



Head Start A to Z, 2.0

Foundation II: Leadership and Systems Thinking



NATIONAL CENTER ON
Program Management and Fiscal Operations

Learning Objectives

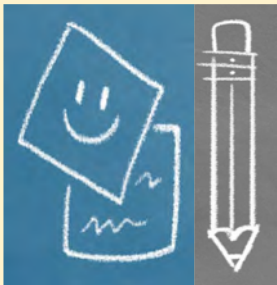
In this module, participants will:



- Examine leadership practices, priorities, and competencies to determine your leadership plan for success
- Explore your personal mindset and the mindset of your Head Start and Early Head Start staff



- Evaluate change management models to select the best fit for your program
- Increase your understanding of the 12 Head Start Management Systems



- Explore how the habits of systems thinkers connect to the Head Start Management Systems

Six Guiding Principles for A to Z Trainings

1

Successful programs are learning organizations.



3

Sound decision-making is informed by quality data.

4

Relationship-building is at the heart of transformational leadership.

2

The effective delivery of services grows out of strong systems.

5

School readiness for all is our driving goal.

6

Culturally and linguistically diverse organizations rely on intentional, specific, and coordinated approaches.

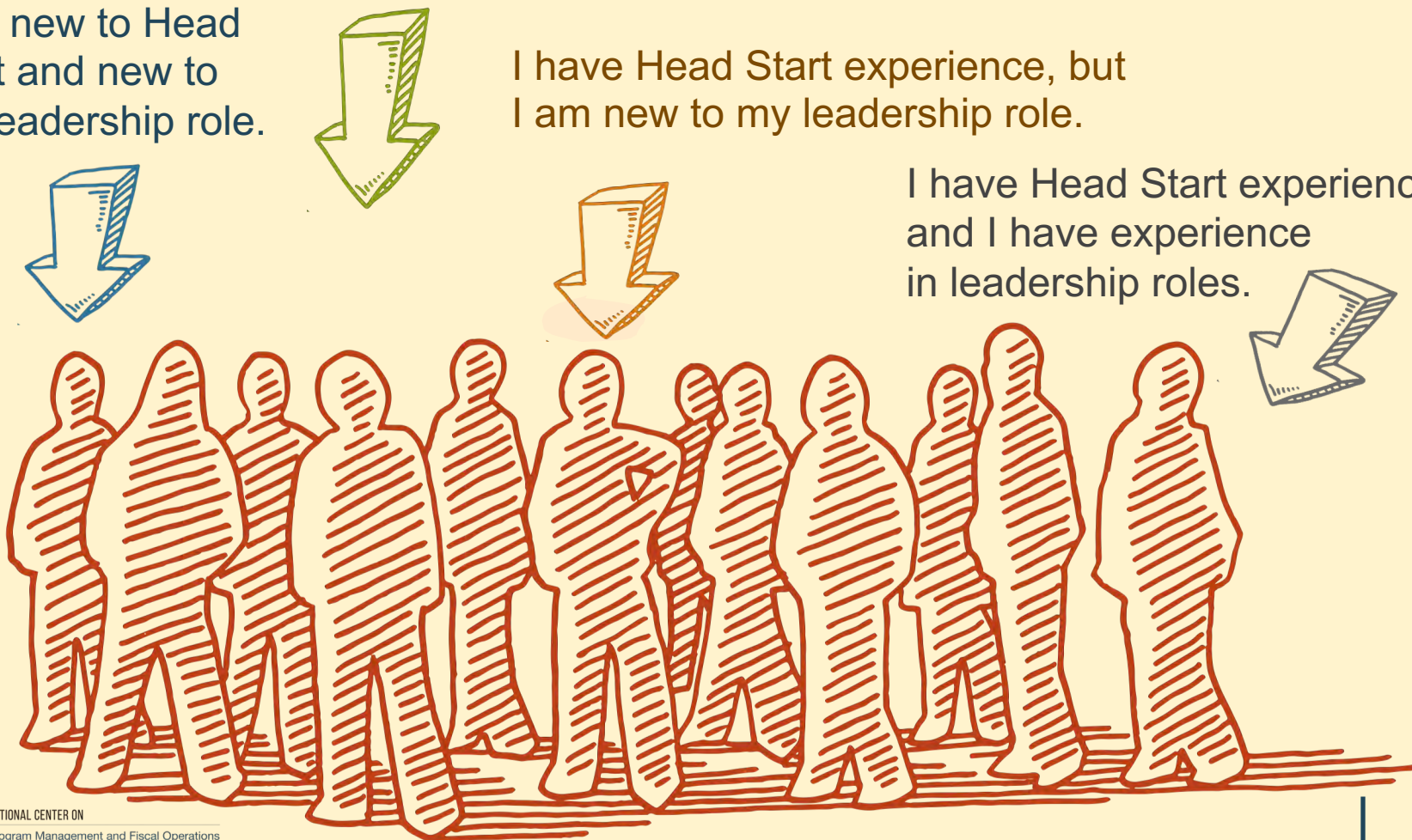
Networking Activity: Who Am I?

