

The Director's Toolbox Management Series

TRAINING-FOR-TRAINERS

Are you a trainer, organizational consultant, or policymaker interested in providing leadership and management training in your state? The McCormick Center for Early Childhood Leadership works with individuals, organizations, and state agencies to develop informed and experienced trainers who can implement the Director's Toolbox Management Series to support the leadership development of early childhood administrators. The series includes seven books and trainer's guides on important and timely topics related to early childhood program administration. Click here for a description of each toolbox topic.

Choose from two options:

- Option 1: Individuals** interested in an overview of the Director's Toolbox content can attend a weeklong residential institute at the McCormick Center in conjunction with the center's Taking Charge of Change leadership training. During the day participate in the training with program directors. In the evening meet with McCormick Center faculty to debrief about the sessions and explore options for adapting content to meet your community's needs. Click here for more information.
- Option 2: Organizations or state agencies** interested in more in-depth Director's Toolbox training in their state locations can convene a group of trainers to learn the content and unique delivery techniques. Click here for more information.



For more information, contact:
 Dr. Jill Bella, Director of Quality Supports
 800.443.5522, ext. 5059, jill.bella@nl.edu

Training Topics

From the Inside Out: The Power of Reflection and Self-Awareness

The frenetic pace that characterizes the professional lives of most early childhood directors leaves little time for reflection. Yet it is through reflection that educators often gain insight into the issues and problems that confront them. This session provides a focused opportunity for participants to reflect on their administrative roles. Key to this reflective journey will be the use of metaphoric imagery.

Leadership in Action: How Effective Directors Get Things Done

True leaders come in all shapes and sizes. Some are outgoing and charismatic; others are quietly influential. This session explores the concept of leadership in the context of early childhood education. It looks at the multifaceted role of the center director and the skills and competencies needed to nurture leadership at all levels of an organization.

Navigating the Currents of Change: Systems Thinking in Practice (in development)

Change and child care administration go hand in hand. This session provides a systems view of change in early childhood organizations and the director's role as change agent. Attention is given to strategies to overcome resistance to change and ways that directors can link individual needs to organizational needs in the center improvement process.

A Great Place to Work: Creating a Healthy Organizational Work Climate

Directors often have a global impression that things are going well or not so well at their centers, but they lack specific information on just what areas of the program's operation contribute to these impressions. This session provides an overview of the dimensions of organizational climate and how directors can improve the quality of work life at their centers.

The Right Fit: Recruiting, Selecting, and Orienting Staff

Well-trained and experienced staff are the key to early childhood program quality and healthy child development. Skills in recruitment, interviewing, screening, selecting, and orienting new teachers are ones that every director needs. This session breaks down the recruitment, selection, and orientation process into manageable components and suggests practical and effective techniques to help directors find competent and capable teachers for their program.

Inspiring Peak Performance: Competence, Commitment, and Collaboration

This session provides a comprehensive, integrated model for creating a professional learning community. Through the lens of continuous quality improvement, participants learn how developmental supervision, teacher induction, individual learning plans, peer learning teams, and 360-degree feedback can help them achieve their vision of program excellence.

Circle of Influence: Implementing Shared Decision Making and Participative Management

Building trust and a spirit of collaboration in early childhood programs is central to achieving high-performing work teams. Meaningful involvement in decision making is one way that trust and commitment to organizational goals can be achieved. This session presents a framework for analyzing different types of decisions in program management and how directors can move to a more participatory process in achieving organizational goals.

Making the Most of Meetings: A Practical Guide

This session looks at the importance of staff meetings as the primary vehicle for staff development and community building. Topics include an analysis of social interaction in groups and how interpersonal orientation among group members affects group functioning. A key focus is applying methods for managing meetings that achieve maximum participant satisfaction and productivity in a minimum amount of time.

