




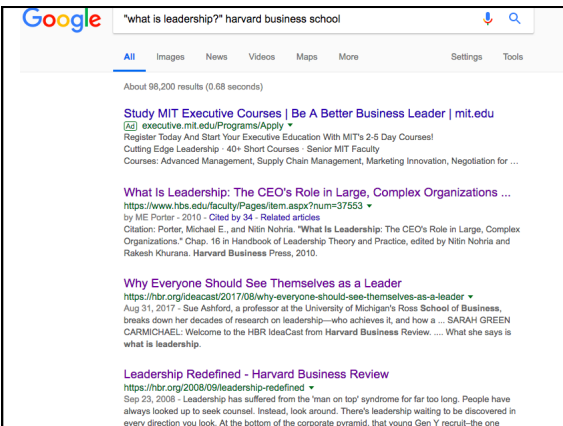
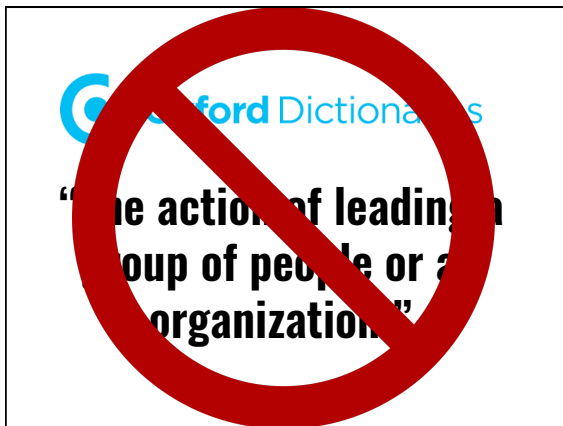
“Doubt everything or believe everything: these are two equally convenient strategies. With either we dispense with the need for reflection.”

- Henri Poincare



 Oxford Dictionaries

**“The action of leading a group of people or an organization.”**



**FACULTY & RESEARCH**

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CHAPTER | HANDBOOK OF LEADERSHIP THEORY AND PRACTICE | 2010

### What Is Leadership: The CEO's Role in Large, Complex Organizations

by Michael E. Porter and Nitin Nohria

Abstract

What is the role of the CEO in a large, complex enterprise? What makes a CEO effective? At first blush, these questions seem easy to answer. A CEO is the epitome of leadership. He or she exercises ultimate power and is responsible for making the most critical choices facing an organization. However, these questions get far more complicated as one contemplates the realities of large organizations. Actually, the CEO cannot make most decisions, or even review them. The CEO is powerful, but multiple constituencies can exercise power as well, starting with the board. The shortening CEO tenure reveals that many leaders misunderstand the role and how to play it effectively.

Keywords: Decision Making; Leadership; Managerial Roles; Power and Influence

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Keywords: Decision Making; Leadership; Managerial Roles; Power and Influence

Harvard Business Review

LEADERSHIP

## Why Everyone Should See Themselves as a Leader

AUGUST 31, 2007

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**Sue Ashford**, a professor at the University of Michigan's Ross School of Business, breaks down her decades of research on leadership—who achieves it, and how a group grants it. She explains that the world isn't divided into leaders and followers. Instead, it's a state that everyone can reach, whether they're officially in charge or not. She also explains why shared leadership benefits a team and organization. Ashford offers tips on how to effectively grow leadership in yourself and your employees.

Harvard Business Review

LEADERSHIP

## Leadership Redefined

by Vineet Nayar

SEPTEMBER 23, 2008

SAVE SHARE COMMENT TEXT SIZE PRINT

Leadership has suffered from the 'man on top' syndrome for far too long. People have always looked up to seek counsel.

Instead, look around. There's leadership waiting to be discovered in every direction you look. At the bottom of the corporate pyramid, that young Gen Y recruit—the one shifting uncomfortably in the new suit that covers his prized tattoo, who questions legacy systems and processes—is a leader in his own right. There are leaders present behind pretty much every computer screen in our offices, across functions, streams and teams — waiting impatiently to prove their mettle.

Google

"what is leadership?"

## What Is Leadership?

**Kevin Kruse**, CONTRIBUTOR

Opinions expressed by Forbes Contributors are their own.