I am new to Head Start but I have leadership experience.

I am new to Head Start and new to my leadership role.

I have Head Start experience, but I am new to my leadership role.

I have Head Start experience, and I have experience in leadership roles.



Networking Activity: Making Connections

What do you know about systems thinking?



What do you want to learn about systems thinking?



Leadership Models

3 Leadership Models

**Leadership
2.0**

**(Bradberry &
Greaves, 2012)**

**Intentional
Leadership**

**(Kise,
2013)**

**Bold
Leadership**

**(Zenger &
Folkman, 2015)**

Leadership 2.0: Core and Adaptive Skills



Core Leadership Skills

The basic skills all good leaders must have, such as vision, business acumen, and a focus on results.

Adaptive Leadership Skills

The “above and beyond” skills that make some leaders truly great, such as self-awareness, social awareness, a dedication to fairness, and a commitment to developing others.

Kise's Intentional Leadership Priorities

Accountability
Achievement
Adaptability
Appreciation
Autonomy
Balance
Challenge
Collaboration
Connecting
**Creativity with
the Known**

**Creativity
with the New**
Depth
Dependability
Discovery
Efficiency
Empathy
Enjoyment
Empowerment
Experience
Expertise

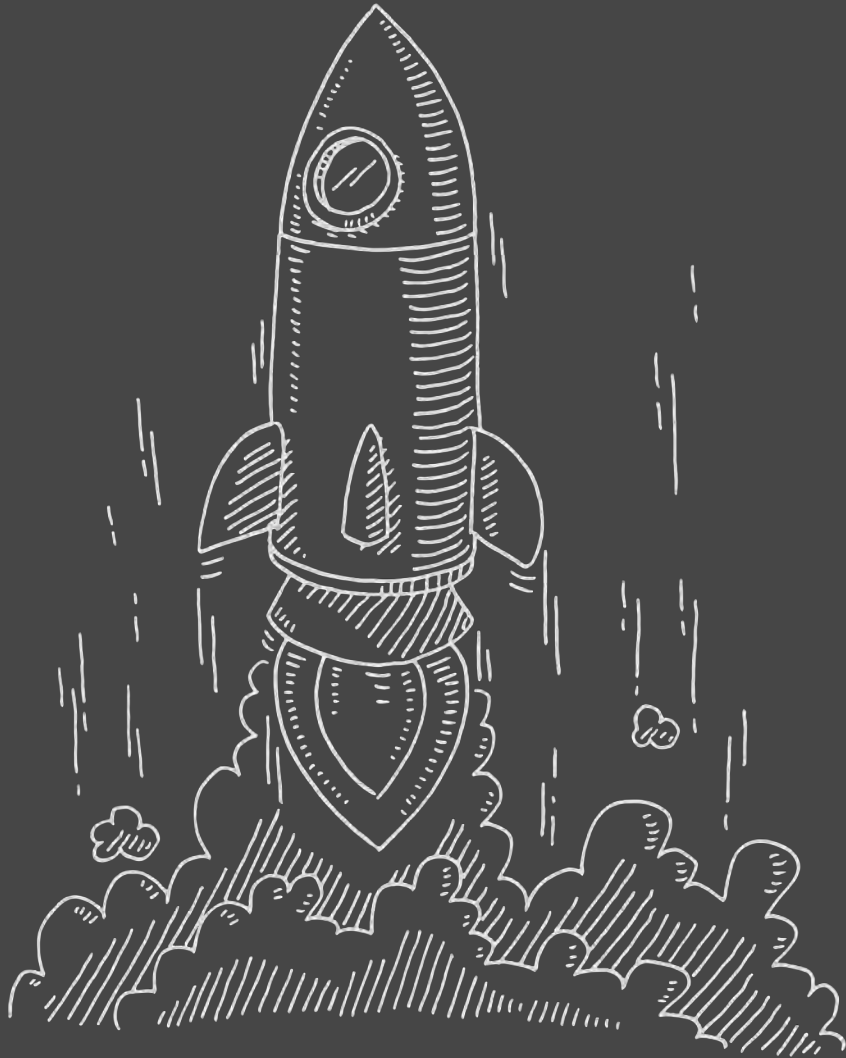
Fair-Mindedness
Fulfillment
Harmony
Individuality
Influence
Legacy
Loyalty
Mentoring
Networking
Openness

Optimism
Originality
Organization
**Personal
Development**
Perseverance
**Promoting
Relationships**
Results
Variety
Visioning

Blind Spots



Zenger & Folkman Bold Leadership



Bold leaders:

- Challenge standard approaches
- Promote continual improvement
- Go all out to achieve goals
- Energize and inspire others
- Recognize what needs to change
- Have courage to make change

Leadership Development 2.0: Your Plan for Success

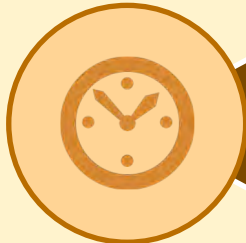
Your plan includes:



Leadership area of challenge



Strategy for change



Timeframe for change



Support system

Mindsets



Growth Mindset



Fixed Mindset

Mindsets

What Kind of Mindset Do You Have?

