



# Whole Leadership:

BALANCING PRIORITIES OF ADMINISTRATION AND PEDAGOGY

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Early Childhood Investigations Webinar | Wednesday, January 31, 2018

MCCORMICK CENTER FOR EARLY CHILDHOOD LEADERSHIP | AT NATIONAL LOUIS UNIVERSITY  
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## What to Expect in this Session

- Explore the Whole Leadership Framework and its domains
- Understand the interdependent nature of leadership
- Evaluate your priorities as an administrator and find balance across leadership domains



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## Whole Leadership Framework FOR EARLY CHILDHOOD PROGRAMS (BIRTH TO THIRD GRADE)



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### Leadership Essentials



- Foundational competencies
- Expressed in personal leadership styles and dispositions
- Reflective practice

#### Personal Attributes

- Self-efficacy
- Empathy
- Creativity
- Authenticity
- Humility
- Transparency
- Adaptability
- Learner

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### Leadership Essentials

#### Tools for Leadership Essentials

- Awareness of self and others
- Knowledge of the profession
- Communication and teambuilding skills
- Cultural competence
- Ethical conduct and morality
- Intentionality
- Ability to motivate people



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### Leadership Essentials

#### Why are they important?

- Influence all areas of leadership vision and practice
- Cultivate an emotionally healthy organization
- Anchor a productive work environment
- Foster collaboration, efficacy, and creativity
- Maximize human capacity

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### Administrative Leadership



Coordinating work and mobilizing people to ensure the organization remains stable and continues to grow

- Operational leadership
- Strategic leadership
- Advocacy leadership
- Community leadership

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### Administrative Leadership

#### Operational Leadership

Hiring and supporting staff, overseeing budgets, and fostering positive workplace climate

#### Strategic Leadership

Goal setting and guiding future program direction

#### Advocacy Leadership

Acting as ambassador for the needs of children, families, and the profession

#### Community Leadership

Acting as ambassador for the needs of children, families, and the profession

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### Administrative Leadership

#### Tools for Administrative Leadership

- Ability to plan strategically
- Expertise in systems development
- Financial and legal knowledge and skills
- Awareness of organizational climate
- Public relations and marketing expertise
- Entrepreneurial focus



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# Poll #1

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## Pedagogical Leadership

Leading the art and science of teaching

- **Instructional leadership**
  - Supporting classroom teachers in implementing curriculum
- **Family engagement**
  - Promoting partnerships with families and fostering family leadership



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## Pedagogical Leadership

Tools for Pedagogical Leadership

- Coaching and mentoring skills
- Ability to apply child development theory and research
- Knowledge of evidence-based pedagogy
- Knowledge of assessment methodology
- Technical credibility
- Knowledge of adult learning
- Family focus



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Poll #2

Seven horizontal lines for writing.

Pedagogical Leadership

Director's Role Perception Survey – Preliminary Results

Competency	Average
Observe teachers and provide feedback	3.15
Use child assessment data to improve learning	3.07
Supervise staff to ensure DAP	3.26
Use technology to support teaching	2.77
Use performance appraisals as a catalyst for growth	2.88

n = 1,290

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Seven horizontal lines for writing.

**Whole Leadership**  
 Is an **inter-dependent** relationship that exists between leadership domains. A **balanced perspective** is necessary when performing administrative functions.

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Seven horizontal lines for writing.

### Whole Leadership



Pedagogical Leadership



Administrative Leadership

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### Whole Leadership



Pedagogical Leadership

- Change curriculum



Administrative Leadership

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### Whole Leadership



Pedagogical Leadership

- Change curriculum



Administrative Leadership

- Professional development
- Budget
- Handbooks and procedure manuals
- Marketing plan and branding
- Roll-out to families and stakeholders

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### Whole Leadership



#### Pedagogical Leadership



#### Administrative Leadership

- Improve work-life balance: add PTO days for all staff

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### Whole Leadership



#### Pedagogical Leadership

- Impacts continuity of care
- Limits availability of staff for PD and PLCs
- Impacts family engagement



#### Administrative Leadership

- Improve work-life balance: add PTO days for all staff



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### Administrator's Time



#### Director's Role Perception Survey – Preliminary Results

- **56%** Administrative Leadership
- **44%** Pedagogical Leadership

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“ TYRANNY OF THE URGENT

Most of us spend too much time on what is **URGENT** and not enough time on what is **IMPORTANT**

-Stephen R. Covey

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Tyranny of the Urgent



If you perform a task that someone else can do, you keep yourself from **a task that only you can do.**

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