



10 Leadership Styles: What's Yours?

Do you lead by situation or emotion? Dan Mc McCarthy, in his book "10 Leadership Styles" believes everyone fits into one of the following categories when it comes to leading others. To his way of thinking, situational leadership depends on the direction and support each of your followers needs. He lists the following four kinds:

1. Giving direction. **You define the employees' roles and supervise them closely. Communication is a one way street, it is basically the "old-fashioned way".**
2. Coaching employees. This style allows for more two-way communication. You are not a dictator, but the decision is still made by you.
3. Supporting employees. This type of leadership allows you to delegate more while still playing a significant role in decision making; however, the employee feels like they have more control of the day to day decisions.
4. Delegation of tasks. You guide lightly but cease to control. The employee decides when and how much to involve you; the employee takes the lead.

Situational leadership depends on the length of time the employee has been with your organization and the how critical the decision is.

Emotional leadership is based more on Daniel Goleman's theory of Emotional Intelligence than on your involvement as a leader. There are six kinds of emotional leaders according to Dan McCarthy:

1. Coercive. The *do what I say* style, which can be very useful in a crisis or in a quick turnaround.
2. Authoritative. This style is based on a vision and is driven by the image of making the vision real. This style is useful in turbulent times.
3. Affiliative. Teamwork is the cornerstone to the success of this approach, the focus is on emotional bonds and harmony. Too much praise and striving for harmony can lead the team adrift.
4. Democratic. This builds a mission through consensus and a sense of a higher purpose. The danger here can be paralysis and factionalism.
5. Pacesetter. This approach is favored by the visionaries. It demands self-direction and excellence. The driving force is a group of overachievers who work well under pressure.
6. Mentor. Personal development is the paramount. You help others identify their strengths so they can experience personal growth. Adapted from "10 Leadership Styles, Dan McCarthy, Great Leadership, www.greatleadershipbydan.com

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Student Corner: Achieving Student Leadership

Achieving student leadership is similar to climbing stairs. Leadership is built one step at a time. Students climb the leadership stairs at different rates: some students take one step at a time while others climb two steps in rapid pace. Good leaders climb all the steps. They use the process to gain knowledge and to put that knowledge to work as they climb the leadership stairs. The leadership stairs include:

- **Looking for opportunities to be a member of a group...an active member** Leaders join and volunteer in all the activities of organization. They are visible without being bossy or pushy. They get acquainted. Many times students come to college with organizational experience from church groups, community groups, and school groups. They use their previous knowledge and experience to gain additional experience.
- Being knowledgeable and enthusiastic about the organization **Good leaders learn the organization's mission, vision, goals, and past activities.** They find the time and place to talk about the organization to others. They help make their organization a common name on their campus.
- Being a mentor Good student leaders become mentors to other members. They not only delegate responsibilities but help the less experienced members do the assigned tasks. They support and encourage them in their assigned tasks.
- Thinking outside the box Excellent student leaders look for new or different ways of doing routine jobs. They put new technology to work or combine jobs. They create organizational presence on *Facebook*, *YouTube*, or similar Internet sites to get the information about their organization out to the public.
- Being prepared and prompt At each meeting leaders are prepared and knowledgeable about the agenda. They are on time or early for the meeting. They set an example. They maintain contact with fellow officers and the sponsor before and after the meetings.

-Janie H. Humphries, Ed D

Cultural Competence

I can't speak for all parts of the country, but everywhere I have been over the last few months, the buzz word is "Cultural Competence" followed closely by "linguistic competence."

There is an emerging body of research that examines the efficacy of cultural and linguistic competence within professions and services of education. Nationally, organizations

are struggling to respond effectively to the needs and preferences of children and families from culturally and linguistically diverse groups. Academic institutions, service providers, and training programs have an essential role in preparing personnel to have values, knowledge, and skill sets to provide services to families and children that are culturally and linguistically competent. Families and children should be seen as

partners integrally involved in educational services and activities.

Do you have strategies in place to provide appropriate experiences to develop cultural and linguistic competence within your organization?

— Susan Carrigan

What Do Employees Look for in a Leader?

According to a *Harvard Business Review* survey, the number one quality people look for in a leader is honesty. The 2nd most popular response, however, may

surprise you: what employees really want is a forward-looking leader, someone who

"The person who knows 'how' will always have a job. The person who knows 'why' will always be his boss."

—Diane Ravitch, historian

sees the vision and is able to keep everyone focused enough to accomplish the day to day tasks to achieve the goals that lead the vision.