Growth Mindset

- I can learn anything I want to.
- When I'm frustrated, I persevere.
- I want to challenge myself.
- When I fail, I learn.
- Tell me I try hard.
- If you succeed, I'm inspired.
- My effort and attitude determine everything.

Fixed Mindset

- I'm either good at it, or I'm not.
- When I'm frustrated, I give up.
- I don't like to be challenged.
- When I fail, I'm no good.
- Tell me I'm smart.
- If you succeed, I feel threatened.
- My abilities determine everything.

Mindsets in Organizations



Why Foster a Growth Mindset?

Developing a Growth Mindset



Organizational Readiness for Change



Change Models

3 Change Models

**Kubler-Ross
Change
Curve**

**(Kubler-Ross,
1969)**

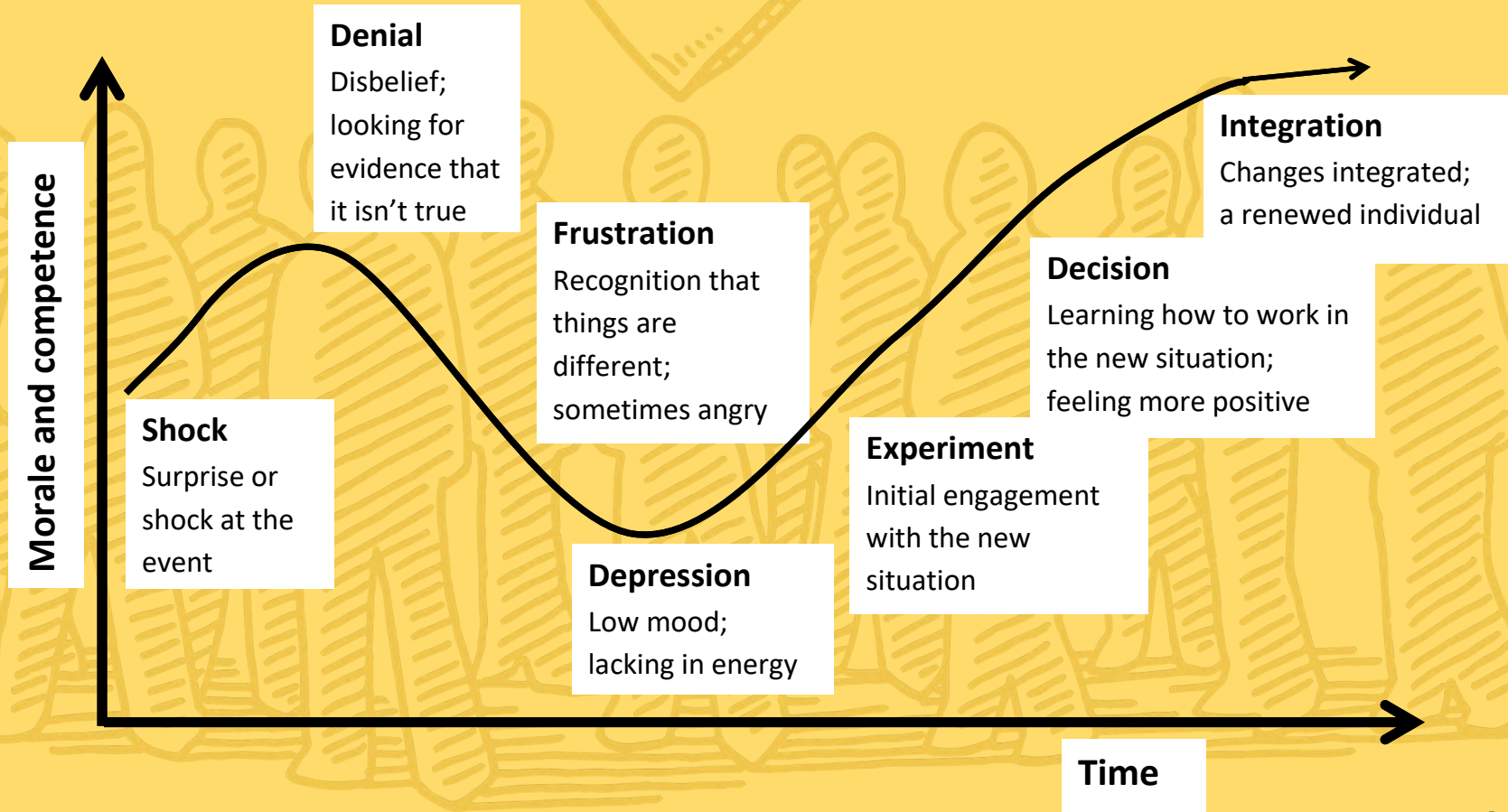
**Prosci
ADKAR[®]**

**(Hiatt,
2003)**

**Kotter's 8
Steps for
Leading
Change**

(Kotter, 2012)

