

***NCCIC Is a Service of the Child Care Bureau***

10530 Rosehaven Street, Suite 400 • Fairfax, VA 22030 • Phone: 800-616-2242  
Fax: 800-716-2242 • Email: [info@nccic.org](mailto:info@nccic.org) • Web: <http://nccic.acf.hhs.gov>

## **LEADERSHIP STYLES CASE SCENARIO**

### **Scenario**

Pat was recently hired as the State Child Care Administrator in the state of Greenfields. Due to Pat's history of working within the child care system, she felt very comfortable administering the child care subsidy program portion of her job. Pat however, did not feel confident regarding all of the quality initiatives for which she was responsible. She was concerned about accountability and outcomes for so many diverse initiatives, projects, and contracts.

Many of Pat's staff were also new to their positions, so Pat decided that part of their role was to pull together information about all of the quality projects. At one of her first staff meetings, Pat disseminated a list of all of the initiatives.

She gave each staff person three initiatives to work on. By the end of the week she expected a document on each initiative which provided:

- Goals for the initiative
- Responsible party/contractor, etc.
- Timeframe—start date/end date
- Population served
- Amount funded
- Expected outcomes
- Political implications

### **Guiding Questions**

1. Which leadership style was Pat using?
2. From a leadership perspective, what could Pat have done to ensure success for the request?
3. What specific changes could Pat make to improve the staff working together on this project?
4. How could the concept of collaborative leadership help Pat?