Training-for-Trainers – Option 1

OVERVIEW

Eight trainers from across the country are selected each year to participate in the Director’s Toolbox Training-for-Trainers initiative. Participants attend the McCormick Center’s Taking Charge of Change (TCC) institute held the first week of August at the McCormick Center’s training facility in Wheeling, Illinois (14 miles from O’Hare Airport). This institute is attended by 25 program directors. The eight trainers are active participants in the institute while they learn the content of Director’s Toolbox Management Series. Playing this dual role helps ensure they understand the curriculum from both the participants’ and trainers’ perspectives. Training-for-Trainers participants learn strategies for supporting quality improvements in center-based programs as well as planning and conducting dynamic workshops using the Director’s Toolbox Management Series books and trainer’s guides.

Training-for-Trainers participants arrive a day prior to the institute to receive an orientation about the training model. During the institute, they meet with McCormick Center faculty to debrief on each day’s topic and discuss ways they can integrate part, or all, of the Director’s Toolbox Management Series—trainer’s guides, instructional strategies, mentoring activities, and evaluation design—into their local/state training or director credentialing projects.

DATES AND FEES

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| ▪ May 31, 2016 | Applications due |
| ▪ June 2016 | Notification of acceptance |
| ▪ July 2016 | Pre-Institute assignments |
| ▪ July 31, 2016 | Pre-institute briefing (begins at 2:00 p.m.) and dinner |
| ▪ August 7–13, 2016 | Convening Institute |
| ▪ May 17–20, 2017 | Culminating Institute and Leadership Connections conference (<i>optional</i>)* |

The 2016 fee for the Director’s Toolbox Training-for-Trainers is \$2,750 per participant. This includes:

- Participation in the TCC institute
- Hotel accommodations (single occupancy) for 6 nights
- All meals during the institute
- TCC participant materials (training binder, 10 books, program assessment tools)
- Seven trainer’s guides for the Director’s Toolbox Management Series (includes session outlines, activities, handouts, flip charts, and CD-ROM PowerPoint presentations)
- Individualized consultation and support from McCormick Center faculty throughout the 10 month academy.

Participants are responsible for their own transportation to and from training.

* For an additional fee, Training-for-Trainers participants are welcome to attend culminating TCC activities held in conjunction with the McCormick Center’s Leadership Connections national conference.

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TRAINING-FOR-TRAINERS APPLICATION

If you would like to apply for the Director's Toolbox Management Series Option 1, please register online at <https://www.regonline.com/LeadershipAcademyApplication>.

In addition, please submit the following information:

Background
<p>In a separate document, please type your answers to the following inquiries.</p> <ol style="list-style-type: none">1. Describe your current position and your experience as a trainer. Explain how your role will enable you to disseminate the Director's Toolbox Management Series leadership training materials.2. Describe your leadership activities that demonstrate your commitment to improving the quality of early care and education. Include information about professional memberships, conference presentations, advocacy efforts, publications, and training you have conducted.3. Describe your preliminary plans for how you will use the Director's Toolbox Management Series.
Supporting Documents
<ol style="list-style-type: none">1. Letter of Reference: With your application, submit one letter of reference from a professional colleague or representative from your sponsoring organization.2. Current Résumé: Please attach a copy of your current résumé to your application.

Submit this cover sheet with your background information, letter of reference, and résumé to:

Dr. Jill Bella, Director of Quality Supports
McCormick Center for Early Childhood Leadership
National Louis University, 6200 Capitol Drive
Wheeling, Illinois 60090
jill.bella@nl.edu, 847.947.5059

APPLICATION DEADLINE — May 31, 2016

Training-for-Trainers – Option 2

In partnering with different organizations and state agencies over the past two decades, we have learned that the supports needed for leadership and management training vary considerably across the country. Some states have implemented a comprehensive professional development system that includes a director credential. Other states have very few professional development requirements or supports in place for early childhood administrators.

The McCormick Center faculty can help you design and implement leadership training for center-based early childhood administrators in your community, region, or state. Our goal is to help you develop a cadre of trainers who can implement the Director's Toolbox Management Series. We can offer training on the full management series or focus on just a few topics. One popular model is for McCormick Center faculty to present a three-day training. The first two days consist of two of the topics in the Director's Toolbox series presented to a group of center directors in your community along with your agency's trainers. On the third day, only the trainers meet with McCormick Center faculty. Time is spent going through the trainer's guides in detail, practicing different presentation techniques, and exploring options for tailoring the content for different audiences.

For more information, contact:

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