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I know how to manage  
**children** in my  
classroom, but how do I  
manage  
the **adults**?

Presented April 30, 2010 at OAEYC  
by Sophia Hubbell and Teresa Brown  
Kent State University

# Objectives

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

**At the end of this session,  
you should be able to ...**

- Identify and describe characteristics of effective leadership and management.
- Use specific strategies to help you successfully navigate difficult conversations with adults involved in your classroom.
- Analyze your current teaching situation with respect to management of one or more adults in the classroom, identify aspects of the situation that need improvement, and create a plan to resolve the issues.

# Session Format

Logistics

Leadership  
and  
Management

Temperme  
nt and  
Personality

Communication

- 3 Mini-presentations
- 5 Question and answer segments
- 1 Individual activity
- 2 small group activities
- 3 large group discussions
- 1 break

# Session Overview

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

- Introductions and Welcome
- Components of effective leadership and management (presentation, q&a)
- Temperament and personality theory (presentation, q&a)
- Tools for analyzing your own temperament (individual)
- Share-out (small and large group)
- Communication (presentation, q&a)
- Application of theories (Small group)
- Share-out (large group)
- Case study example exercise (Small groups)
- Share-out (large group)
- Closing (q&a, large group)

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

# Leadership

≠

# Management

# To Manage

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

□

**1** : to handle or direct with a degree of skill: as

**a** : to make and keep compliant <can't manage their child>

**b** : to treat with care : husband <*managed* his resources carefully>

**c** : to exercise executive, administrative, and supervisory direction of <manage a business> <manage a bond issue> <manage a baseball team>

**2** : to work upon or try to alter for a purpose <manage the press> <manage stress>

# To Lead

Logistics

Leadership  
and  
Management

Temperament and  
Personality

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**1 a** : to guide on a way especially  
by

going in advance

**b** : to direct on a course or in a  
direction

**3 a (1)** : to direct the operations,  
activity, or performance of <lead  
an orchestra>

**(2)** : to have charge of <lead a  
campaign>

Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication

- Early childhood teachers need to lead sometimes and manage sometimes.



# When to Manage

Logistics

Leadership  
and  
Management

Temperament and  
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Communication

- When you are legally responsible for the behavior/actions of another adult
- When you are morally or ethically compelled to dictate another adult's behavior

# When to Lead

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

- When you have a concept or method that you would like others to embrace
- When what you want others to do is “optional”

# Leadership (and Management) Styles

- Autocratic
- Democratic
- Laissez-faire

(Lewin and Lippett, 1938)

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and  
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Temperament  
and  
Personality

Communication

# Management Strategies

Logistics

Leadership  
and  
Management

Temperme  
nt and  
Personalit  
y

Communication

□

- Define roles
- Define responsibilities
- Set clear expectations for behavior, language, and task completion

# Leadership Strategies

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

- Model the behavior, language, enthusiasm etc... that you want others to display.
- Seek specific input from potential followers related to the change you desire.
- Describe your motivation, reasoning, and goals.

# Making It Work

- Who's doing what?
- What's our goal here?

