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Presenters



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Head Start Regional TTA Network

These materials were developed for OHS/Region 8 TTA Network under contract No.757IMN26C00021 By STGi

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Engaging with the learning content

- Base: New Learning
- Building Up: Review and Fine Tune Skills
- Building Out: Empowering Others

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6 Elements of Organizational Effectiveness



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Head Start Program Leadership



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6 Elements of Organizational Effectiveness

ACCOUNTABILITY
Building an environment where individuals and teams deliver on commitments

METRICS
Using a common set of measurements to track operations, opportunities, and improvements

COMMUNICATION
Providing the organization with an effective exchange of information

LEADERSHIP AND GOVERNANCE
Provides the strategic direction and leadership

DELIVERY APPROACH
Developing and implementing the means and methods used to deliver products and services

HUMAN PERFORMANCE
Selecting, retaining, and developing the right people

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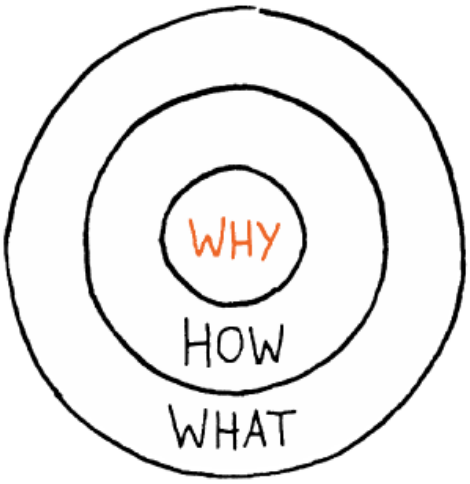
Clear Purpose

The Golden Circle

WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



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There is a continuum of stakeholder relations. A successful stakeholder engagement strategy connects the appropriate engagement format to the right stakeholder group.

Stakeholder Engagement Continuum

Monitor	Message	Advocate	Consult	Dialogue	Collaborate
Pay attention to the actions of stakeholders through media scans, internet searches, and conversations with other parties that may have knowledge of their actions or positions.	Create and target messages toward specific stakeholders. An invitation to respond is typically not implied.	Participate in activities intended to enlist support for a specific effort or position where there is an imbalance or implication of power/influence affecting the relationship.	Solicit explicit feedback or input on a project or plan.	Initiate or participate in two-way dialogue focused on mutual learning and solutions. Can include co-creation of new ideas.	Share work on common objectives of the company and its stakeholders. Can include co-creation as well as co-implementation of new ideas.

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https://www.artscouncil.org.uk/media/15080/download?attachment

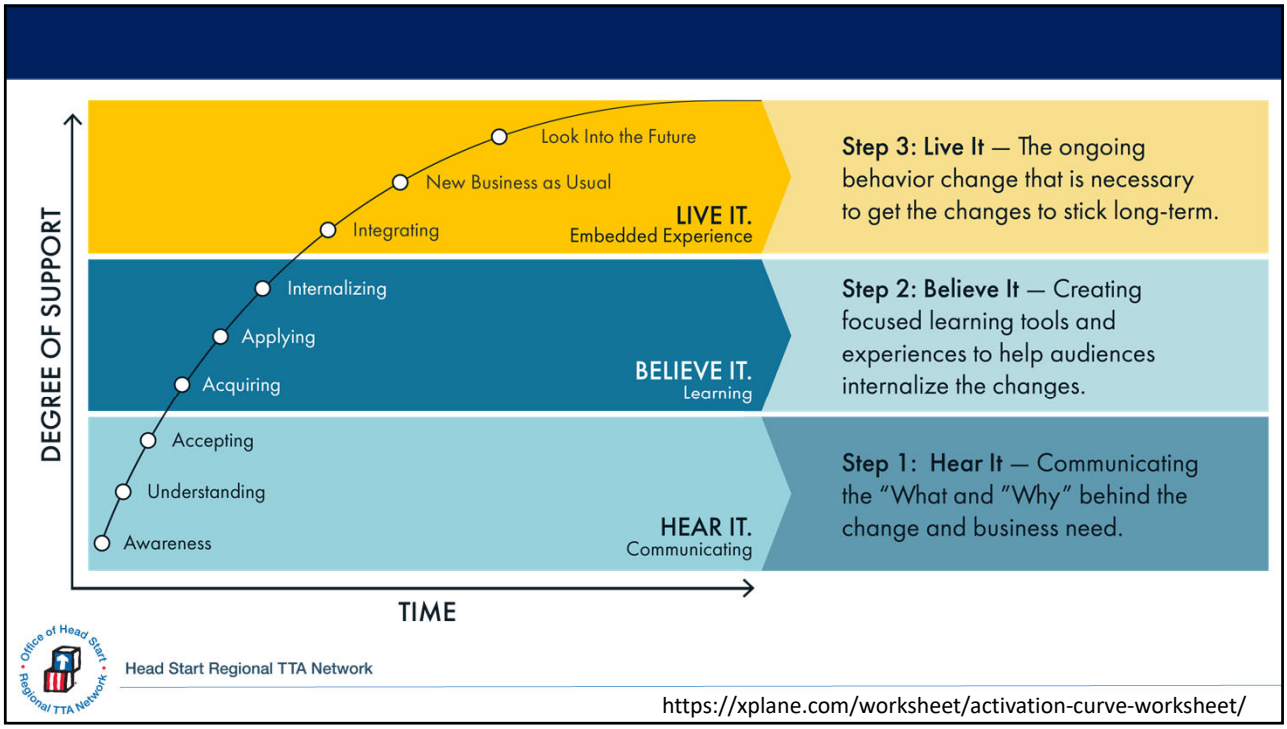
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THE SIX LEADERSHIP STYLES (GOLEMAN)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"Try this"
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts is a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

