

Welcome to conversations on Leadership and Administration in Child Care



Acknowledgement of land



Gathering Intentions

- Come as you are; BE yourself and use your **voice**
- **Listen** to what is being shared and what is missing
- **Notice** where YOU find yourself pausing and want to know more.
- Be curious
- Challenge the idea not the person
- Be willing to **unlearn** and **relearn** current thinking – EVEN if you experience discomfort
- Come prepared having done the **work**, to **do the work**, to **grow**
-

A quick revisit of last session

- Article and Standards of Practice
- Onboarding documents
- Anything else?

Team Building and Communication

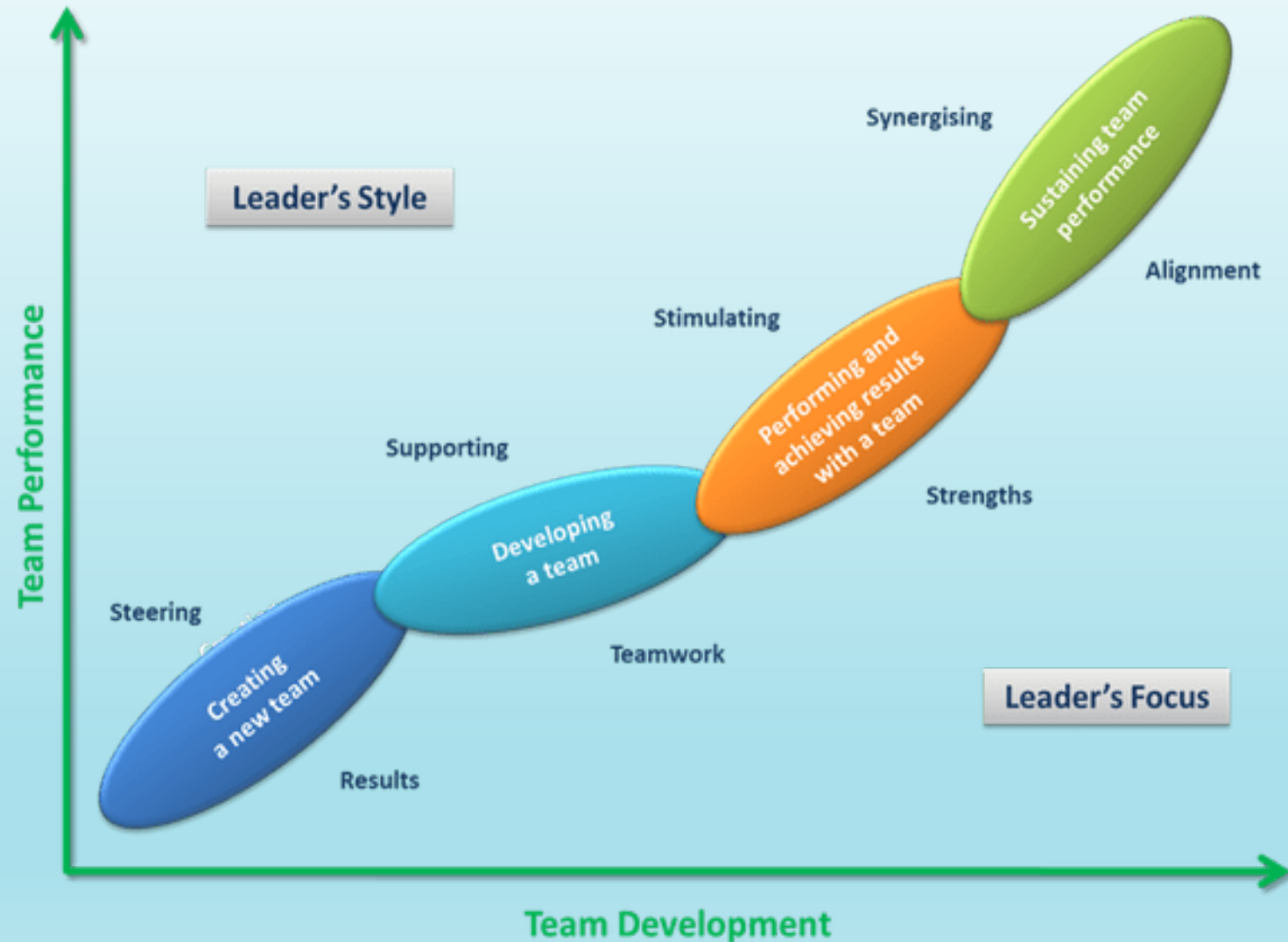
- Two HUGE topics with many nuances and layers.
- Information will be specific to child care but general in nature
- For specific questions I will stay online at the end of the session and , as always, my email is at the end of the presentation and you are always welcome to reach out.