Logistics

Leadership  
and  
Management

Temperme  
nt and  
Personalit  
y

Communication

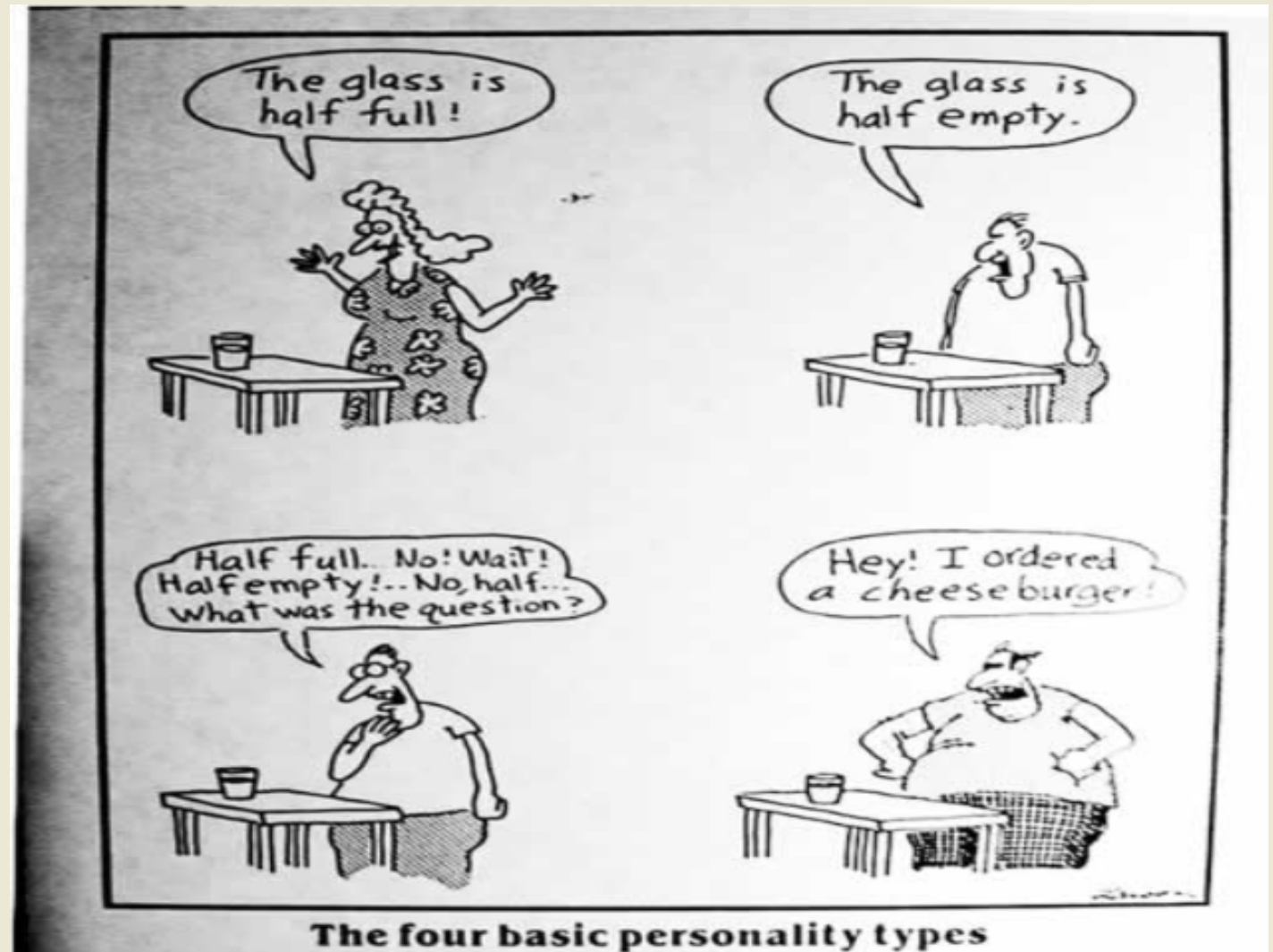
# Four Temperaments

Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication



# Personality Theory

- Personality is the theory and study of personality types, personality traits, and individual differences.

Logistics

Leadership  
and  
Management

Temperament and  
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# Tempermant Theory

- Temperament theory describes the four organizing patterns of personality and is based on descriptions of behavior that go back over twenty-five centuries to the time of Hippocrates.

Logistics

Ledarship  
and  
Managem  
ent

Temperme  
nt and  
Personalit  
y

Communicatio

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# Four Temperaments

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

- Choleric
- Phlegmatic
- Sanguine
- Melancholic

# Choleric

Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication

- Doer
- Ambitious
- Energetic
- Passionate

# Phlegmatic

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

□

- Self content
- Kind
- Accepting
- Affectionate
- Dependable
- Consistent

# Sanguine

Logistics

Leadership  
and  
Management

Temperament and  
Personality

Communication

- Extroverted
- Creative
- Compassionate
- Sensitive
- Thoughtful
- Sarcastic

# Melancholic

Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication

□

- Thoughtful ponderer
- Kind
- Considerate
- Highly creative (poetry and art)
- Perfectionist
- Self-reliant
- Independent

# Key Players in Temperament and Personality Theory

- Carl Jung
- Isabel Meyers-Briggs
- David Keirsey

Logistics

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# Carl Jung

- Swiss psychologist
- Detailed the four personality types most people refer to
  - Thinking
  - Feeling
  - Sensation
  - Intuition

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# Jung Type Indicator

Logistics

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Management

Temperament and  
Personality

Communication

- People can use their mind in one of eight ways
- Perceiving
  - Sensing
  - Intuiting
- Judging
  - Thinking
  - Feeling
- Extraversion
- Introversion

# Isabel Myers

- Developed Myers Briggs Type Inventory with her mother Katharine Briggs
- 16 Personality types
- Derived from Jung's personality theory

Logistics

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Temperament and  
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□

# Myers Briggs Type Inventory

- Uses Jung's 8 characteristics of personality
  - 16 combinations expressed as a code with four letters
  - Extraversion or Introversion
  - Sensing or Intuition
  - Thinking or Feeling
  - Judging or Perceiving

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# Example

Logistics

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- **ISTJ**

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized – their work, their home, their life. Value traditions and loyalty.