Adapted from "To lead, Create a Shared Vision,"

James M. Kouzes and Barry Z. Posner,

Harvard Business Review



Board Café

Looking for interesting articles and web sites for non-profit organizations? The following articles are currently posted on the “Board Café” page of www.blueavocado.org.

1. **The M word: A Board Member’s Guide to Mergers**
2. **A Devil’s Advocate on the Board?**
3. Loans from Nonprofit Board Members
4. Succession Planning for Non-Profits of All Sizes
5. **A Nonprofit Board’s Role in HR**
6. Model Document Retention Policy for Nonprofits
7. A 360-Degree Look at the Organization: Seeing Ourselves as Others See Us.
8. In Search of Unicorns: Finding and Hiring Outside Grantwriters
9. What should Boards Know About Insurance Brokers?
10. All Hands on Board: The Board of directors in an All-Volunteer Organizations
11. Meaningful Acts of Appreciation for Boards and Staff—7 Do’s and 2 Don’ts
12. Reasons to have - and reasons not to have - an attorney on the board



Summer Retreat on a Budget

Summer retreats are a great way to build team unity and plan for the future of your organization. Many leaders, however, **won’t even consider the idea due to financial concerns**. Fortunately, a budget-friendly retreat is possible: it just requires a little research and creativity.

State park lodges offer affordable accommodations and meeting space; some even

throw in the meeting space for free when you book a certain number of rooms. Make sure to select a location within 30-60 minutes driving distance. To save even more, skip the catering and load up the coolers with fruits, cereal bars, beverages, and picnic and cookout supplies.

“A budget-friendly retreat is possible; it just requires a little research and creativity.”

A short, day-and-a-half meeting will allow plenty of time for teambuilding, planning, and development -and **you’ll only have to pay for one night in the lodge**. Go to

<http://principalsoffice.osu.edu> for a sample agenda.

Source: *Principal’s Office, Ohio State University*

Planning for a Stress-free Summer

Ah, summer vacation –what a headache! You may find yourself thinking this and wondering how to keep the workplace running during those short-staffed summer months. Well, stop worrying and start planning! Here are some steps you can take to de-stress the summer vacation season:

- 1) Start planning early. Determine your staff needs before discussing vacation time with your employees.
- 2) Be persuasive. Offer your staff incentives to opt for a vacation during the off-season.
- 3) Listen to your employees. Let them know what your needs are and make solving the issue a team effort.
- 4) When all else fails, rely on seniority to decide who picks their vacation time first.
- 5) Consider hiring a temp **if you’re** going to be spread to thin.
- 6) Close the gaps. Appoint another staff member to fill in for an absent employee.
- 7) Say *bon voyage!* You need time off too, so delegate your own work to your staff and pack your bags.

Source: How to Plan your Company’s Vacation by Jenny C. McCune, Bankrate.com



Southern Early Childhood Association

SECA
PO Box 55930
Little Rock, AR 72215

Promoting Quality Care and Education
for Young Children and Their Families

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.*

www.southernearlychildhood.org

Fostering the professional growth and status of individuals working with young children and their families

Smart Start Oklahoma

Smart Start Oklahoma is a private-public community-based initiative that focuses on families needing services in order to provide their young children with a better chance to enter school healthy, eager to learn, and ready to succeed. Each project begins as a local effort to bring concerned community businesses and providers of services for children together to form a coalition that benefits families and their children under the age of six. With this collaboration, public and private funding is combined in each Smart Start Community to identify the needs and to strategically plan for the coordination of services to meet those needs. By 2009, fifty-two of

Oklahoma's seventy-seven counties, representing 65% of the state's under-six population, are served by Smart Start coalitions.

In 2007, an action team was put in place to study the existing collaborations to identify common benefits within each coalition and to describe successful strategies. The findings of the 2008 report confirmed the benefits of collaboration between Head Start, Child Care, and Pre-K Programs at the top of the list were: sharing of resources; better coordination of services, with reduced transitions for children; enhanced quality of the programs; and fiscal advantages. Parents sur-

veyed cited their appreciation for extended hours, degreed teachers **and less disruption to their child's** schedule.

The study concluded that:

- Collaboration is an effective **and efficient "win-win" situation** for all partners;
- It has the potential for improving outcomes for children and parents;
- Continued dialog and sharing of experiences is vital; and
- More research is needed to identify and describe effective models and strategies for collaboration.