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https://xplane.com/worksheet/activation-curve-worksheet/

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https://www.gallup.com/workplace/712004/accountability-in-the-workplace.aspx

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Building a Culture of Accountability

- Consistency and Long-Term Commitment
- Leadership Sets the Tone
- Learning from Failure
- Clear Expectations and Communication
- Consequences and Rewards
- Accountability as a Shared Responsibility
- Accountability Through Metrics and Key Performance Indicators /(KPIs/)
- Constructive Feedback and Recognition



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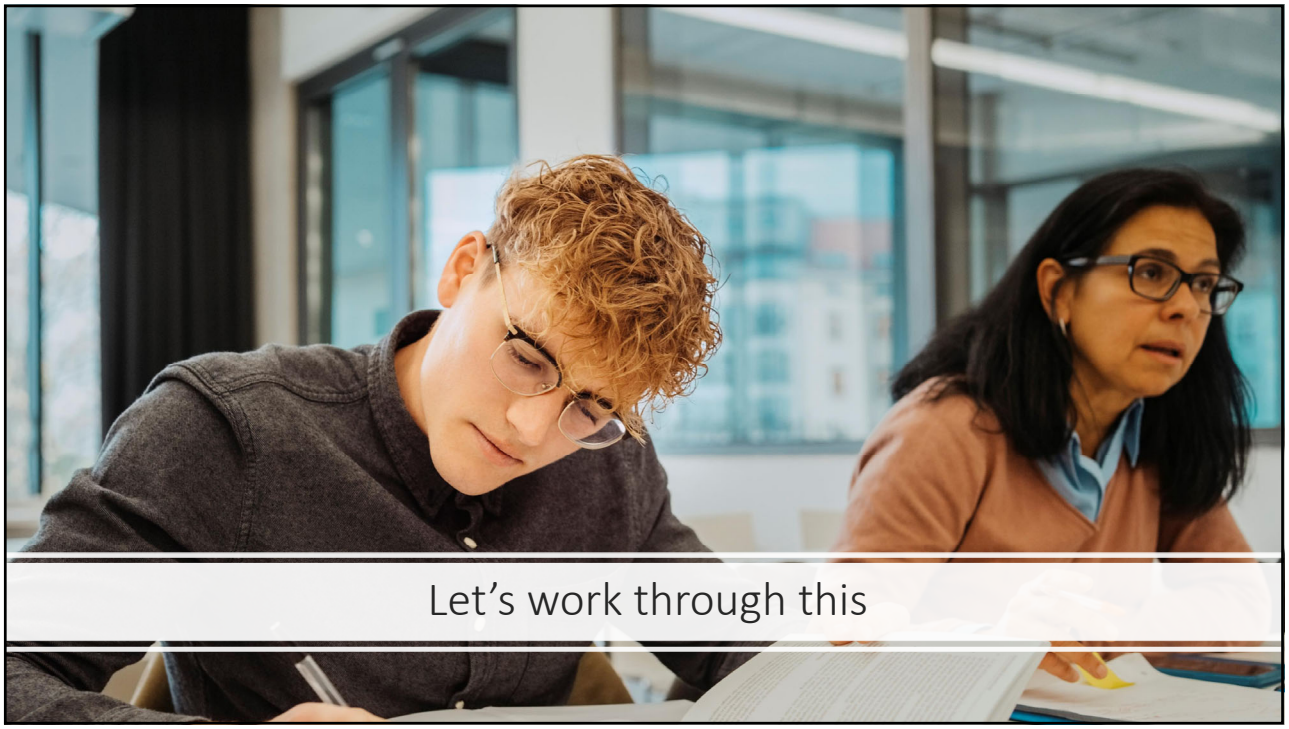
How to Become a Strategic Thinker