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I'm the Founder + CEO of LEADx.org, an online learning platform that provides free leadership training to anyone, anywhere, at anytime. I'm also a NY Times bestselling author and keynote speaker. My books include Employee Engagement 2.0 and 15 Secrets Successful People Know About Time Management. As a serial entrepreneur my companies have won both Inc 500 awards for growth, and Best Place to Work awards for company culture.

The author is a Forbes contributor. The opinions expressed are those of the writer.

## WHAT LEADERSHIP IS NOT

**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 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 isn't management.** This is the big one. Leadership and management are not synonymous. You have 15 people in your downline and P&L 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.

## ATTEMPT AT A DEFINITION

**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.

**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.

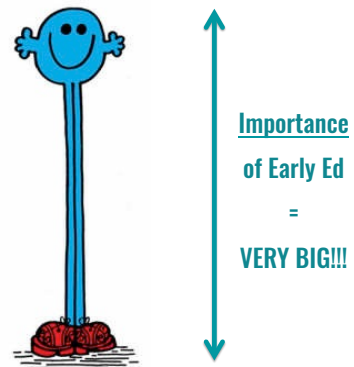
**DEFINITION:** Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. 

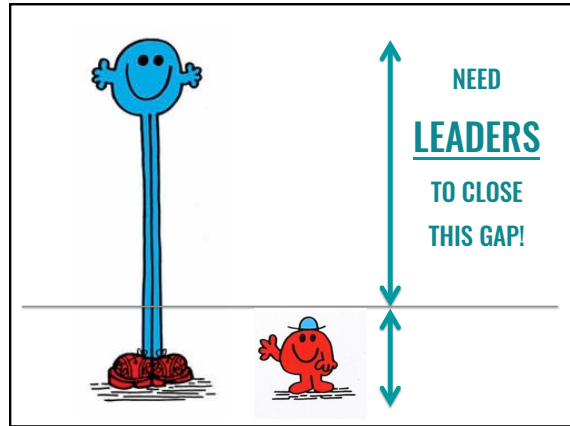
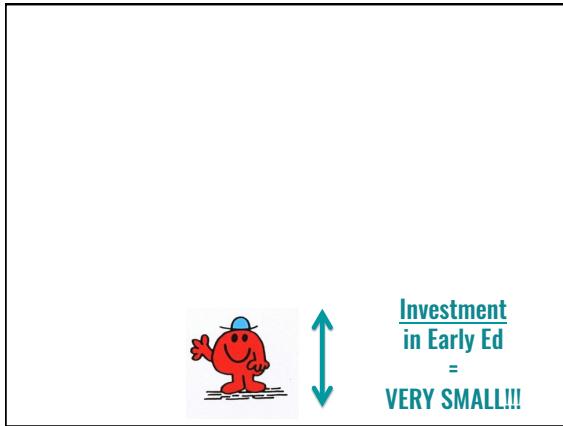
Notice key elements of this definition:

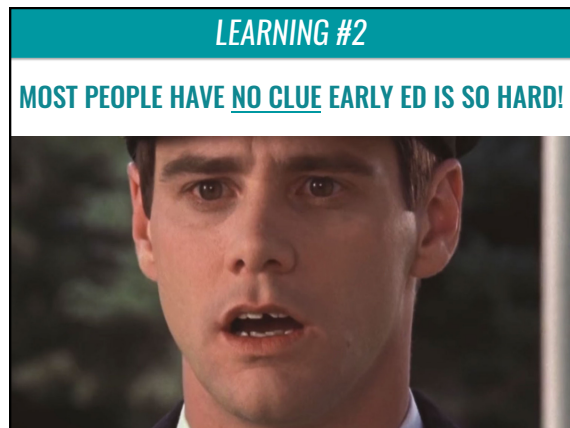
- Leadership stems from social influence, not authority or power
- Leadership requires others, and that implies they don't need to be "direct reports"
- No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership
- It includes a goal, not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



## THE MACRO VIEW







LEARNING #5

COMPASSION BREEDS TRUST AND RESPECT.



