

Issue 10
May 2008



SOUTHERN EARLY CHILDHOOD EDUCATION ASSOCIATION

Leadership Letter

Leadership Quiz

All of the questions below are based on information shared from several topic experts. If you would like more information on any of the topics, simply search for the topic on the following website: leadershipconnectionforchildcare.com

- What is the hardest conflict to resolve in the workplace?*
 - Conflicts about work schedules*
 - Conflicts between staff members*
 - Conflicts where two people are not talking*
 - All of the above*
- What are some of the most common mistake leaders make when dealing with inappropriate behaviors?*
 - Communicating with employees too late*
 - Being too vague when communicating*
 - Crossing professional barriers*
 - The first three answers*
- When an organization experiences change what are the phases of change that employees may experience?*
 - Ignore the pain*
 - Feel the pain*
 - Heal the pain*
 - Share the pain*
 - First three responses only*

Answers on Page two

Inside this issue:

Leadership Quiz	1
Leadership Quiz Answers	2
Pick the Positive Version	3
10 Good Interview Questions	3
Resource Recommendation	3
SECA Information	4
In Changing Times	4

Leadership Commission Members

- Toni Cacace-Beshears, VA*
- Judy Carnahan-Webb, TX*
- Susan Carrigan, OK*
- Cindy Ramagos, LA*

Answers to the Leadership Quiz

1. What is the hardest conflict to resolve in the workplace?

Hile Rutledge, co-author of the revised *Type Talk At Work* states that the hardest conflicts to solve are the ones that have not matured to the point where two people are talking and working through a situation. If two people can sit down and discuss the situation, there is great potential for a productive working relationship.

2. What are the most common mistakes leaders make when dealing with inappropriate behaviors?

Vicki Anderson with Anderson Resources states that the most common mistakes leaders make when dealing with inappropriate work behaviors include communicating with employees too late, being too vague when communicating the behavioral issue with an employee and crossing professional boundaries.

3. When an organization experiences change what are the phases of change employees may experience?

Patty Hathaway, also known as the change agent, shares three phases of change. The first stage is called **Ignore the Pain**. This is the shortest phase of change that leaves many employees in denial that a change is actually going to happen. This phase is primarily due to previous rumors that may have circulated about a management change or site closing that never came to pass. While other employees are left asking: Why me? The second phase is called **Feel the Pain**. When reality sets in and employees know that a change will definitely be taking place they move into the **Feel the Pain** phase. This phase sets in after the first memo is sent out about the change or the first meeting is scheduled. The focus in this phase shifts from employees: Why me? to What's going to happen to me?. The third phase is called **Heal the Pain**. During this phase employees begin to look towards tomorrow. There is still much chaos and indecisiveness throughout the organization. Leadership establishes committees, teams, and task forces. To move people out of this phase it's critical to provide training. The key for individuals to move forward is forgiveness. Too often people hold on to grudges which in turn prevents them from truly moving forward. It is important for everyone to remember that bitterness only burns the person holding on to it.

Adapted from the following website: www.leadershipconnectionforchildcare.com

If you teach someone skills to run their own organization, they are more likely to stay longer at your organization...The new workplace currency is training and skill building, and that's what makes young people stay in your organization.

Penelope Trunk, newspaper columnist

Wisdom is the reward you get from a lifetime of listening when you preferred to talk.

Douglas Larson, writer

Pick the Positive Version

In a professional setting, your words can actually speak as loud as your actions. In dealing with colleagues and co-workers, it is important that the expressions you use do not give others the wrong impression or upset them. By replacing a few common phrases, you can avoid misunderstandings that occur when the wrong choice of words is made.

