“Doubt everything or believe everything: these are two equally convenient strategies. With either we dispense with the need for reflection.”

- Henri Poincare

“What is leadership anywhas?”

“Leadership is the action of leading a group of people or an organization.”

- Oxford Dictionaries
WHAT LEADERSHIP IS NOT

Leadership has nothing to do with personal attributes. Say the word “leader” and most people think of a domineering, take-charge charismatic individual. We often think of icons from history like General Patton or President Lincoln. But leadership isn’t an adjective. We don’t need extroverted charismatic traits to practice leadership. And those with charisma don’t automatically lead.

Leadership has nothing to do with seniority or one’s position in the hierarchy of a company. Too many talk about a company’s leadership referring to the senior most executives in the organization. They are just that, senior executives. Leadership doesn’t automatically happen when you reach a certain pay grade. Hopefully you find it there, but there are no guarantees.

Leadership isn’t management. This is the big one. Leadership and management are not synonymous. You have 15 people in your downtown and P&I responsibility? Good for you, hopefully you are a good manager. Good management is needed. Managers need to plan, measure, monitor, coordinate, solve, hire, fire, and so many other things. Typically, managers manage things. Leaders lead people.

Peter Drucker: "The only definition of a leader is someone who has followers."

Really? This instance of tautology is so simplistic as to be dangerous. A new Army Captain is put in the command of 200 soldiers. He never leaves his room, or utters a word to the men and women in his unit. Perhaps routine orders are given through a subordinate. By default his troops have to “follow” orders. Is the Captain really a leader? Commander yes, leader no. Drucker is of course a brilliant thinker of modern business but his definition of leader is too simple.

ATTEMPT AT A DEFINITION
**Bill Gates:** "As we look ahead into the next century, leaders will be those who empower others."

This definition includes “others” and empowerment is a good thing. But to what end? I’ve seen many empowered “others” in my life, from rioting hooligans to Google workers who were so misaligned with the rest of the company they found themselves unemployed. Gates’ definition lacks the parts about goal or vision.

**John Maxwell:** "Leadership is influence - nothing more, nothing less."

I like minimalism but this reduction is too much. A robber with a gun has “influence” over his victim. A manager has the power to fire team members which provides a lot of influence. But does this influence make a robber or a manager a leader? Maxwell’s definition omits the source of influence.

**DEFINITION:** Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

Notice key elements of this definition:

- Leadership stems from social influence, not authority or power
- Leadership requires others, and that implies they don’t need to be “direct reports”
- No mention of personality traits, attributes, or even a title; there are many styles, many paths to effective leadership
- It includes a goal, not influence with no intended outcome

**THE MACRO VIEW**

Importance of Early Ed = VERY BIG!!!
Investment in Early Ed = VERY SMALL!!!

NEED LEADERS TO CLOSE THIS GAP!

THE MICRO VIEW

ONE CHILD = VERY IMPORTANT!

THEREFORE, YOUR IMPACT = VERY IMPORTANT!
ECE LEADERS: WHAT I’VE LEARNED!

**LEARNING #1**
EARLY CHILDHOOD EDUCATION IS SUPER HARD!

**LEARNING #2**
MOST PEOPLE HAVE NO CLUE EARLY ED IS SO HARD!

**LEARNING #3**
WE HAVE TO ALWAYS BE LEARNING IN EARLY ED

**LEARNING #4**
LIVING OUT YOUR PASSION = HAPPY!

Always Be Learning

Keep calm and be happy!
LEARNING #5
COMPASSION BREEDS TRUST AND RESPECT.

LEARNING #6
CULTURE IS EVERYTHING

LEARNING #7
EMPOWERMENT IS FUNDAMENTAL TO CULTURE

LEARNING #8
MANAGING FINANCES IS CRITICAL

LEARNING #9
NEED TO BE WILLING TO BE DIFFERENT

LEARNING #10
TAKE ACTION!
TOP RISK IN EARLY CHILDHOOD EDUCATION

Ranking of Organizational Risks by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>For Profit</th>
<th>Non-Profit</th>
<th>Large COE</th>
<th>Small COE</th>
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</table>

EMPLOYEE RATING SCALE

1 dissatisfied  3 okay  5 very satisfied

Average company rating?

1 dissatisfied  3 okay  5 very satisfied

Average company rating? 3.3
Average child care company rating?

**POLL 2**

![Average child care company rating](image)

LEARNING MORE ABOUT WHY ONLY 2.8 STARS

- **Leadership & Culture**: Management support and the workplace environment
- **Wages**: Base salary and other monetary compensation
- **Benefits & Hours**: Vacation, sick leave, working hours and schedule flexibility
- **Professional Development**: Training and opportunities for career advancement
- **Children & Families**: Experiences working with children and families

What was the most common thing people said they LIKED about their job in child care?

**POLL 3**

![What was the most common thing people said they LIKED about their job in child care?](image)

Leadership & Culture
Wages
Benefits & Hours
Professional Development
Children & Families
What was the most common thing people said they DISLIKED about their job in child care?

- Leadership & Culture
- Wages
- Benefits & Hours
- Professional Development
- Children & Families

But what do we do about it!? 1. Get a baseline
Program Administration Scale (PAS)

The Program Administration Scale (PAS) is a valid and reliable instrument designed to measure the leadership and management practices of staff members. PAS provides valuable information to develop the quality of their work environment, practices, and can be used as a springboard for program improvement initiatives.

WHAT THE PAS MEASURES:
The PAS measures quality on a 7-point scale in 25 items clustered in 10 subscales:
- Human Resources Development
- Professional Development
- Leadership Skills
- Staff Management
- Community Relations
- Organizational Communication
- Fiscal Management
- Public Relations
- Technology
- Staff Qualifications

Assessing Work Attitudes
The McCormick Center offers training and resources to help you assess and improve your program’s effectiveness.

Early Childhood Work Environment Survey
The Early Childhood Work Environment Survey (ECWES) is a reliable and valid tool to assess the work environment and can be used to help improve program outcomes and staff satisfaction.

2. LEARN!

GALLUP

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. If you do your job, does your company or department get better results?
8. Do you feel safe at work?
9. In the last year, have you had someone talk to you about your job performance?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, you have had opportunities to learn and grow?

START WITH WHY

How great leaders inspire everyone to take action!

Steve jobs

The 7 Habits of Highly Effective People
Powerful Lessons in Personal Change

OVER 15 MILLION SOLD

Stephen R. Covey
SO MUCH FREE CONTENT!

3. TAKE ACTION!
“Far better it is to dare mighty things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy nor suffer much, because they live in the gray twilight that knows neither victory nor defeat.”

- Theodore Roosevelt