



2009-2010 PIR

The draft Program Information Report (PIR) Survey Form is now available. Reporting begins in late May. Submit surveys by **August 31, 2010**. <http://eclkc.ohs.acf.hhs.gov>

Cost Allocation

- Cost Allocation Narrative
- Administrative Cost Limitations
- DAB: Council for Economic Opportunities in Greater Cleveland
- Practices that Support Partnership Building
- Review Guide for Non Profit Organization's Indirect Cost Proposals

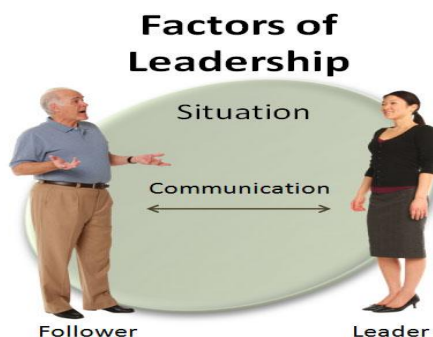
For more information click on: [Cost Allocation](#)

Our Pledge: The KY T/TA State Office pledges to provide timely, current, and interesting monthly newsletters for the Head Start and Early Head Start communities and others interested in the field. In keeping with our mission to be more "green," we will provide our easy to read newsletter via email. **We would like to hear from you and encourage your suggestions for newsletter content.** Christine.killen@stginternational.com

Concepts of Leadership

I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation. — Warren Bennis

Good leaders are **made** not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982). This guide will help you through that process. To inspire your workers into higher levels of teamwork, there are certain things you must **be, know, and do**. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits, such as **beliefs, values, ethics, and character**. Knowledge and skills contribute directly to the *process* of leadership, while the other attributes give the leader certain characteristics that make him or her unique. Skills, knowledge, and attributes make the *Leader*, which is one of the:



Leader: You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Followers: Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' *be, know, and do*

<http://www.nwlink.com/~donclark/leader/leadcon.html>