Leadership in OSHC Services – part 2

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Today we look at:

• Distributed Leadership
• Starting with a vision
• Critical reflection – critical to leadership
• Building a team through effective communication
• Think of all the things that leaders have done to upset you - don’t do them to others!

• Think of all the things that leaders have done to make you feel good about yourself and the situation you are in – do them to others!
Leadership is a complex process which involves:
- The leaders
- The team
- The demands of the situation
# Managers vs. Leaders

<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
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<tbody>
<tr>
<td>Focus on things</td>
<td>Focus on people</td>
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<tr>
<td>Do things right</td>
<td>Make ethical decisions</td>
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<tr>
<td>Plan</td>
<td>Inspire</td>
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<tr>
<td>Organize</td>
<td>Influence</td>
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<tr>
<td>Direct</td>
<td>Motivate</td>
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<tr>
<td>Control</td>
<td>Build</td>
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<td>Follow the rules</td>
<td>Shape entities</td>
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Pitfalls for new leaders

- Not learning quickly
- Isolation
- Know-it-all
- Keeping existing team no matter what
- Taking on too much
- Influenced by the wrong people
- Successor syndrome
What is Distributed Leadership

• A requirement of My Time Our Place and the National Quality Standard
• It is people working together recognising their skills and expertise
• It shifts the focus away from the individual leader and onto *leaderful* organisations
• It nevertheless requires one person to take responsibility for leading leadership
Vision First

• The vision and core values of the leader are key to positive change and development. (Leithwood, Harris and Stoll, 2010)

• In the most effective services better leadership is characterised by a clear vision, especially with regard to pedagogy and curriculum (Siraj-Blatchford and Manni, 2007)

• A key aspect of leadership is to create an inspirational vision for children’s learning and curriculum collaboratively.

• A clearly articulated vision for learning motivates and connects educators to work toward shared goals for children and their learning.
• Shared vision demands that people work together, talk about and evaluate their work.
• A shared vision must incorporate all active parties
• Shared vision, shared values and shared goals are the pillars of a professional learning community (Defour & Eaker, 1998)
Critical Reflection

• The ability to think critically on your experience and integrate that with what you already know - then *act* on your insights
• You then evaluate what has happened and adapt your practice in the light of what your observations tell you
• Effective leaders do this themselves and support others in this process
• Reflective practice helps us to become increasingly thoughtful about our work and motivates us to look deeper and explore new ideas and approaches.
• It is a way to experiment with new ideas and ways of teaching and caring, to keep motivated about making a positive difference to children’s learning
Critical Reflection

• Where critical reflection is absent, there is the constant risk of making poor decisions and bad judgments (Brookfield, 1995)

• Learning through critical reflection is assisted by these three attributes:
  - open-mindedness
  - responsibility
  - wholeheartedness
Building a Team

• Write a one sentence definition of team building
Maybe you wrote:

• A team is a group of people who work together, share, collaborate and assist one another

• Does your team look like that?
Communication

• This underpins everything a good leader does
• Leaders think they communicate – teams think there is not enough communication
The Purpose of Communication

• Remaining in control
• Motivating others
• Emotional Expression
• Providing the information others need
Communication Networks

Chain

Wheel

All Channels
Barriers to Effective Communication

- Filtering
- Selective Perception
- Emotions
- Language
Listening for Meaning

- Listening is with the mind
- Listening is conscious.
- An active process of eliciting information, ideas, attitudes and emotions
- An interpersonal, oral exchange
- *Hearing uses the senses*
- *Let's discuss what prevents people listening*
References

• Wolfred T (2008) Building Leaderful Organizations, Annie E. Casey Foundation
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