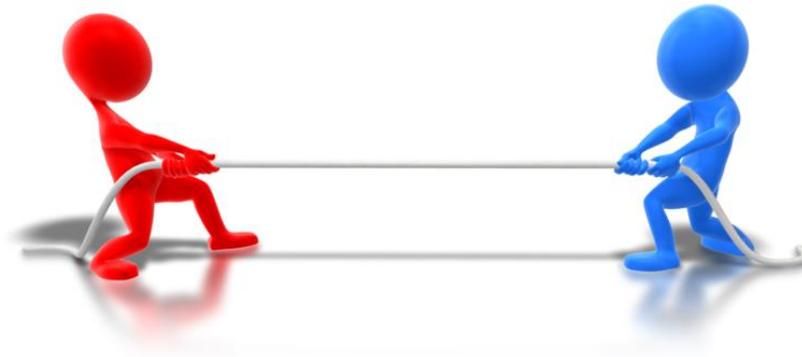


“Diversity can work only if we make room for one more idea, one more belief, one more perspective, one more practice, one more value.

Then we can begin the dance with conflict.”

(Sullivan, 2016)

Expect & Plan for Conflict



Resolving Conflict



Have a decision-making process

- All have a voice and agree on how decisions are made

Create a conflict–resolution process

- Focus on the issues, not the people
- Ensure all have a voice and can contribute

Expect & Plan for Conflict

Clarify the issues or challenges

- Unclear vision or mission
- Power struggles
- Lack of trust or confidence
 - Harboring the elephants
 - Lack of transparency
 - Hidden agendas
- Systemic Issues
- Lack of resources



Resolving Conflict

- Strengthen Vision, Trust, and Relationships
 - Go back to the basics of why the group came together
 - Revisit the vision – revise or recommit
 - Voice the tensions or elephants
 - Team-building



Resolving Conflict

- Generate Solutions
 - Solutions are out there
 - Maintain an optimistic attitude
 - Allow time for solutions
 - Most things do not have to be solved immediately
 - Solutions can transcend positions
 - View the issue beyond two opposing sides
 - Include everyone
 - Not everything needs to be solved



Building and Sustaining Collaboration

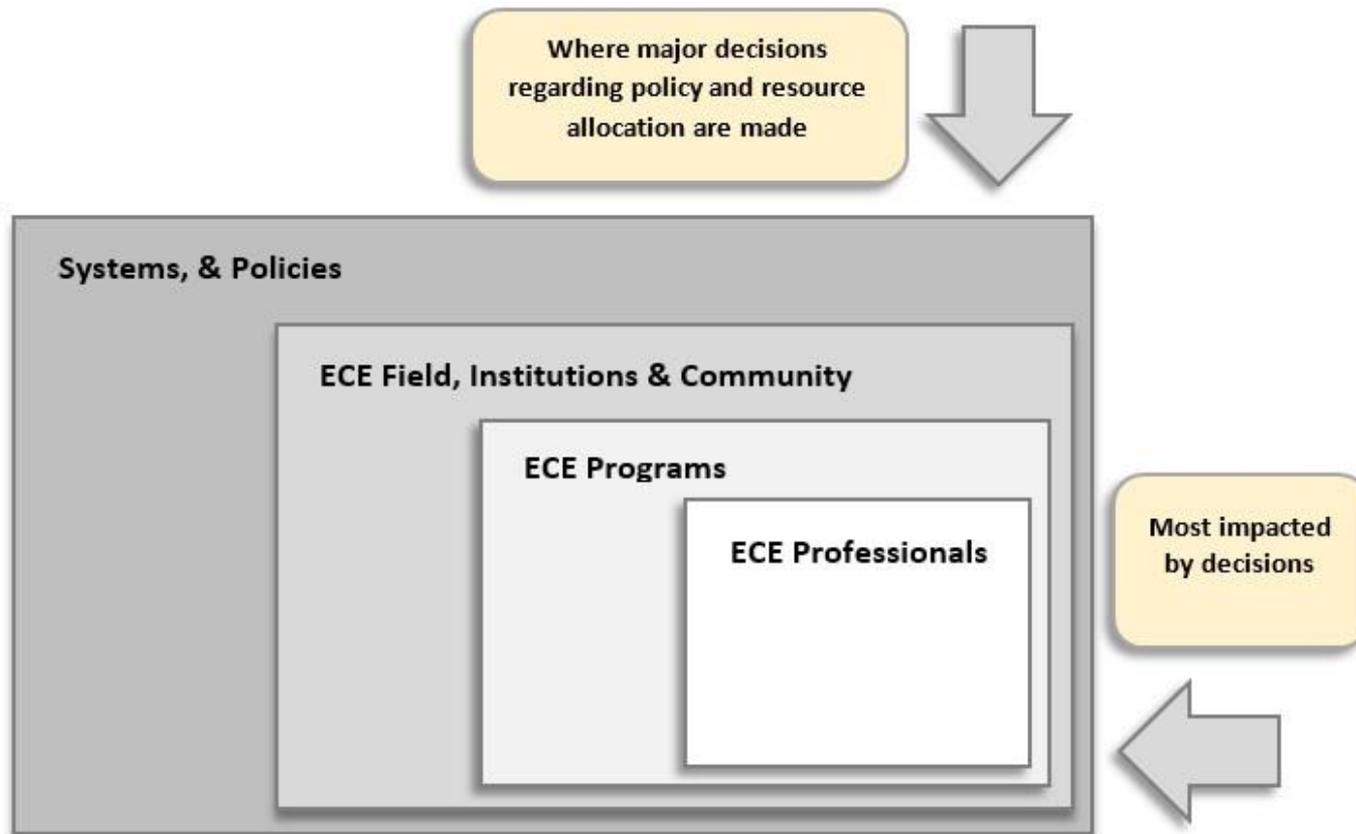
- Develop a Process Map & Put Into Action
- Develop Teams and/or Committees
- Determine Communication Process(es)
- Develop Governance Structure
 - Authority
 - Accountability