Get to know the big picture

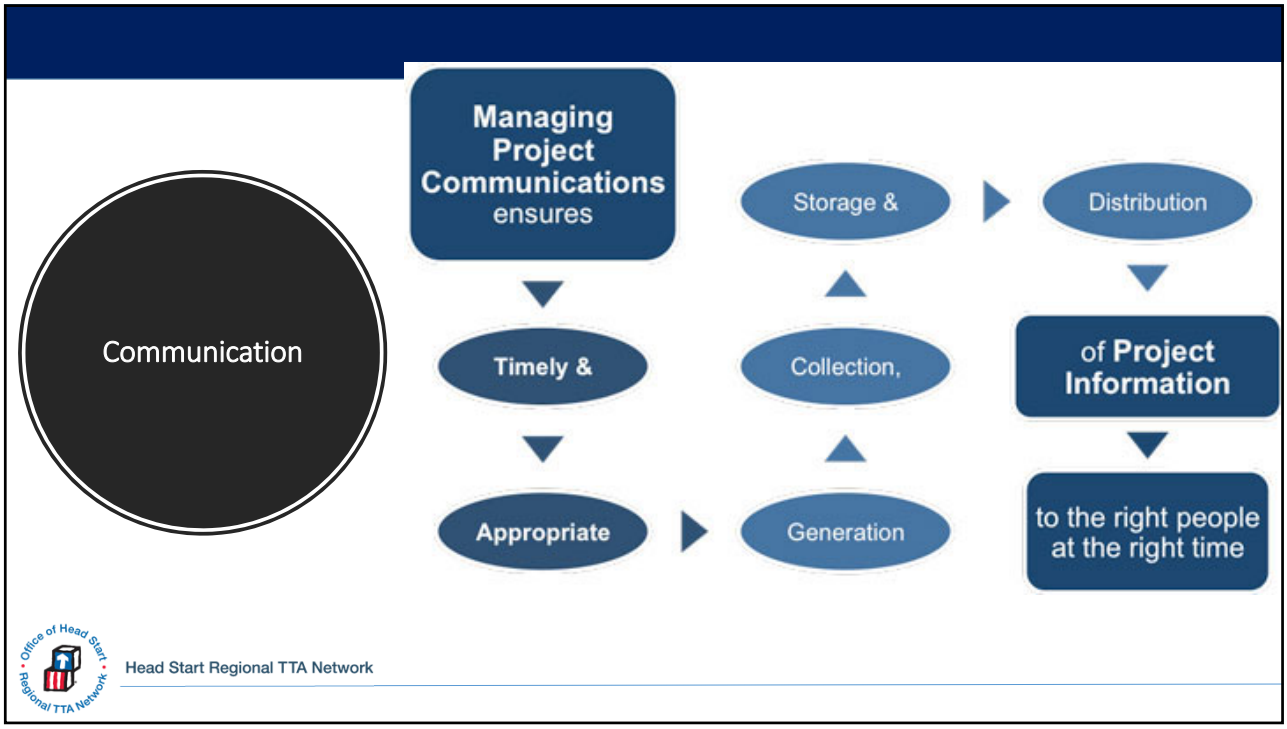
Look for emerging trends

Question ***your*** assumptions

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Let's work through this

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Communication
Managing Project Communications ensures
Timely &
Appropriate
Generation
Collection,
Storage &
Distribution
of Project Information
to the right people at the right time
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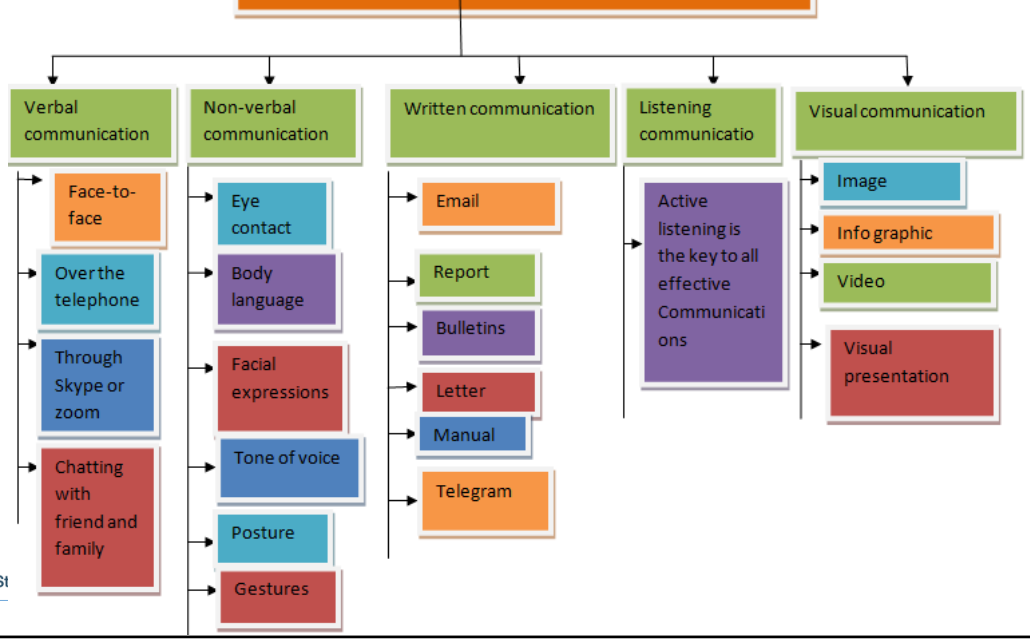
What to consider for your communication strategies

- Objectives
- Audience
- Message
- Channels
- Dosage

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Types of Communication



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Basis	Formal Communication	Informal Communication
Origin	Deliberately Structured	Spontaneous and Unstructured
Nature	Well Planned, Systematic and Authorized	Unplanned, unsystematic and unauthorized
Flow	Prescribed through chain of command	Unofficial channels not Prescribed
Flexibility	Rigid	Flexible
Authority	Official Channel	Unofficial
Purpose	To achieve Business Objectives	To satisfy personal needs
Speed	Time taking	Fast
Accuracy	Accurate, Legal and Authentic	Often Distorted, may be Rumors and Gossips
Form	Oral and Written	Usually Oral
Source	Can be traced	Cannot be traced