Leading Teams

- The success of any child care organisation is the performance of the team in each classroom.
- If a team is struggling with communication, interpersonal issues, job performance issues it will do two things
 - Take a disproportionate amount of admin / management time and energy
 - Lead to low performance which will ultimately affect the children (level and quality of service delivery) and often lead to complaints from families

Leading Teams: where's your focus?

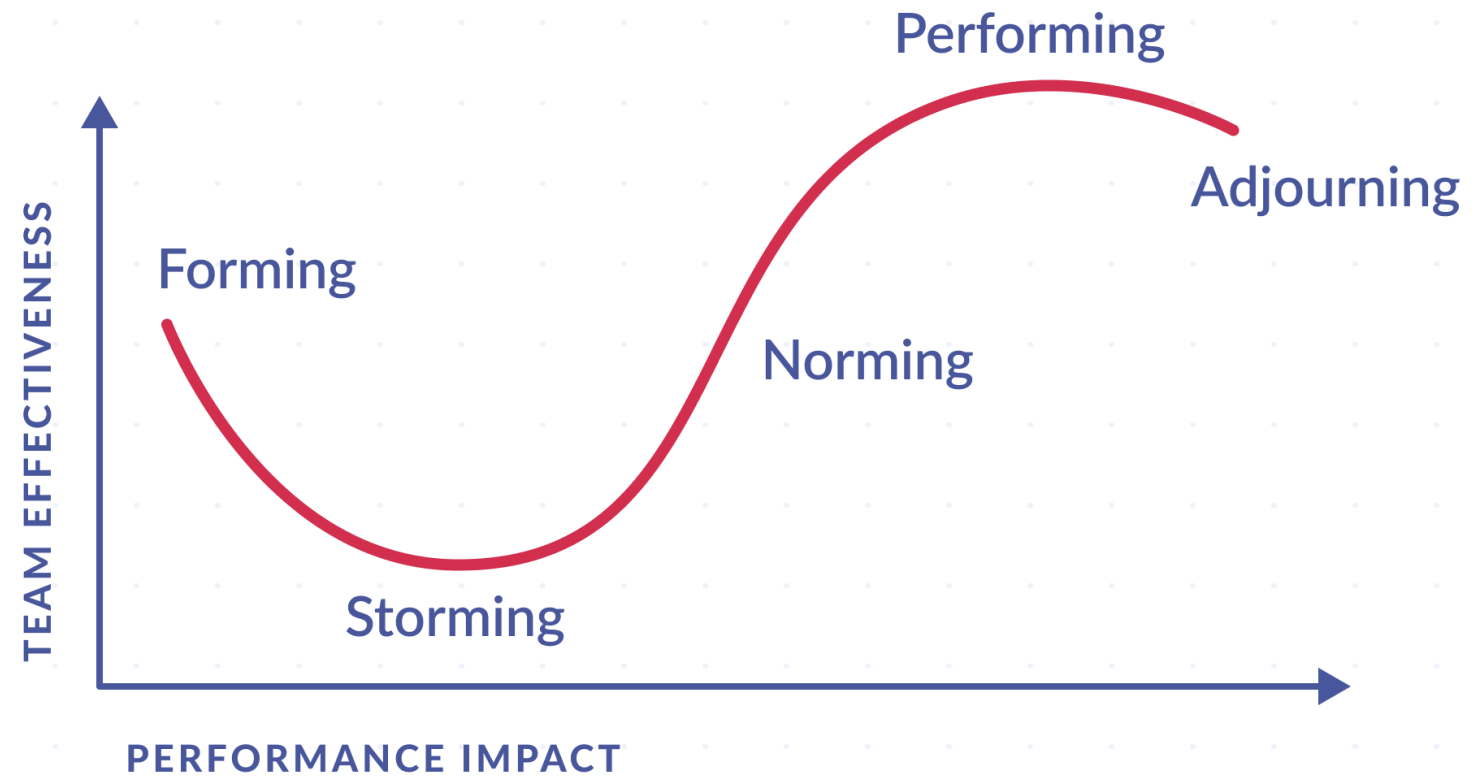
<http://www.defining-leadership.com/leading-teams>