The Change Curve

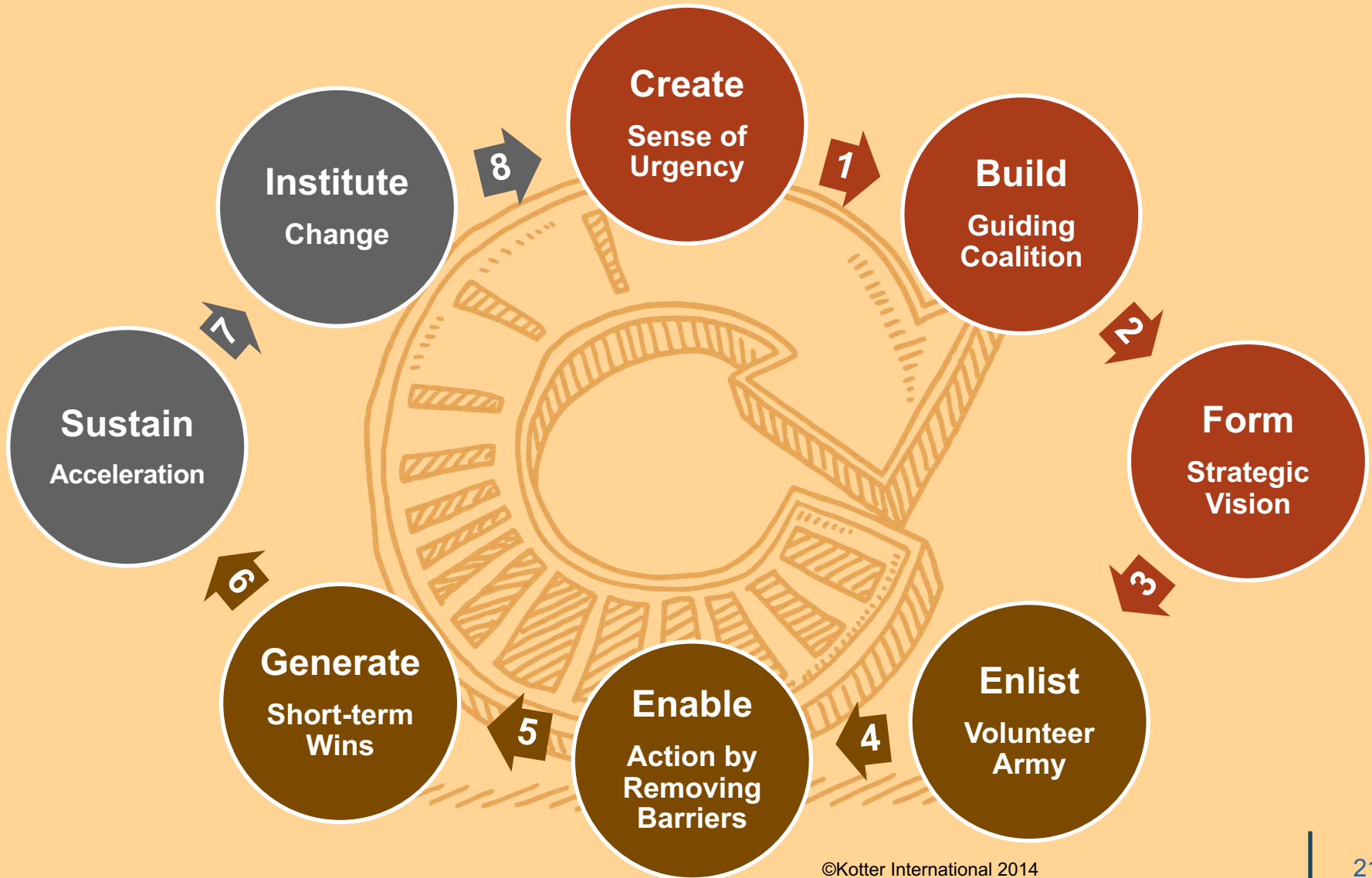


The Prosci ADKAR® Model

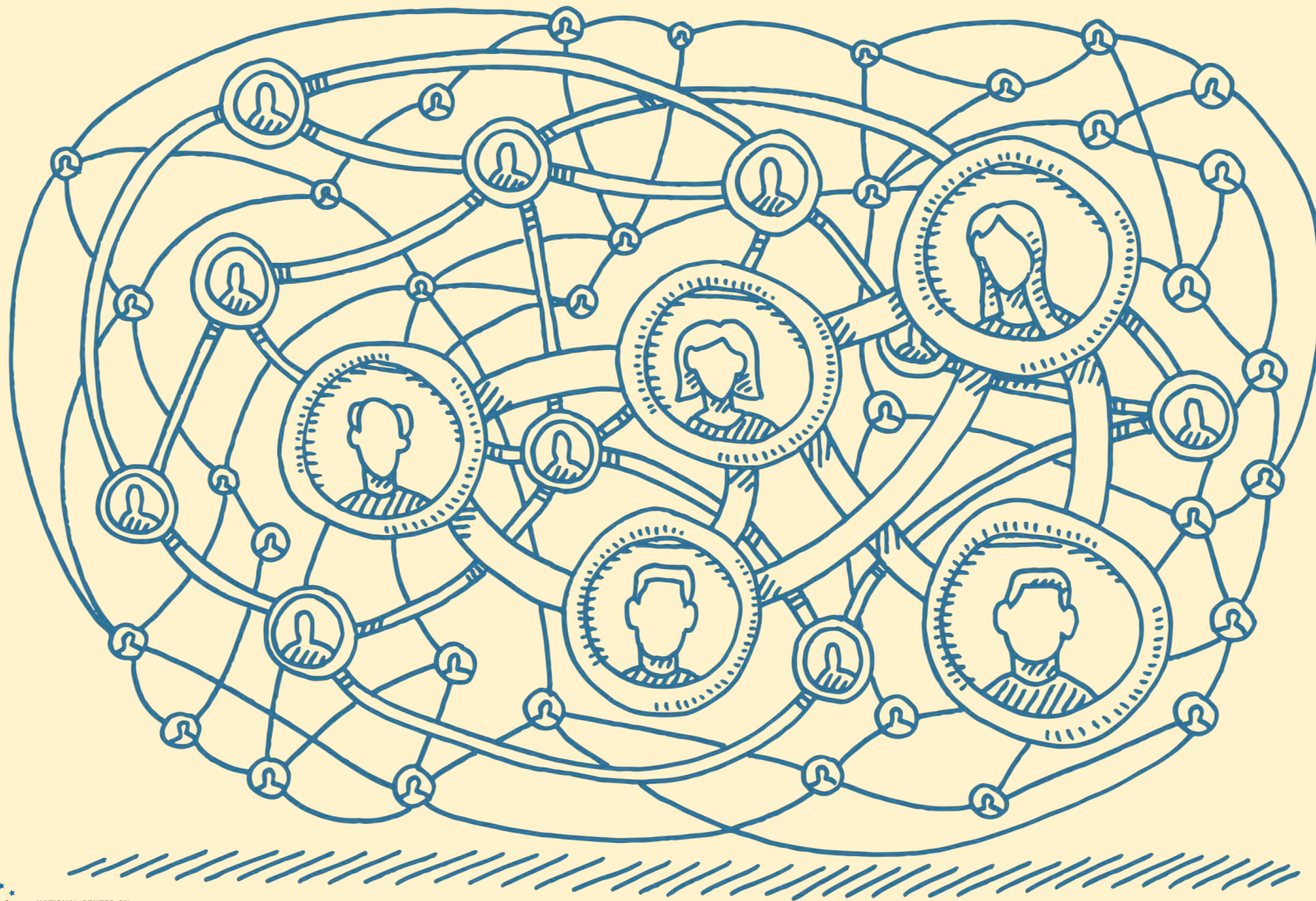


Adapted from Jeff Hiatt, 2003, and Prosci, 2018.

Kotter's 8-Step Process for Leading Change



Learning Experience



Questions to Consider

- Will this model work for your program as you prepare for change?
- Will this model align with your program's change efforts?
