

Whole Leadership Framework

FOR EARLY CHILDHOOD PROGRAMS (BIRTH TO THIRD GRADE)

PEDAGOGICAL LEADERSHIP

Leading the art and science of teaching with an emphasis on educator dispositions and high quality interactions with children. This includes ensuring fidelity to curricular philosophy, assessing children's development and learning, using data for evaluation, and optimizing learning environments.

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

ADMINISTRATIVE LEADERSHIP

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

- **Operational leadership:** Hiring and supporting staff, overseeing budgets, and fostering positive workplace climates
- **Strategic leadership:** Goal setting and guiding future program direction
- **Advocacy leadership:** Acting as an ambassador for the needs of children, families, and programs
- **Community leadership:** Collaborating with organizations within the local community on behalf of the children and families served

WHOLE LEADERSHIP

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

LEADERSHIP ESSENTIALS

Foundational competencies and individual qualities necessary for leading people that are expressed in personal leadership styles and dispositions. Leadership essentials are often developed through reflective practice.

Personal Attributes:

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

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



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
- Ability to interpret data



TOOLS FOR LEADERSHIP ESSENTIALS

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



ABOUT WHOLE LEADERSHIP

Whole Leadership encompasses a broad view of program leadership — evidenced in many areas and collapsed into three domains: leadership essentials, administrative leadership, and pedagogical leadership. The McCormick Center for Early Childhood Leadership at National University developed this framework in order to clarify the concept of early childhood leadership which is often clouded by inconsistent standards and policies.