LEARNING #6

CULTURE IS EVERYTHING



LEARNING #7

EMPOWERMENT IS FUNDAMENTAL TO CULTURE



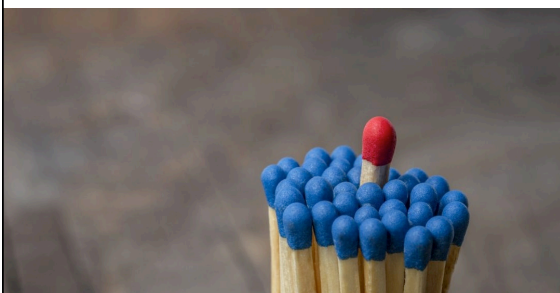
LEARNING #8

MANAGING FINANCES IS CRITICAL



LEARNING #9

NEED TO BE WILLING TO BE DIFFERENT



LEARNING #10

TAKE ACTION!

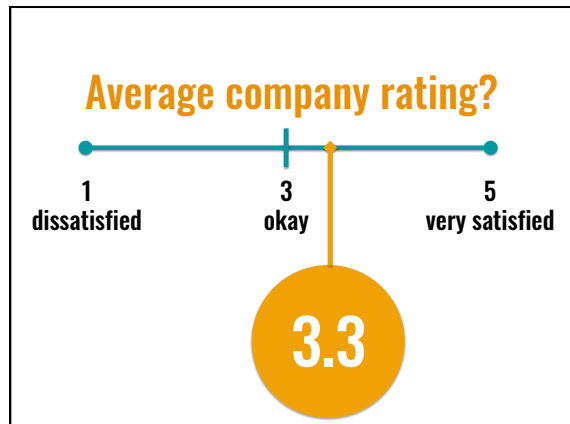
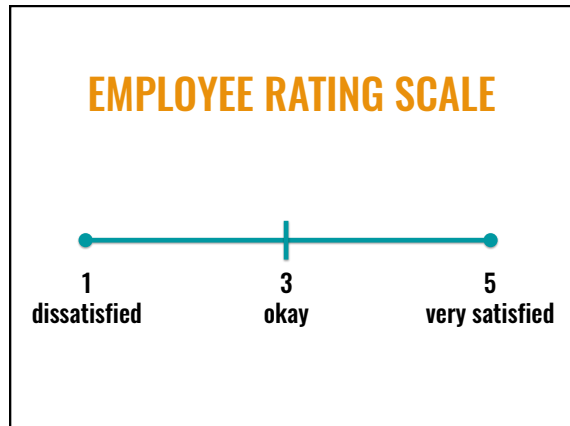




### TOP RISK IN EARLY CHILDHOOD EDUCATION

Ranking of Organizational Risks by Segment

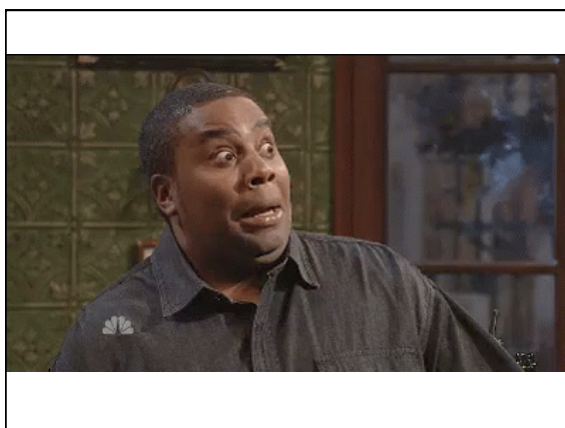
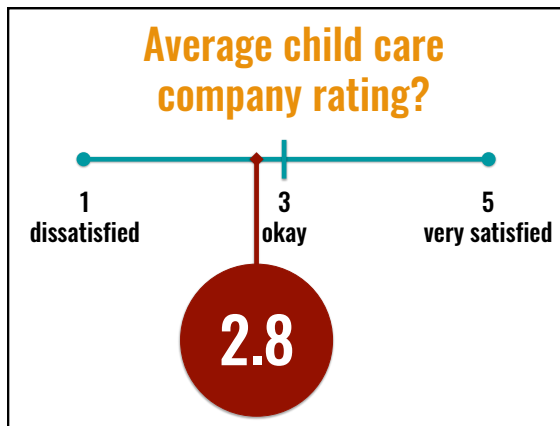
Segmentations	For Profit	Non Profit	Large (>1)	Small (<20)	Canada	USA
1 LABOR	●	◐	●	●	●	●
2 REPUTATIONAL	◐	◐	◐	◐	◐	◐
3 FINANCIAL	○	●	○	◐	○	◐
4 REGULATORY	◐	◐	◐	○	◐	○
5 OPERATIONAL	◐	○	○	◐	○	◐
6 MACRO ECONOMIC	○	○	◐	○	◐	○