- Will this model meet the needs of your individual staff to help them embrace change?

Change Quote

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."

– Socrates



Group Infographic Resume

AN AWESOME DESIGNER

NAMED ANNY TRUONG

22

yrs old

10

fingers

1

heck of an artist

E-MAIL ME
ANNY.TRUONG@HOTMAIL.COM

CALL ME
C : 514.436.2370
T : 514.729.0161

WRITE TO ME
SEE E-MAIL INSTEAD...

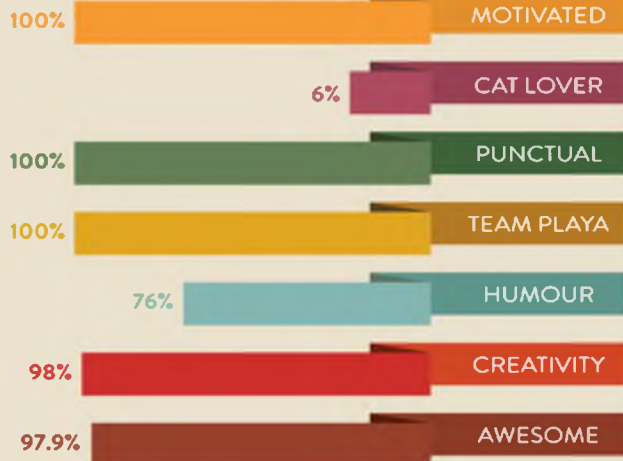
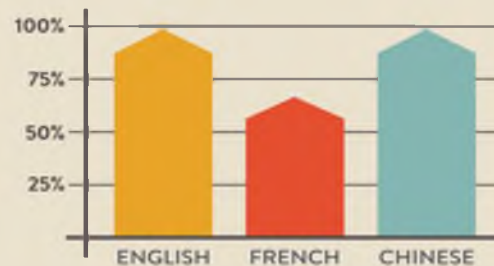


