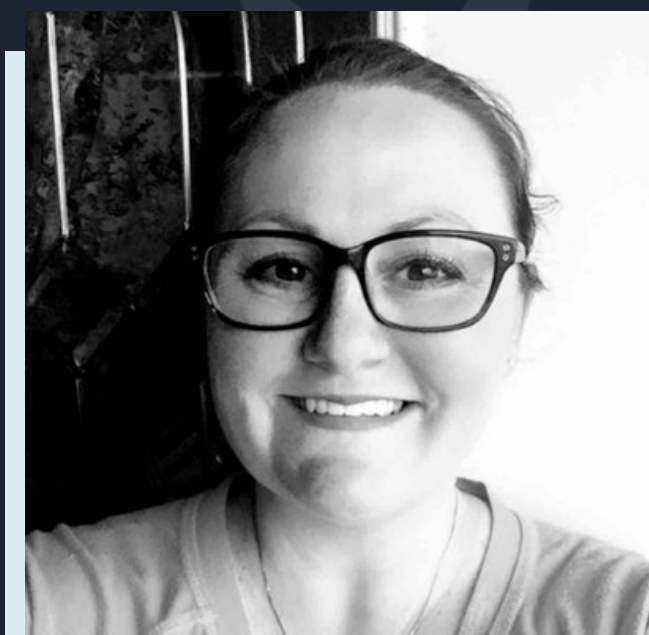




SCHOOLS OF EXCELLENCE

How Courtney Greiner Changed Her Mindset And Invested In the Future Of Her Center



"By building a strong leader, you're building a strong school."

COURTNEY GREINER,
Mini Mos Child Care



About Courtney & Her Business

Courtney Greiner opened Mini Mos Child Care in Esko, Minnesota in 2016. Her center has a staff of around 25 and serves up to 100 children from 6 weeks old to kindergarten age. The school values teamwork, adaptability, respect, integrity, and leading with positivity, and Courtney and her team place children at the heart of everything they do.

CHALLENGES

"I was at work all the time, and when I was home, my brain was still at work."

When Courtney opened her center in 2016, they were just getting by—in every sense of the word. Financially, the school wasn't turning a profit, and Courtney wasn't even earning a paycheck. While there were several contributing factors, the biggest was Courtney's personal financial mindset. She wanted her center to be the best it could be, but she couldn't bring herself to do what was necessary to increase revenue, namely raising tuition. She knew parents were already struggling and didn't have the heart to ask them for more money.

The situation inside her center wasn't any better. Courtney was serving as both owner and director, and the leadership team wasn't structured well enough to support her. What's more, Courtney was finding it difficult to balance managing her staff, keeping families happy, and planning for her school's future. She was failing to set appropriate boundaries with teachers and parents and didn't have the energy to give her staff members the support and recognition they deserved. The result was high turnover and a center that was in survival mode.

Courtney was also struggling at home. She usually worked at least 50 hours a week and would continue to work long after she got home, answering calls and text messages late into the evening. When she and her family were on vacation, she still did payroll, invoices, and other tasks that should have been delegated to someone else in her absence. Courtney knew she wasn't giving her family her best, but she didn't know how to find a better balance.

By the end of 2017, Courtney had finally had enough. Her center depended on her ability to find a solution, which meant she needed to set aside the excuses and learn to be the leader her school needed her to be. So, she took the plunge and joined the Schools of Excellence Director's Inner Circle program.

"I think that was probably one of the biggest challenges I had—balancing being a mom and a business owner."

Challenges

- Failed to delegate operational and director tasks to her staff
- Struggled with a self-defeating financial mindset that impacted revenue
- Dealt with high turnover due to lack of support & recognition for her teachers
- Spent too much time working, neglecting her family & home life

Solution

- Transitioned from both owner & director to solely the owner
- Transformed her money mindset & raised tuition
- Created a code of ethics & implemented one-on-ones with her staff
- Set boundaries with her team to achieve a healthier work-life balance

Results

- Developed trust in her team to take over in her absence
- Made a profit and invested money back into her center
- Reduced turnover by creating a supportive, positive environment for staff
- Prioritized meaningful moments with her kids

SOLUTION

“The director's group helped me get ideas and support from people who were in similar situations as myself.”

Joining the Director's Inner Circle program was transformational for Courtney and her center. Thanks to the support and guidance she received from other leaders, she had the courage to make the changes her school needed to thrive.

One of the most important changes that Courtney made was letting go of her director responsibilities to focus solely on being her center's owner. Not only did this relieve the pressure and stress of taking on two different roles, but it also gave her the time and energy to properly train and restructure her leadership team. With a strong team to back her up, Courtney could focus on her school's future instead of its day-to-day operations.

With the support of her fellow leaders, Courtney also transformed her mindset surrounding money. To make a profit, take home a paycheck, and invest in her center, she finally decided to raise tuition. Although she still empathized with the parents' financial struggles, she realized that her center was offering incredible value that justified the tuition increase. Fortunately, the parents agreed and were willing to pay more for it.

Courtney's relationship with her team and staff improved as well, thanks to her commitment to setting healthier boundaries and grounding herself in the values of her center. Together with her team, she created a code of ethics based on the school's core values to guide everything from hiring to employee reviews, and she began holding consistent one-on-one meetings with her staff to ensure they received proper support and recognition.

The final piece to Courtney's leadership transformation was her effort to achieve a healthier work-life balance. In addition to the boundaries she set with her team and staff, she began setting better boundaries with herself. In particular, she started implementing time blocking so she could improve her productivity and focus while she was at school. That way, she could go home at a reasonable hour and leave her work behind at the office, creating more time to spend with her family.

“Parents are willing to pay for quality, consistency, and for a great place for their kids.”

RESULTS

"We come up with solutions as a team, which has really given my staff confidence in making decisions."

Since transitioning to owner and the Owner's Only HQ program, Courtney's efforts to become a stronger leader have produced a ripple effect that has transformed her center. By focusing on what she could do better, she created an environment where her team and staff could grow and thrive.

As a result of Courtney's new money mindset, her center is now profitable. Once she decided to raise tuition, she not only started taking home a paycheck of her own, but she also began to generate enough revenue to invest back into the business. This simple but powerful change has raised the quality of care and created space to set goals for the center's future.

With a well-trained leadership team, as well as a strong code of ethics and set of core values at the foundation of her school's culture, Courtney no longer worries about stepping away from her work. She trusts her team to take over in her absence, giving her the peace of mind she needs to take vacations or spend time at home with her family. These days, she prioritizes the small but meaningful moments she's able to create for her kids.

Thanks to her continued commitment to setting healthier boundaries, Courtney also makes better use of her time when she's at work. By learning to time block and creating a do-not-disturb policy, she's become so much more productive that she now has the time to focus on the legacy projects she once had to set aside. These changes have helped Courtney realize how well her school can thrive when the focus isn't on simply surviving.

The positive impact of boundaries on Courtney's relationship with her staff has only been compounded by her effort to provide them with more consistent support. She continues to hold one-on-one meetings with teachers, where they have the opportunity to receive recognition for their work, get feedback, and ask questions. These changes make her teachers feel seen and appreciated, which has significantly reduced the center's turnover.

These days, Courtney can't imagine what her center would have looked like without the support and guidance of the community she built in the School's of Excellence membership program. Despite her initial hesitation, it's clear to her now that her decision to join wasn't just an investment in herself—it was an investment in her team, staff, kids, and center as a whole.

"Through Schools of Excellence, I built up a culture, I built up a center, I built up myself."



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leadership,
and build a legacy.**

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