Whole Leadership:
BALANCING PRIORITIES OF ADMINISTRATION AND PEDAGOGY

TERI N. TALAN, Ed.D., J.D. | Michael W. Louis Chair and Senior Policy Advisor
MICHAEL ABEL, Ph.D. | Director of Research and Evaluation

Early Childhood Investigations Webinar | Wednesday, January 31, 2018

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

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

Personal Attributes

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

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

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

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
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

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

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
Poll #1

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

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
Pedagogical Leadership

Director’s Role Perception Survey – Preliminary Results

<table>
<thead>
<tr>
<th>Competency</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observe teachers and provide feedback</td>
<td>3.15</td>
</tr>
<tr>
<td>Use child assessment data to improve learning</td>
<td>3.07</td>
</tr>
<tr>
<td>Supervise staff to ensure DAP</td>
<td>3.26</td>
</tr>
<tr>
<td>Use technology to support teaching</td>
<td>2.77</td>
</tr>
<tr>
<td>Use performance appraisals as a catalyst for growth</td>
<td>2.88</td>
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</tbody>
</table>

n = 1,290

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

Pedagogical Leadership

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

Administrative Leadership

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

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

Administrator’s Time

Director’s Role Perception Survey – Preliminary Results

- 56% Administrative Leadership
- 44% Pedagogical Leadership
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

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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