SOFTWARE KNOWLEDGE

- ILLUSTRATOR CS3 - CS6
- PHOTOSHOP CS3 - CS6
- INDESIGN CS3 - CS6
- FLASH CS3

OTHERS

- MICROSOFT OFFICE
- FREE HAND ILLUSTRATION
- PAINTING



PREFERENCE:
Mac + Windows
compatibility



DAWSON COLLEGE
ILLUSTRATION & DESIGN
2007-2010

MONTREAL CHINESE
CATHOLIC SCHOOL
2000-2007

JOHN F. KENNEDY HIGH
2002-2007

EDUCATION

DESIGN SHOPP

APRIL 2012 - OCTOBER 2012

GRAPHIC DESIGNER
LOGO DESIGNS + BRANDING
BUSINESS CARDS + BROCHURES
CREATING MARKETING MATERIAL
ASSIST PROJECT MANAGERS



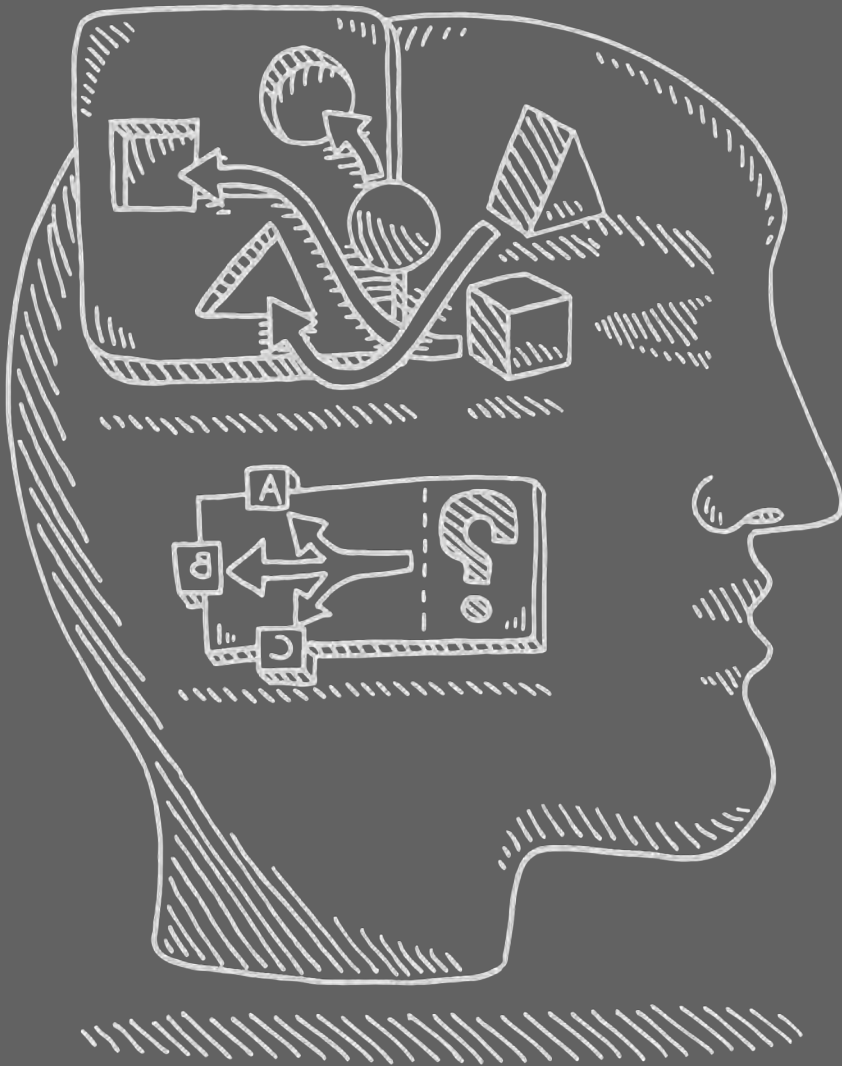
JOSHUA PERETS

JANUARY 2010 - APRIL 2012

GRAPHIC DESIGNER
CREATING LOGOS + PRINTS
CONDUCT TREND RESEARCHES
PREPARE TECHNICAL PACKAGES
COMMUNICATE WITH SUPPLIER
KNOWLEDGE OF FABRIC + PRINT



Seeing Yourself as a System

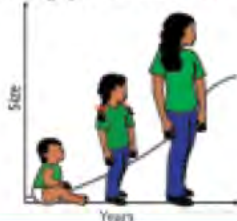


- Personality
- Education
- Cognitive skills
- Life experiences
- Emotional makeup

Seeks to understand the big picture



Observes how elements within systems change over time, generating patterns and trends