Authentic Accountability



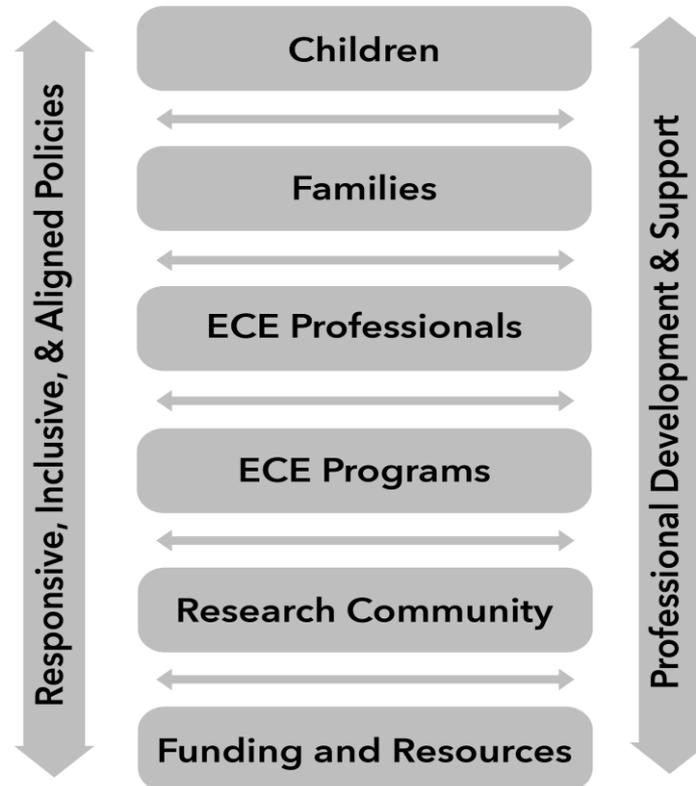
Current ECE System



Authentic Accountability



**EVERYONE
AT THE
TABLE**



EQUITY

Stewart, 2019 p. 104
Adapted from Ames, 2012

Authentic Accountability

- Are we measuring the impact on the community?
- Are we ensuring and measuring access?
- Are we using the best assessment tools that give us the right information?
- Are we measuring the supports for the system?
- Are we assessing the environment for the employees?
- Are those working in the system given the resources and support they need?



Sustaining the Work

Develop a Plan for Continuous Evaluation and Improvement

- Check Progress Along the Way
- Discover and Use Lessons Learned
- Assess Collaborative Function and Impact of Shared Efforts
- Gather Feedback on Goals and Benchmarks
- Determine Needed Changes and Next Steps
- Celebrate and Acknowledge Accomplishments!



Sustaining Leadership

Take Care of Yourself

- Surround Yourself with Good People
- Learn Something New
- Maintain Your Integrity
- Find the Humor and Keep Going



Thank You



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