Style and Focus

- Your leadership *style* will determine how you engage with people, providing motivation and commitment. Your leadership *focus* will help ensure you apply the right leadership style for the right situation to achieve the right results.
- While understanding how different leadership styles can be effective at different stages of team development there is still another step that needs to be taken: you need to have a clear focus. (based on values of course!!)

Remember Team Development



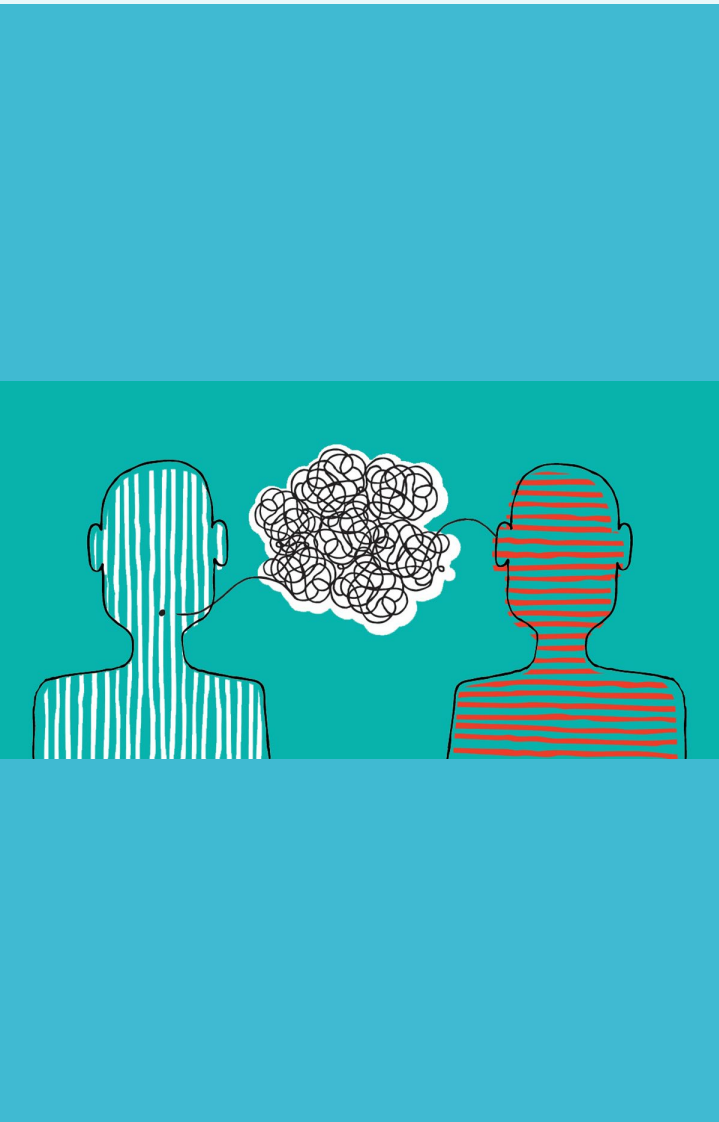
Some Resources

- READ: CH 2 of “from Teaching to Thinking” (Pelo /Carter). Consider the questions Margie poses at the end of the chapter.
- If you don’t have the book I can send the chapter to you.