Recognizes that a system's structure generates its behavior



Identifies the circular nature of complex cause and effect relationships



Makes meaningful connections within and between systems



Habits of a Systems Thinker



Changes perspectives to increase understanding



Surfaces and tests assumptions



Considers an issue fully and resists the urge to come to a quick conclusion



Considers how mental models affect current reality and the future



Uses understanding of system structure to identify possible leverage actions



Considers short-term, long-term and unintended consequences of actions



Pays attention to accumulations and their rates of change



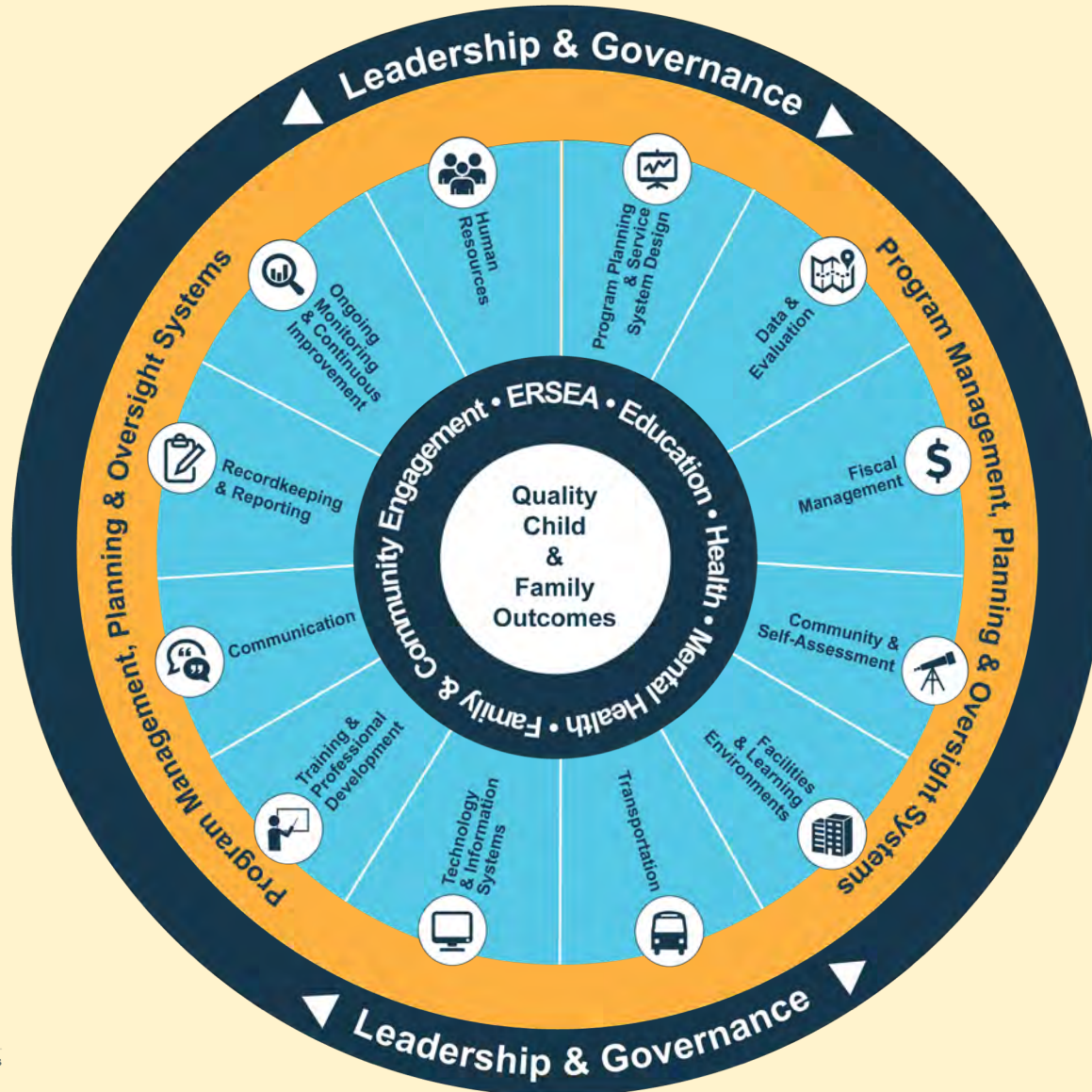
Recognizes the impact of time delays when exploring cause and effect relationships



Checks results and changes actions if needed: "successive approximation"