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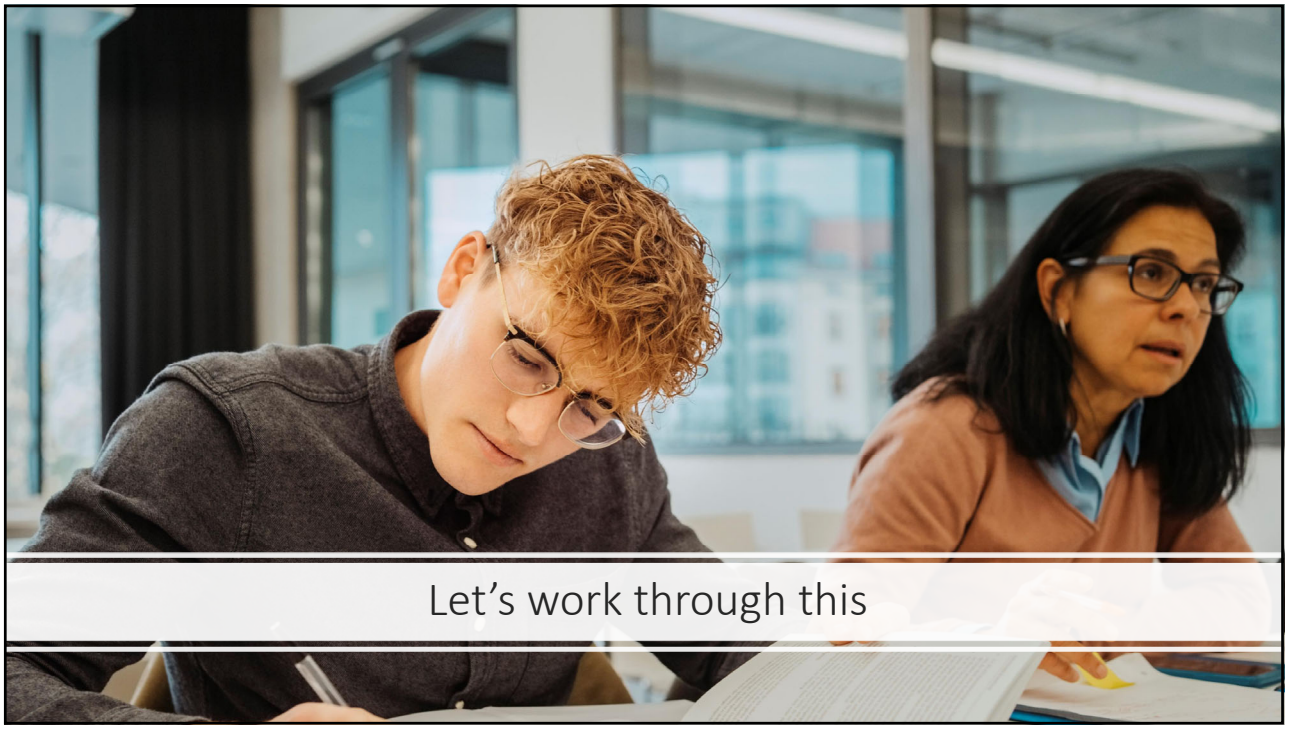
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Directions of Communication

Communication is a multidirectional and multidimensional process. Some of the most important types of direction in formal communication are:

1. Downward Communication
2. Upward Communication
