Nurturing the Leader Within

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Maria Montessori
Education as:
• Awareness
• Responsibility
Education as Dialogue

Awareness Leads to Responsibility

Leadership According to Allan

True leadership is the art of changing a group from what it is into what it ought to be. It’s not something that is done “to” people, it is something done “with” people. By that definition, every person in your organization can and must lead.

Virginia Allan

What is Leadership?

• Most basic characteristics of Leadership
  – At least 2 people involved
  – Intentional influence
• Self-sufficiency and Interdependence
  – Both are necessary for effective leadership to take place
  – Self-sufficiency is created as we contribute to the leadership process
  – Interdependence uses the unique strengths of each member of the community to accomplish goals and achieve great things
• Mutual influence

Leadership According to Gandhi

I suppose leadership at one time meant muscles; but today it means getting along with people.

Mahatma Gandhi
Who Can Be A Leader?

Leaders = individuals who influence others in ways that encourage them towards higher or better performance and personal development (Sullivan, 2003)

- Power vs Influence
  - Some of the most inspirational leaders are not in positions of power
- Someone who empowers, encourages, supports others
- Someone who has integrity, dignity and respect for others

Leadership According to Drucker

Management is doing things right; leadership is doing the right things.

Peter Drucker

Management vs Leadership

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Provides consistency and order</td>
<td>Produces forward movement in organization</td>
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<tr>
<td>Operations and budget focus</td>
<td>Change and future focus</td>
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<tr>
<td>Handles day to day tasks</td>
<td>Facilitates growth, change and innovation</td>
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<td>Provides efficiency in climbing the ladder of success</td>
<td>Determines whether the ladder is leaning against the right wall</td>
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<td>Managers must be named within a hierarchy</td>
<td>Anyone can be a leader</td>
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<td>Managers are the builders</td>
<td>Leaders are the architects</td>
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Who am I as a Person?

How do I view myself?
How do others see me?
How do I carry myself?

What is Leadership Within A Montessori Classroom Context?

Educator as Leader

- Respectful of diversity
- Becomes a guide for the adults as well as the children
- Communication, social skills and interpersonal strengths
- Acts as a model for adults as well as children
- Has a clear vision and solid values
Emotional Intelligence (EI)

- “Great Leadership works through the emotions.” (Goleman et al, 2002)
- Leadership is about relationship-building
- Understanding the perspective of the other is vital to leadership
- Collaborative environment

What is Leadership Within A Montessori Organizational Context?

The Community (Staff, Parents, Children)

The Prepared Adult

The Prepared Environment (The School)

The Montessori School as the Prepared Environment

- Prepared (Aware) Adult
- The child from the triangle is replaced by the community member
- The prepared environment for adults

- Respect
- Self-Directed Learning Opportunities
- Stages of (adult) development
- Cultural differences
- Normalization for adults

The Normalized Adult

- Concentration
  - Drive, focus, can include multi-tasking
- Work
  - Purpose, Csikszentmihalyi and Gardner’s “Good Work” theory
- Discipline
  - Understanding of the philosophy, functional organizational system, self discipline
- Sociability
  - Sees him/herself as a part of the larger community, makes an impact

Communication

- All important in leadership of any kind
- Based on Respect
- Actions often speak louder than words
- Follow through
- Based on common bonds and values
- Clarity and simplicity go a long way
- Put your heart into it

(Stephen Covey, 1992)

Leadership According to Covey

Communicating to people their worth and potential so clearly that they come to see it in themselves.

Stephen Covey
Obstacles for Educational Leadership

- Our field is nurturance focused and some find it difficult to see themselves as leaders
- Exhibiting leadership when you are not in a leadership role can be challenging
- Low status of education - the younger the children, the lower the status
- Unsure/lack of a voice

Who am I as a Leader?

Opportunities for leadership exist everywhere – especially within education

Education should no longer be mostly imparting of knowledge, but must take a new path, seeking the release of human potentialities.

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Thank You!

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