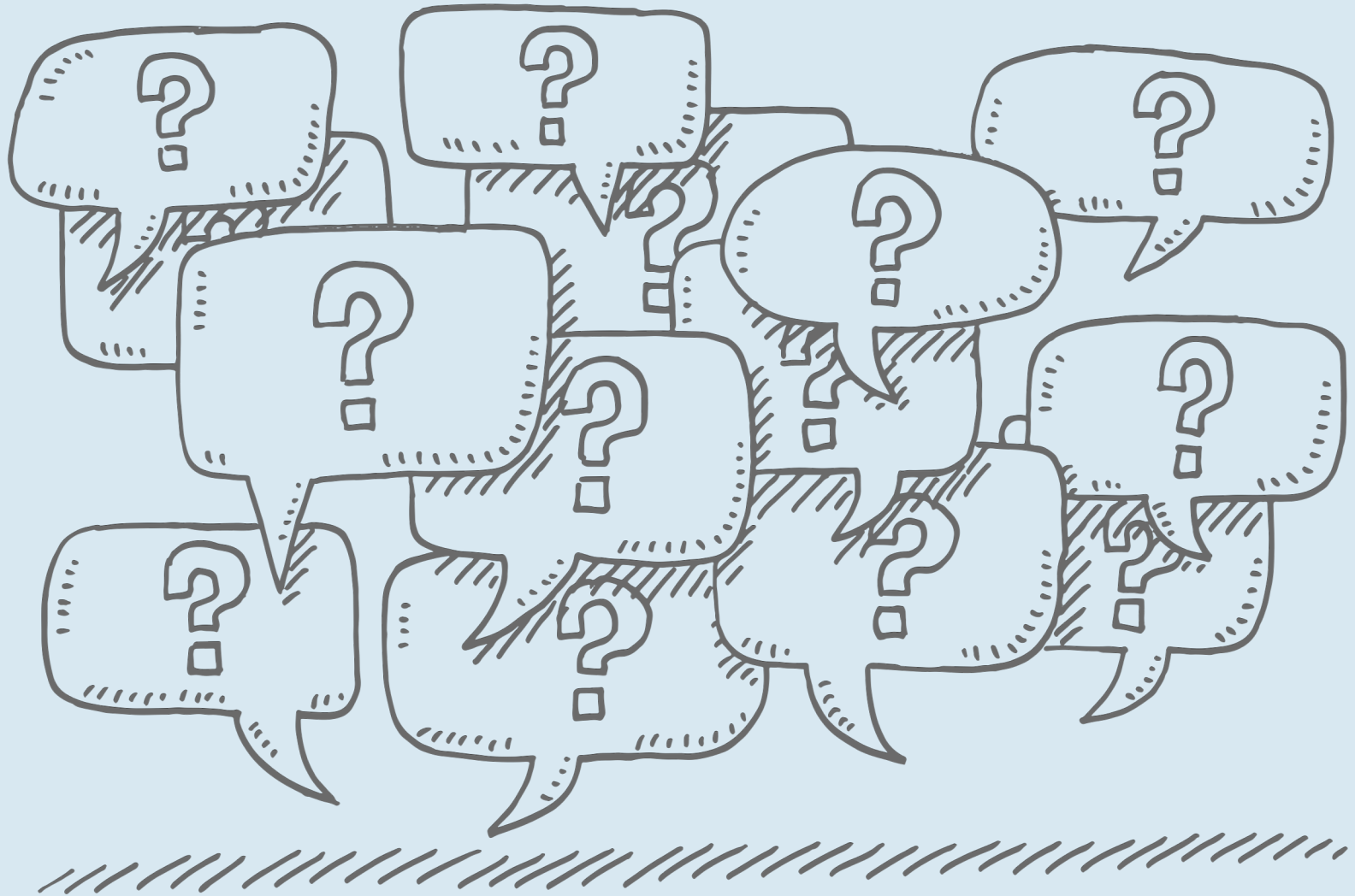
Examining the Head Start Management Systems



Elevator Pitch: The Head Start Management Systems Wheel



Learning Begins with Questions



Using International Baccalaureate (IB) Key Concepts with the Head Start Management Systems Wheel

RESPONSIBILITY

What is our responsibility?

PERSPECTIVE

What are the points of view?

REFLECTION

How do we know?

CHANGE

How is it changing?

FUNCTION

How does it work?

CONNECTION

What is the link to other things?

CAUSATION

Why is it like it is?

FORM

What is it like?

Closing Reflections

What have I learned?

Adapted from Professional Development Guides for Implementing PFCE



What will I do with what I've learned?

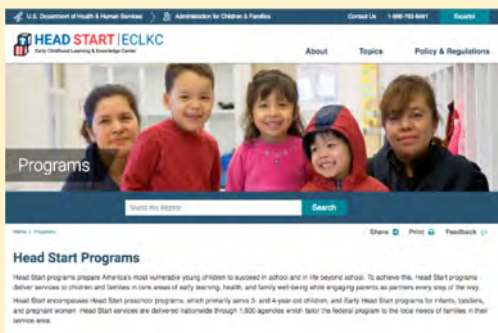
What excites or concerns me about what I learned?

Related ECLKC Resources



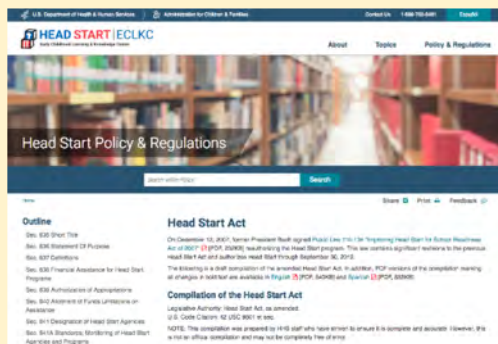
About Us

<https://eclkc.ohs.acf.hhs.gov/about-us/article/office-head-start-ohs>



Head Start Programs

<https://eclkc.ohs.acf.hhs.gov/programs/article/head-start-programs>



Head Start Act

<https://eclkc.ohs.acf.hhs.gov/policy/head-start-act>



Contact PMFO



pmfo@ecetta.info



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Call us: 888-874-5469



ADMINISTRATION FOR
CHILDREN & FAMILIES



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