CONTENTS

Pre	reword Iface and acknowledgements Iface and acknowledgements	xiii
Pa	art I: Deconstructing leadership	
1	Unravelling leadership in the early childhood sector Defining the challenge of leadership Differences between leadership and management Leadership in early childhood Why does leadership work in some situations and not others? Bringing it together	11 11 19 22 26 27
2	The personal qualities of leaders in early childhood Attributes associated with leaders The influence of personal qualities on followers The role of gender stereotypes Who follows the leader? Who is a leader in early childhood services? Who becomes a leader in early childhood? Bringing it together	28 28 33 34 36 38 40 43
3	Theories, models and styles of leadership Theories of leadership Models of leadership Styles of leadership Bringing it together	45 46 50 57 59
Pai	rt II: Leadership in practice	
4	Leading through communication: Meeting others' needs Emotional intelligence and leadership Communication skills for effective leadership Skills for meeting others' needs	63 67 68 70

LEADERSHIP IN EARLY CHILDHOOD

	Communication in culturally diverse contexts	75
	Bringing it together	77
5	Leading through communication: Meeting	
	personal needs	78
	Appropriate self-assertion	81
	'I' messages	85
	Conflict resolution	85
	Delegation	86
	Time management	89
	Stress management	92
	Information technology and electronic communication	98
	Bringing it together	101
6	Leading conflict resolution: From discord to accord	102
	Sources of conflict within early childhood services	104
	Common responses to discord	118
	Constructive approaches to addressing conflict	120
	Mediation: From discord to accord	124
	Bringing it together	125
7	Leading decision-making: Transforming vision	
	into action	126
	Transforming vision into action through decision-making	127
	Thinking styles for leadership decisions	131
	Types of leadership decisions	133
	Methods of decision-making	136
	Professional ethics and decision-making	141
	Guidelines for leading decision-making	142
	Problem-solving	143
	Bringing it together	143
8	Leading collaboratively: Cultivating collective	
	responsibility	144
	Collaborating to achieve quality	145
	Working as a collaborative team in a service	147
	Working in multi-disciplinary teams	149
	Working in multi-agency services	150
	Benefits of professional diversity in teams	151

	Processes and stages of team development	152
	Collaborative leadership and collective responsibility	160
	A framework for team-building	162
	Recruiting and selecting team members	163
	Bringing it together	165
9	Leading professional development: Supervision,	
	mentoring and coaching	166
	The leader as a supervisor	167
	Supervising educators as adult learners	170
	The leader as a mentor	173
	The leader as a memor	175
	The deputy: A special opportunity for leadership	178
	Bringing it together	181
	Dringing it together	101
10	Leading in changing times	182
	Types of change	186
	Change and the individual	188
	Sources of resistance to change	189
	Converting resistance into commitment	190
	Preparing to implement change	193
	Coping with change	194
	Leading change	195
	Features of successful change	197
	Bringing it together	198
Pa	rt III: Special responsibilities of early	
chi	rt III: Special responsibilities of early Idhood leaders	
11	Leading research: Moving quality forward	201
	Research and its benefits for early childhood	203
	Attitudes to research in early childhood	208
	Encouraging a research culture	210
	Action research for critical inquiry	213
	Reflective practice	217
	Bringing it together	218

1	2 Leading partnerships: Engaging families and	
	communities	219
	Engaging families in partnership	221
	Engaging families in early childhood services	223
	The challenge of engaging families	227
	Advocacy: Engaging communities with the early childhood sector	229
	Participation in professional associations	232
	Networking Research and a discontinuous descriptions are described as described and a discontinuous	233
	Research and writing	235
	Becoming politically aware and active	237
	Bringing it together	239
13	Leading ethical practice	240
	Morality and ethics in leadership	240
	Leading ethical practice in early childhood services	243
	Promoting and protecting children's rights	244
	Ensuring quality services that affirm children's rights	246
	Ethical administration of early childhood services	247
	The code of ethics and courageous ethical choices	250
	Bringing it together	253
14	Leading for succession: Building leadership	
	capacity	255
	Professional preparation for building capacity	257
	Approaches to building leadership capacity	259
	Distributed leadership for building capacity	262
	Planning for succession	264
	Bringing it together	266
15	Postscript: An aide-memoire for aspiring leaders	
	in early childhood	267
	rences	269
Author index		277
Subject index		279