# Example

Logistics

Leadership  
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□

- **INFP**

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is

# David Keirsey

Logistics

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and  
Personality

Communication

- Temperament is inborn
- 4 personality types
  - Artisan-40% of population
  - Guardian-40% of population
  - Rationals-5% of population
  - Idealists-10% of population

# Temperament and Personality Scales

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Communication

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- Myers Briggs type inventory
  - <http://www.humanmetrics.com/cgi-win/JTypes1.htm>
- Richardson Inventory of Personality Types
- Keirsey Temperament Sorter
  - <http://www.keirsey.com/>

# Self-Analysis Exercise

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nt and  
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y

Communication

- Complete the questionnaire
- Add-up your scores
- Take a break



# Small Group Discussion

Logistics

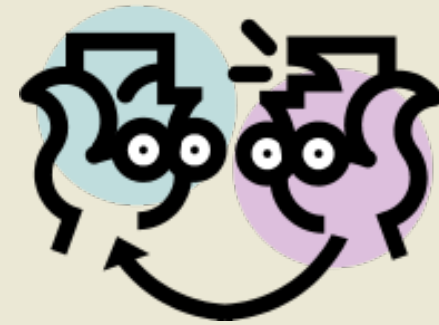
Leadership  
and  
Management

Temperament  
and  
Personality

Communication

- Application of temperament and personality theory.

# Communicative



Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication

n

# Knowledge Exchange

Logistics

Leadership  
and  
Management

Temperme  
nt and  
Personalit  
y

Communication

- When information about a specific topic is shared through statements and questions

# Knowledge Exchanges

Logistics

Leadership  
and  
Management

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Personality

Communication

- It is raining.
- The buses are here.
- Isn't it time for snack?
- Can he sit in a chair without support?

# Activity Exchange

Logistics

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and  
Management

Temperament and  
Personality

Communication

□

- When an individual offers to complete a specific action
- When an individual demands that someone else complete a specific action
- When the respondent accepts or rejects the demand

# Activity Exchanges

Logistics

Leadership  
and  
Management

Temperament  
and  
Personality

Communication

- Set up snack now.
- Take this to the office.
- I will set up art.
- Don't help him put on his coat.

# Tentative Speech

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and  
Management

Temperament and  
Personality

Communication

- May
- Might
- Should
- Could

# Crucial Conversation

Logistics

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Management

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and  
Personality

Communication

- “A discussion between two or more people where (1) stakes are high, (2) opinions vary, and (3) emotions run strong” (Patterson et al., 2002, p. 3)



# Dialogue

- “The free flow of meaning between two or more people”  
(Patterson et al., 2002, p. 20)

Logistics

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Communication

Logistics

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Personality

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“The pool of shared  
meaning is the birthplace  
of synergy.”

(Patterson et al., 2002, p. 23)

# Creating Dialogue

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- Define what you really want.
- Define what you really don't want.
- Join them with an “and” statement.

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- I want to do what is best for the children AND I don't want to tell you what to do every minute of the day.
- I want children to be able to explore materials AND I don't want to stop their exploration unless there is a safety issue—even if they are making a big mess.

# Group Discussion

- How might your personality affect the way you communicate?
- Does one group member role (i.e. Collaborator, Communicator, etc..) rely more or less on one style of communication?
- What might be some barriers to creating dialogue related to any of the topics we have discussed today?

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# Steps for Success

Logistics

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Management

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Communication

- Communicate!
- Define roles.
- Define shared goals.
- Explore your differences to help understand each other better.
- Be purposeful and thoughtful about your communicative interactions.

# Case Study Work

Logistics

Leadership  
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Management

Temperme  
nt and  
Personalit  
y

Communicatio  
n

- Take a few minutes to read your vignette.
- Jot down your thoughts about the issues presented and how they can be addressed.
- Share with your small group.
- Summarize your group ideas on chart paper.
- Designate an individual to share with the large group.

# Presenter Information

Logistics

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Both presenters are currently doctoral students in Special Education at Kent State University, focusing on Early Childhood Special Education. They met while working together as early childhood intervention specialists in Euclid City Schools.

For more information about today's session, questions, or comments, please contact us:

Sophia Hubbell Teresa Brown

shubbell@kent.edu tebrown@euclid.k12.oh.us