- **Don't make brusque demands.** Instead of saying, "You'll have to finish the task on your own," make it a volunteer opportunity and say, "We are shorthanded. Will you help by finishing the task on your own?" When you ask people whether they are willing to do something, you are giving them control over the situation, instead of being forced. Their motivation and sense of involvement will be higher.
- **Don't be negative.** Instead of saying, "I can't help you with this problem," say, "I am unable to help you, but I can direct you to someone who can." Using this statement shows that you will help in any way you can, not that you are trying to get rid of the employee.
- **Don't be wishy-washy.** Instead of saying, "I will see if I can get the information for you," say, "I will look for the information you need. If you are not immediately available, I'll get back to you right away." Saying "I'll see if I can" to coworkers will make them feel like they are being brushed aside or that you do not want to deal with them. Giving an honest answer is always better than leaving someone wondering if you are really helping.

—Adapted from the Customer Service Point Web Site

10 Good Interview Questions

1. If you had to evaluate your performance in your present job on a scale of 1-10, how would you grade your self and why? (Employment history)
2. What skills have you acquired in your present job that make you the right candidate for this job? (Employment History)
3. What type of people do you find difficult to work with? (Communication)
4. If you had an idea for a new program or project how would you communicate it to your coworkers and supervisors to get it approved? (Communication)
5. How do you go about planning your schedule for the day? (Organization)
6. How do you relieve stress at work? (Organization)
7. Tell me a situation where you really blew it. How did you handle it? What did you learn? (Motivation)
8. Think of a major accomplishment you had in your present job. What aspect did you find most satisfying?
9. Tell me about the best supervisor you ever had and what you learned from that person. (Managerial)
10. How would you handle a conflict between you and your coworkers? (Managerial)

Resource Recommendation

The Art of Possibility Transforming Professional and Personal Life

Rosamund Stone Zander and Benjamin Zander



**SOUTHERN EARLY CHILDHOOD
EDUCATION ASSOCIATION**

SECA
PO Box 55930
Little Rock, AR
Phone: 1-800-305-7322
Fax: 1-501-227-5297

*Promoting Quality Care and
Education for Young Children and
Their Families*

[http://
southernearlychildhood.org](http://southernearlychildhood.org)

The Southern Early Childhood Association (SECA) is a regional organization committed to promoting quality care and education for young children and their families. SECA is committed to providing leadership and support to individuals and groups by:

- *Enhancing the quality of young children's lives through early childhood care and education.*
- *Supporting families in their roles of caring for their children.*
- *Fostering the professional growth and status of individuals working with young children and their families.*
- *Increasing public understanding and support for policies and programs which ensure developmentally based services to young children and their families.*
- *Focusing on Southern issues concerning children and families*

Ten Top Tips From the Annual LERN Conference.....

1. **Most important goes upper left.** Put your most important information in the top left-hand part of web pages. Research persistently shows that people read on the web differently than they read printed material. Paul Franklin, LERN'S marketing guru.
2. **Your most important e-mail.** The "Welcome to (Our) Organization" will be the most important e-mail you will send to a member added to your database. The open rate of "Welcome" e-mail is twice that of regular e-mail. Ralph Elliot, Clemson University.
3. **Move beyond stock Gen X photos.** Photos of Gen X faces are dull, like clip art. Move to action photos that tell a story. Continue to use photos of your primary audience, but use original and different photos with some motion or theme. Julie Coates, LERN's fabulous brochures
4. **Think three years out for succession planning.** You will need three years to develop and train new leaders for your organization. Rita Martinez-Purson, CPP
5. **Start coaching your best candidates for leadership.** Leaders just don't develop themselves. Rita Martinez-Purson, CPP
6. **Benchmark against the previous year.** Every important activity should be benchmarked against last year's numbers and dates. In this way, you can better determine how to meet your objectives.
7. **Use meetings to train members.** Use valuable meetings to train members, not just give reports.
8. **Set high organizational standards so members strive to reach those goals.** It is better to not fully achieve a high goal than to meet a lower goal.
9. **In marketing to Boomers, don't focus on or even mention age.** Down-age your marketing messages. Boomers think they are 15 years younger than they are. Focus on experience, value, quality—not age.
10. **Ask a focus group 5-6 questions.** A focus session should last 1-2 hours. Ask 5-6 questions, all of which should be open-ended. Kassia Dellabough, LERN, Eugene OR