**POLL 2**

## Average child care company rating?

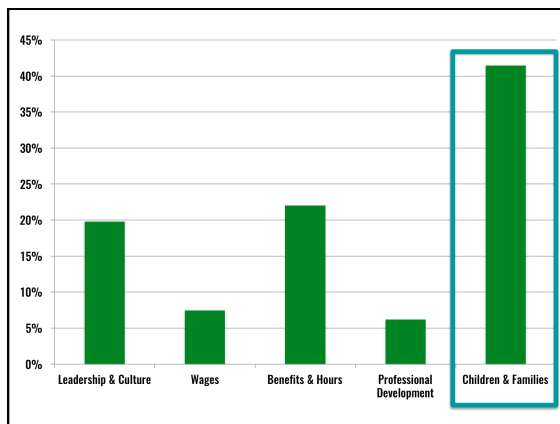


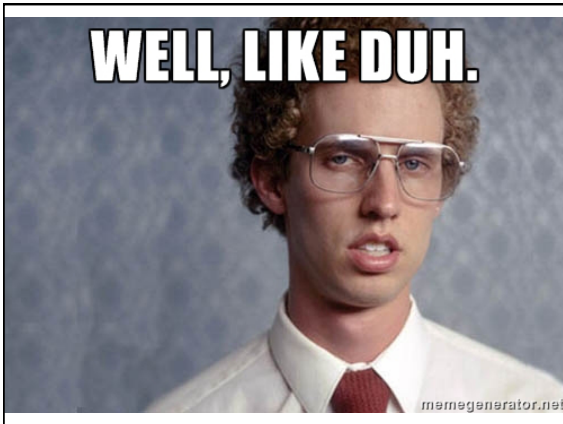
- ### LEARNING MORE ABOUT WHY ONLY 2.8 STARS
- Leadership & Culture** - Management support and the workplace environment
  - Wages** - Base salary and other monetary compensation
  - Benefits & Hours** - Vacation, sick leave, working hours and schedule flexibility
  - Professional Development** - Training and opportunities for career advancement
  - Children & Families** - Experiences working with children and families

**POLL 3**

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

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

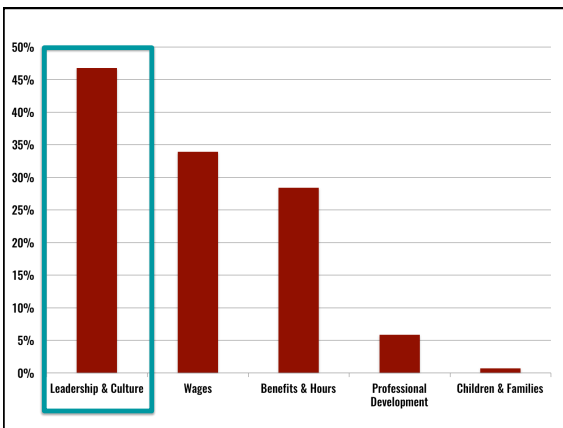




POLL 4

**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



**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 early childhood programs**. The PAS provides valuable information to directors about the quality of their administrative practices and can be used as a springboard for program improvement efforts.

**WHAT THE PAS MEASURES**

The PAS measures quality on a 7-point scale in 25 items clustered in 10 subscales:


- Human Resources Development
- Personnel Cost and Allocation
- Center Operations
- Child Assessment
- Fiscal Management
- Program Planning and Evaluation
- Family Partnerships
- Marketing and Public Relations
- Technology
- Staff Qualifications



<http://mccormickcenter.nl.edu/program-evaluation/program-administration-scale-pas/>

### Assessing Work Attitudes


The McCormick Center offers training on easy-to-use self-assessment tools for your organization's work environment and staff perceptions. Use the tools below to understand and overcome challenges in your early childhood program.



**Early Childhood Work Environment Survey**

The Early Childhood Work Environment Survey (ECWES) can **help you assess the organizational climate of your early childhood program**. Gain insights into staff perceptions and discover which components of the work environment you might address to help motivate and retain staff.


