



# The Leadership Letter

## Good Leaders: Motivation is the Key

When thinking about motivation, think of these three critical concepts.

- **Desire**—The internal motivator. Do they want to do the task or job? Since desire has so much to do with attitude, there is little anyone can do to adjust this directly except through the factors of ability and opportunity.
- **Ability**—Does the person have the necessary skills, knowledge and understanding to do the task? It could be an educational or training issue and, therefore, the responsibility of the leader.
- **Opportunity**—If someone never has the opportunity to do rewarding work in a supportive environment, then desire and ability mean very little. It is in the environmental area of opportunity that the leader has the most impact.

While the leader may need to call upon the total inventory of skills to accomplish effective motivation, there are certain skills or skill sets that are especially critical.

- ⇒ Communication
- ⇒ Listening
- ⇒ Training and Coaching
- ⇒ Contingency Management
- ⇒ Effective Delegation

Source: *365 Ways to Motivate Employees with Little or No Money*, Podmoroff, D., Atlanta Publishing Group, 2005.



Nancy Cheshire  
President-Elect

Janie Humphries,  
President



### Two Very Motivated SECA Leaders!

#### Seven Simple Rules for Motivating People

1. Delegate complete and effectively.
2. Identify and go with motivational "tailwind".
3. Stay with their motivational high, use it to motivate the low.
4. Try to improve the person's performance and the person's relationship to the task first. Then look at the outer environment.
5. Don't take over, maintain the responsibility to the person or group, ask, "What are you going to do?", then help where you can.
6. Persevere.
7. Don't try to win them all. You can't.

Source: *Motivating the What's In it for Me Workforce*, Marsten, Cam, John Wiley and Sons, New Jersey, 2007.

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#### Leadership Commission Members

- *Cindy Ramagos, LA*
- *Katie Shaughnessy-Williams, KY*
- *Susan Carrigan, OK*
- *Joyce Jones, VA*

# Taking Care of Your Board Members

## Finding Personal Satisfaction in Leadership

Being a leader in an organization can be time consuming and stressful or a task that you approach with excitement and joy.

If you find yourself trying to lead a board that isn't as motivated as you would like, you'll struggle to find the right combination of things to motivate and engage those members.

If you're lucky and have a vibrant, motivated and excited board, the leadership role can provide enormous satisfaction.

Leaders can take certain steps to help board members find that balance between service and personal satisfaction. **We're all human beings with social and egotistical needs that must be met to provide the satisfaction we need to remain motivated in any volunteer role.**

Here are some suggestions and ideas to help you find the right "motivators" for your leadership group.

- ◆ Make an effort to get acquainted with fellow members and give them recognition when it is due. No one likes to think that they are "invisible" or under appreciated.
- ◆ Improve listening skills and take more time to listen to board members.
- ◆ Keep everyone informed about what is going on in the organization. Not only will your members stay motivated, they'll help you make good decisions for the health of the organization.
- ◆ Do more and better coaching and counseling of board members and show greater interest in their personal development.
- ◆ Take greater pains to explain why a task or procedure is necessary to gain greater understanding and acceptance of the directions given. **Ask and encourage, don't dictate!**
- ◆ Give credit promptly and sincerely for a job well done.
- ◆ Invite suggestions for improvement from all members.
- ◆ Consult board members in advance about changes being contemplated.
- ◆ Use group skills for problem solving.
- ◆ Let members know how they will benefit from these changes.
- ◆ Delegate more responsibility and authority to members.
- ◆ Enlarge and diversify jobs to make them more challenging and interesting.
- ◆ Use management by objectives to improve team work and motivation.
- ◆ Remember what it was like when you first joined the board!

Source: *Solutions4fundraising.com*

## Workplace Expectations: What Matters Most?

The American Business Association has conducted employee and supervisor surveys over a period from 1911 to 2011 to determine what issues matter most in the workplace.

Not surprisingly, employees and supervisors have different items at the top of their list but that list has stayed remarkably stable over the period of the surveys.

For **employees**, the top items (most important) on the list are:

1. Full appreciation for work done.
2. Feeling in on things.
3. Sympathetic understanding of

problems.

Employees listed "tactful disciplining" as number 10 on their list.

For **supervisors**, the top items on the list are:

1. Good wages
2. Job security
3. Promotion and growth within the organization.

Supervisors listed "feeling in on things" as the least important to them.

To quote a comment in the survey, "As a supervisor of several employees

at a non-profit organization, this realization was an eye-opener for me! I polled the people I supervised and much to my chagrin, they were pretty close to the national average. **This was valuable information to me because the top three items on the employees' list are easily doable with no monetary expense at all."**

The report did note that "good wages" were only an issue if the wages were low. For those of us in early childhood education, maintaining good wages is a constant battle.