3. Horizontal or Lateral Communication
4. Diagonal or Cross-wise Communication

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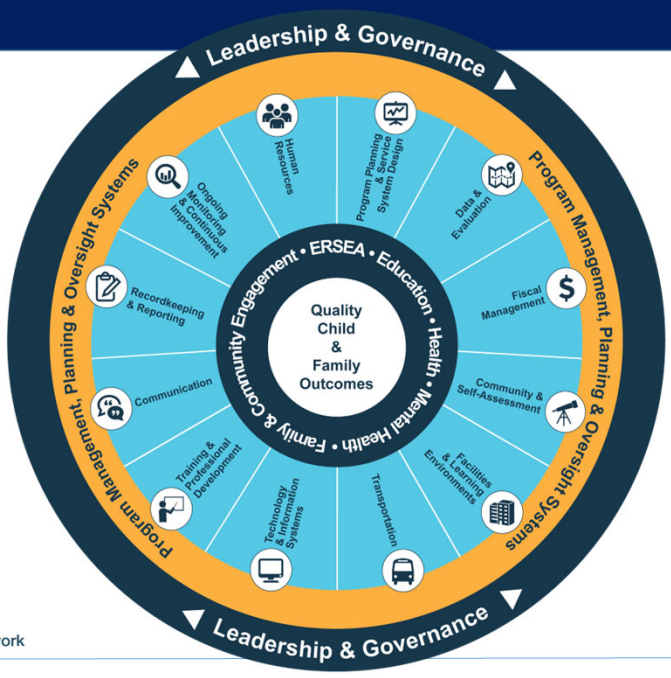
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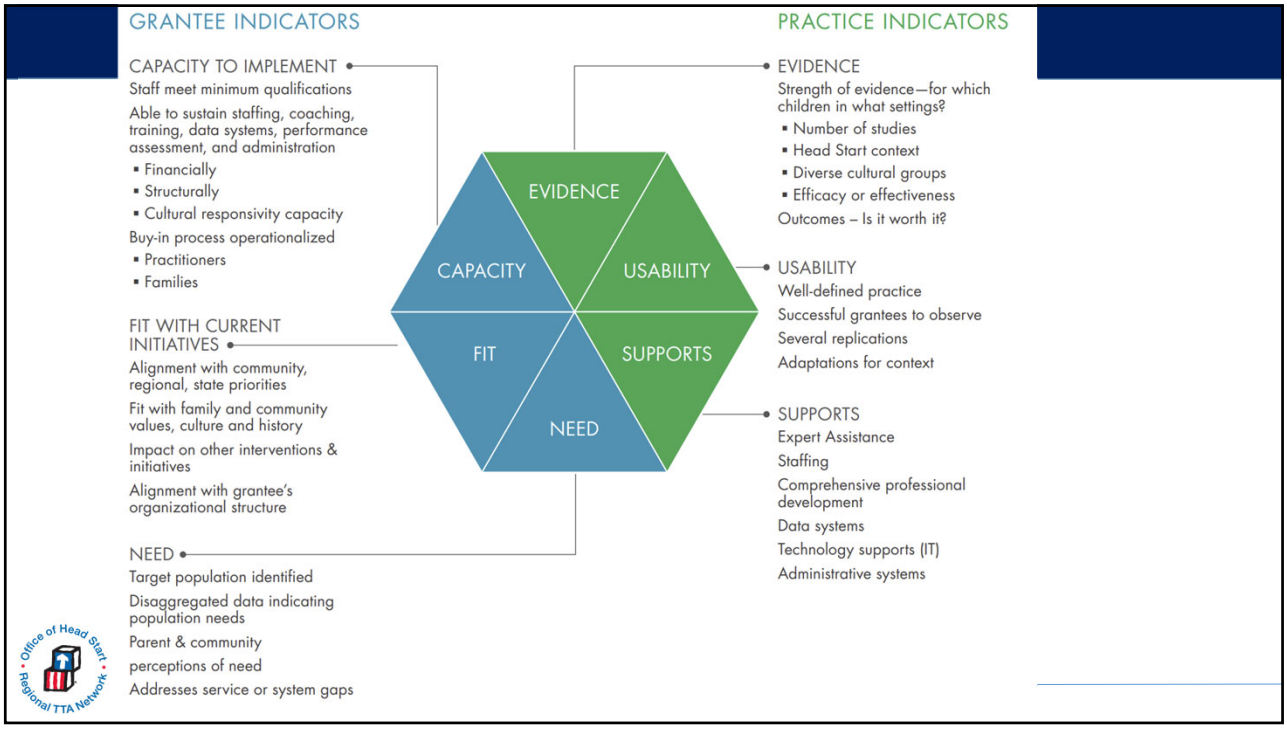
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Management Systems Wheel