Where can I learn more and/or order the ECWES? **NEW HORIZONS**



**Early Childhood Job Satisfaction Survey**

The Early Childhood Job Satisfaction Survey (ECJSS) is a career guidance tool that early childhood directors can use with staff. Use the resulting profile to **help staff reflect on those aspects of their work that make them feel most fulfilled**.


Where can I learn more and/or order the ECJSS? **NEW HORIZONS**



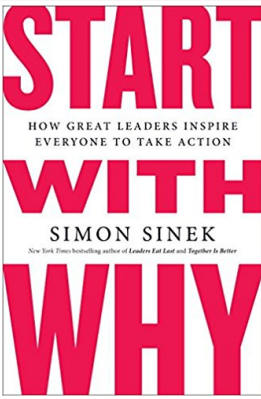
<http://mccormickcenter.nl.edu/program-evaluation/assessing-work-attitudes/>

# 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. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
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, have you had opportunities to learn and grow?



## 2. LEARN!

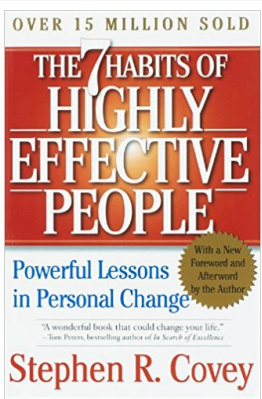


**START WITH WHY**

HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION

SIMON SINEK

*New York Times bestselling author of **Leaders Eat Last** and **Together Is Better***



OVER 15 MILLION SOLD

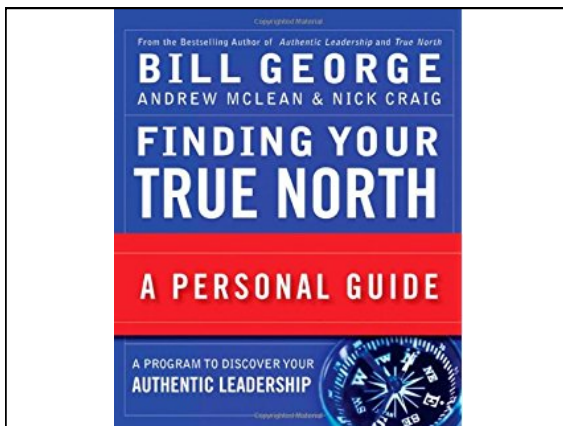
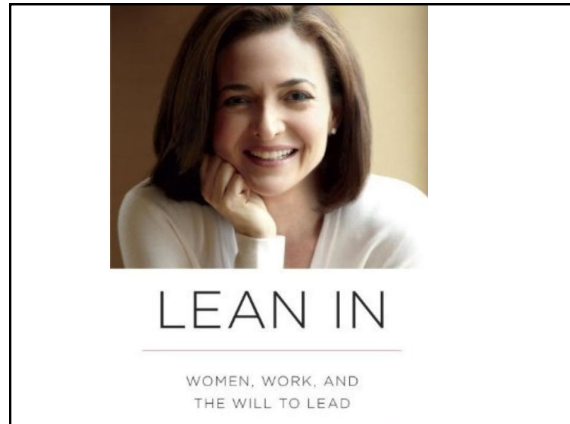
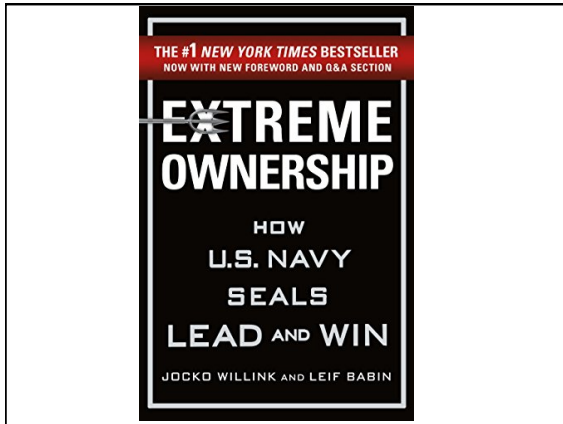
**THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE**

Powerful Lessons in Personal Change

With a New Foreword and Afterword by the Author

"A wonderful book that could change your life."  
— Tom Peters, bestselling author of *The Spirit of Excellence*

**Stephen R. Covey**



**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**



*Thank You*



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