Source: *American Business Association Poll, 2011*

# Understanding Personalities

## Goals, Personal Characteristics and Approaches to Problem Solving

In *Motivation and Personality*, Abraham Maslow explains that there are three types of motivating personalities, all of which have different goals, characteristics and approaches to problem solving.

### The Achievement Personality

**Some people are motivated by achievement. For them the goal is success in a situation that requires excellent or improved performance.** For this personality, these characteristics prevail:

- Concern with excellence and wanting to do personal best.
- Likes to take personal responsibility for finding solutions to problems.
- Has a desire to achieve unique accomplishments.
- Restless and innovative—takes pleasure in striving.
- Wants concrete feedback.

#### ***They spend time thinking about:***

1. Doing a better job.
2. Accomplishing something unusual of importance.
3. Advancing their own career.
4. How they can attain goals, overcoming obstacles.

### The Power Personality

**Some personalities are motivated by power. For them, the goal is having impact or influence on others or events.** For this personality, these characteristics prevail:

- Concern for reputation or position.
- Gives advice.
- Wants their ideas to predominate.
- Strong dependence on status or prestige.
- Strong need to influence, to control situations, and events; to change other people's attitudes and behavior.
- Often verbally fluent and can be argumentative.
- Seen by others as assertive, forceful, outspoken and stubborn.

#### ***They spend time thinking about:***

1. How they have influence over others and how that control can be increased.
2. How their personal power and influence can be used to win arguments, change people, gain status and authority.

### The Affiliation Personality

**Some personalities are motivated**

**by affiliation. For them, the goal is being with someone else and enjoying mutual friendship.** For this personality, these characteristics prevail:

- Concerned with being liked and accepted in interpersonal relationships.
- High need for warm and friendly relationships and interaction.
- Concerned about being separated from other people and being "left out".

#### ***They spend time thinking about:***

1. Wanting to be liked and how to achieve this.
2. Consoling and helping people.
3. How to establish and maintain warm and friendly relationships.
4. The feelings of others and themselves.

#### **What are the implications of all of this for board leaders?**

One has to select people whose motivational drive fits the task at hand. If you do this and change or adjust your management style to fit the needs of the persons you select, you'll have a functional, vibrant board. Source: Abraham H. Maslow, *Motivation and Personality*, 2nd Edition, John Wiley and Sons, New Jersey, 1998.

## A Special "Thank You" to Susan Carrigan!

Susan Carrigan of Oklahoma was a member of the original SECA Leadership Commission that first conceived the **Leadership Letter** project. It has become one of our most popular newsletters and, throughout the last five years, has grown and developed under Susan's leadership.

Susan will be leaving the SECA Board of Directors in December and will be replaced by a new representative from the Early Childhood Association of Oklahoma. We want to thank Susan for her commitment to SECA over her two terms as Board representative and for her contributions to both our leadership initiatives and student projects at the annual conference. She has worked tirelessly on behalf of SECA, particularly with the students, and we want to extend a tribute to her for a job well done!



**Susan in her leadership role at the SECA conference.**





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

*SECA is a "Voice for Southern Children"*

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

## Join us for the 2012 Leadership Summit

During a call with affiliate state presidents earlier in the year, Dr. Janie Humphries, SECA President, asked them what topic they would like to have presented at the 2012 Leadership Summit. (This Summit is designed to provide our state leadership teams with training/education on topics of interest to our state boards.)

All of the presidents agreed that planning for the future of their state associations was high on the list and that they didn't feel equipped to tackle the planning process.

SECA has scheduled a session for the San Antonio conference that will provide information and tools to use at home in strategic planning and board development.

We are fortunate to have secured the services of Barry Silverberg of the Texas Association of Nonprofit Associations (TANO) who will present, **Modeling a Strategic Leadership**

### **Gathering.**

Barry will present a session designed to assist states to:

- Strengthen the entity's board development.
- Engage its stakeholders.
- Integrate its leadership's strategic thinking and Board policy and decision-making processes.
- Develop a strategic plan to seriously and actively address those challenges and opportunities.
- Understand and communicate key competencies to achieve the above.

The **Leadership Summit** will be held on Wednesday, February 1, 2012 at the Hyatt Regency San Antonio from 2:00-6:00 pm. A reception honoring our **2012 Outstanding SECA Member**, Kathy Ennis of Tennessee, will follow.

All state current or emerging leaders are invited to attend.

*Contact Glenda Bean at [gbean@southernearlychildhood.org](mailto:gbean@southernearlychildhood.org) for more information and to register.*



*Barry Silverberg, CEO of the Texas Association of Nonprofit Organizations (TANO) has over 35 years of diverse leadership, management, resource development & communications experience with the non-profit sector.*