Distributed Leadership

Marlene Blocker, Alecia McLaughlin, Dr. Shaun Nelms, Jennifer Rees, Dr. Tanya Wilson
Moral Purpose is the Core

- Moral Purpose
- Action in Common
- People/Relationships/Trust
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

Success

what people think it looks like

what it really looks like
## Context

<table>
<thead>
<tr>
<th>Pre-EPO</th>
<th>EPO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decisions made in silo with little feedback</td>
<td>Collaborative Decision Making</td>
</tr>
<tr>
<td>Principal responsible for all</td>
<td>Team of Instructional Leaders</td>
</tr>
<tr>
<td>Buffer of Directives; Top Down</td>
<td>Team Decision Making</td>
</tr>
<tr>
<td>Carte Blanche; Able to fly under the radar</td>
<td>Checks &amp; Balances for All</td>
</tr>
<tr>
<td>Leader = Administrator</td>
<td>Leaders = All Voices</td>
</tr>
</tbody>
</table>
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.
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

<table>
<thead>
<tr>
<th>Peaks</th>
<th>Potholes</th>
</tr>
</thead>
<tbody>
<tr>
<td>➔ Constantly learning and growing</td>
<td>❑ Messy</td>
</tr>
<tr>
<td>➔ Collective sum far exceeds individual sum</td>
<td>❑ Frustrating</td>
</tr>
<tr>
<td>➔ Fresh eyes offer many options</td>
<td>❑ Checklist never ends</td>
</tr>
<tr>
<td>➔ Load is lightened</td>
<td>❑ Who is doing it??????</td>
</tr>
<tr>
<td>➔ Ownership by all</td>
<td>❑ So many cooks in the kitchen</td>
</tr>
<tr>
<td>➔ Not in a silo</td>
<td>❑ Temptation to be stuck in a fixed mindset w/o providing solutions</td>
</tr>
</tbody>
</table>
## Discussion/Take Aways

### Four Corner Activity

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