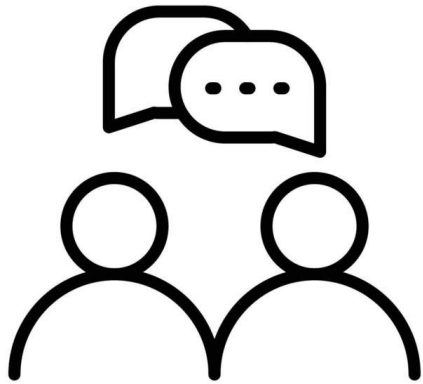
- HANDOUT on 10 Dimensions of Organizational Climate
- Complete it for your organization / centre
- Consider using it in your teams / organization (staff meeting?)
- Find ways to constantly check in with teams / team members and assess the “climate” of your program

Communication

Most of us know intuitively that good communication is important in the workplace. After all, great communication removes obstacles that detract from efficiency and collaboration. But research underscores just how critical communication really is: **when asked about failures in the workplace, a Salesforce study shows that 86% of respondents cited lack of collaboration or ineffective communication.**



Managers / administrators lay a critical foundation for effective communication on their team. In fact, Gallup's research shows that consistent manager-employee communication is closely connected to higher employee engagement. Managers set the tone by modeling good communication for their direct reports, and create the structure and processes that facilitate effective communication within in their team.



- While it's easy to say communication is essential, it's not always easy to bring better communication to your team. What do you, as a manager, do when your team doesn't interact well with one another? What about if you're not interacting well with your team? You're responsible for setting the tone in both cases.
- What follows are a series of tips that any manager can leverage to improve team communication right away.

What is good communication?

- We define good communication as being effective both in the **content** of your communication and the **coverage** of your communication.
- The **content** of your communication is both *what* you communicate and *how* you frame it. As a manager, you should be communicating with your direct reports about both short-term priorities and long-term development on professional and personal levels. You also need to present this information in such a way that your direct report understands and can easily take action.
- **Coverage** of your communication is both *who* you're communicating with and *when*, or on what cadence. A manager should have frequent and consistent communication with all of their direct reports. Coverage can manifest itself in one-on-one meetings, team-wide settings, or more informal interactions

Provide role clarity

- One of the most effective structural ways to improve the content of communication on your team is to invest in role clarity. It helps everyone on the team know from the beginning which content is most relevant to discuss with different team members.
- It's important to remember that role clarity is **not** the same as a job description. A job description describes the "job" in a vacuum; it doesn't provide any insight into the role this person is taking within a team. It's difficult to have effective communication on your team when these fundamentals are not fully defined.
- One of the simplest ways managers can promote role clarity is by explaining to each employee what metrics will be used to define success in their role. When individual team members are clear on what is expected of them and those around them, organizations reduce friction and can hold team members accountable.
- Role clarity also has the added benefit of happier team members.

Embrace personal feedback

- Managers should encourage their team to give feedback of their performance as a supervisor — it's the best way for you to get better. Soliciting, embracing, and acting upon the feedback you receive will improve communication and increase morale and output.
- Be aware that your employees might not initially be open to giving you constructive feedback. "The major reason people don't give the boss feedback is they're worried that the boss will retaliate because they know that most of us have trouble accepting negative feedback," says Linda Hill, the Wallace Brett Donham Professor of Business Administration at Harvard Business School. However, it is imperative that you try your best to solicit these comments because **75% of employees say that they would prefer to stay with a company that values their opinions and addresses concerns.**
- This kind of feedback is not a once-a-year exercise: it should be **continuous and interactive** — "Awesome, a way for me to be more effective! Here's how I think I'll incorporate what I'm hearing from you." That mentality will increase the richness of your communication with every member of your team.