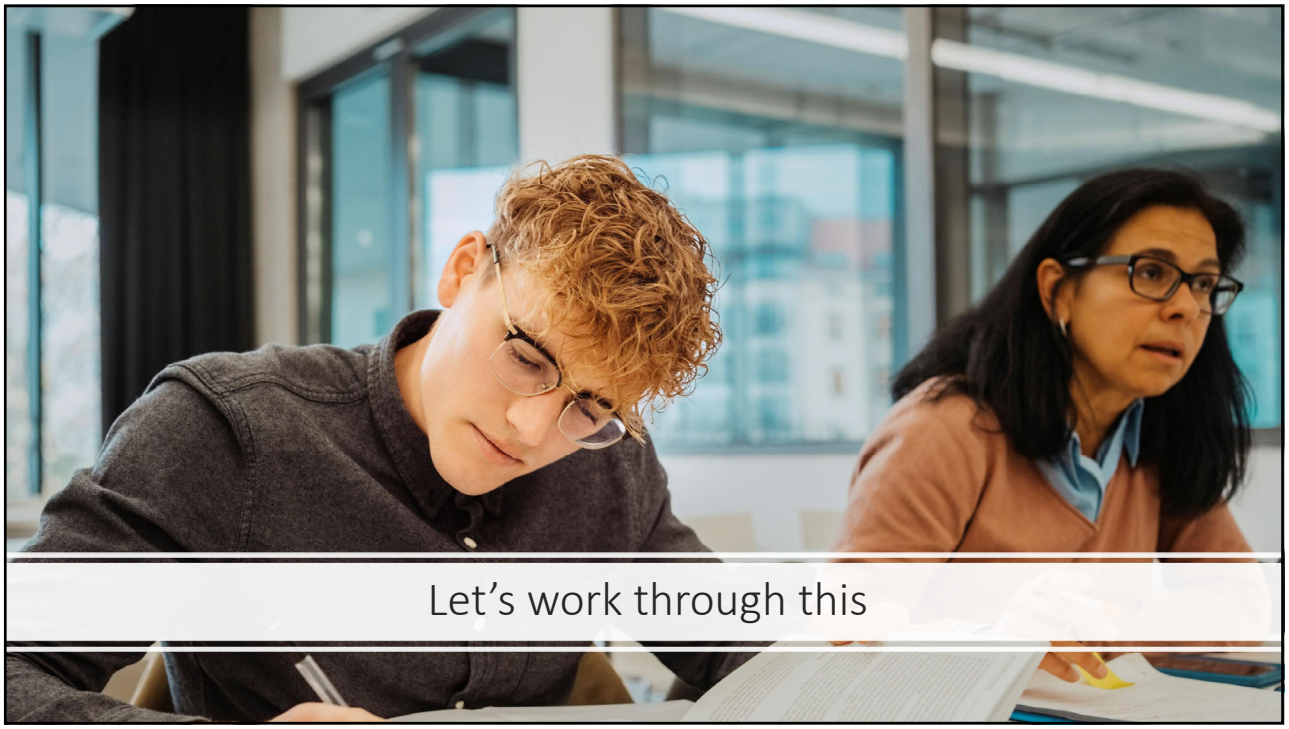


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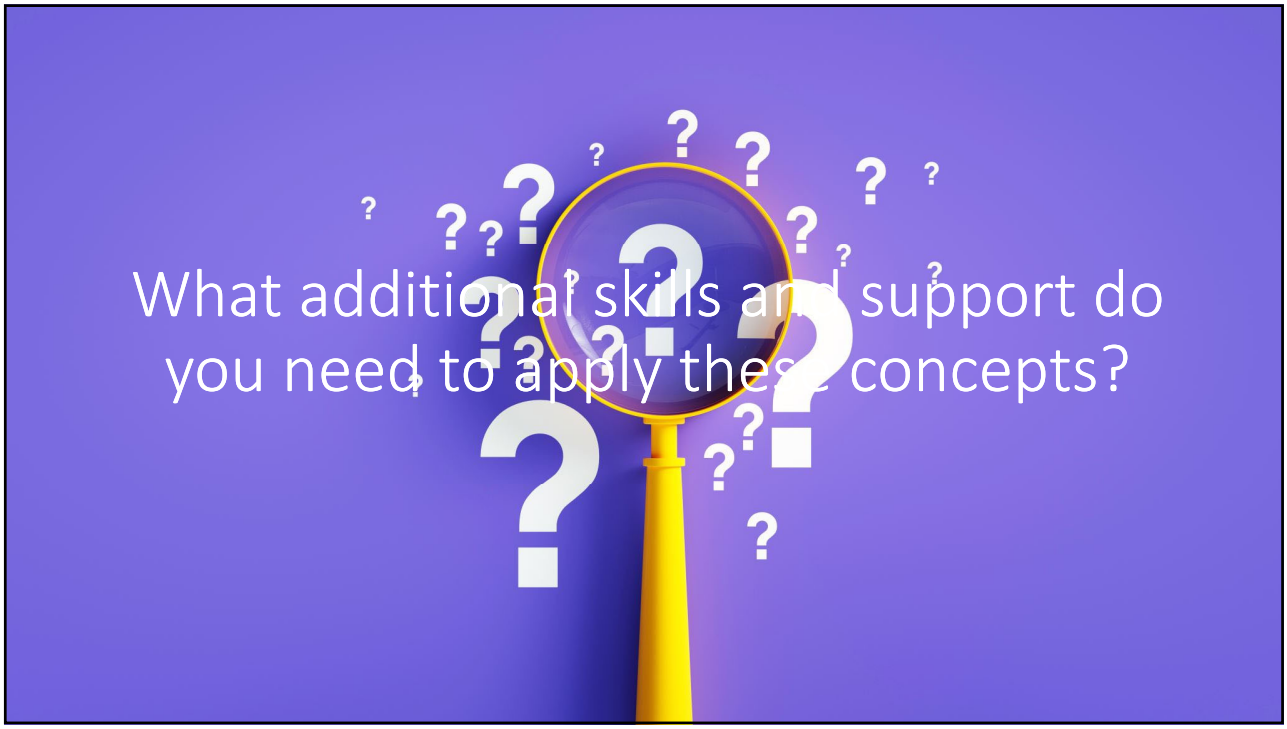
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Let's work through this

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What additional skills and support do you need to apply these concepts?

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