Implement an open door policy

- Having an open door policy is one of the most classic tools used to promote communication.
- When a manager's door is open, members of his or her team can provide or request feedback, ask for advice, or share concerns. This policy promotes a sense of transparency and openness between you and your team.
- *Effective open door policies don't obliterate productivity. Instead of a casual open door policy — in which those squeaky-wheel employees are pestering you all the time and timid employees don't want to disturb you — opt for setting specific office hours on your calendar. During those hours, commit to keeping your calendar open, listening attentively, and even consider prompting participation from everyone on the team by setting specific topics or asking reports to complete a quick survey.*

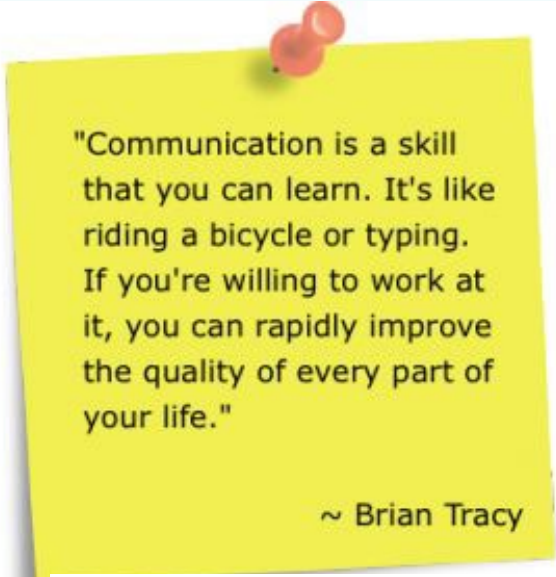
Practice what you preach

- If you are really committed to improving team communication, one of the best and most effective ways to do it is to embody it yourself.
- Employees are attuned to the actions of their supervisors and look to them as leaders of change. In fact, [one 2013 study](#) shows that **only 26% of employees strongly agree that their managers actually live the values they expect from their employees**. When you don't practice what you preach, your team picks up on it.
- Boundaries matter here too.... Beware of gossip and assume everything you say might be shared
- Always articulate your WHY....this helps to bridge understanding



- Creating an environment where effective communication is the norm isn't always easy, but it is an essential characteristic of high-performing teams. **When your team is not communicating well, poor performance usually follows.**
- Managers who constantly seek to improve their team's communication (and set the right tone themselves) create a happier working environment for their employees and deliver better business outcomes. Challenge yourself to incorporate these strategies into your team's routine and set the standard for great communication in your organization.

• Adapted from <https://medium.com/pathlight>




"Communication is a skill that you can learn. It's like riding a bicycle or typing. If you're willing to work at it, you can rapidly improve the quality of every part of your life."

~ Brian Tracy




"The **quality**
of your
communication
is the **quality**
of your **life.**"
-Anthony Robbins



Good communication is
the bridge between
confusion and clarity

Nat Turner

PICTUREQUOTES.COM



**The biggest
communication problem
is we do not listen to
understand.**

We listen to reply.

Grace and Mistakes

- In my experience the amount of grace people in an organization have for one another determines the culture and the communication.
- Mistakes happen. People say things they regret. How we respond in these moments matters – not just leaders but everyone.
- Use the language of grace in your communication.
- We are all learning everyday – judgment stops learning – grace allows growth.

Offerings for
further
thinking and
reflection

- nbyres@richmondchildcare.org for any dialogue or resources

I'll hang out here if you have any specific situations you want to dialogue about (I'll stop the recording so privacy is maintained)