

# 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 educators 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:** Ensuring adequate equipment and space, guiding the development and management of budgets, fostering a positive workplace, and hiring and supporting staff
- **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 leadership 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
- Learning

### TOOLS FOR PEDAGOGICAL LEADERSHIP

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



### TOOLS FOR ADMINISTRATIVE LEADERSHIP

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



### 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
- Management skills



### ABOUT WHOLE LEADERSHIP

Whole Leadership encompasses a broad view of program leadership — evidenced in many areas and organized 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.

## Our Mission

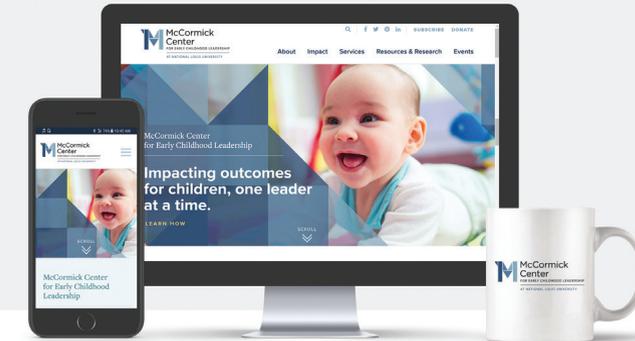
The McCormick Center for Early Childhood Leadership is dedicated to improving the quality of early learning programs through professional development, research and evaluation, and public awareness. We are driven to promote greater understanding of the critical role of early childhood leaders in the provision of quality services for children and families.

To learn more about the McCormick Center, visit [McCormickCenter.nl.edu](http://McCormickCenter.nl.edu)



## Explore resources & opportunities

Our website features over 150 downloadable documents, videos, and links to books authored by McCormick Center staff; an event calendar for our professional learning opportunities, in-person and online; a page highlighting Leadership Connections, our national conference which takes place annually at the beginning of May; and interactive data in our L.E.A.D. Early Childhood Clearinghouse.



## Leadership Matters

Strong early childhood leadership positively impacts outcomes for children and families. Very few leaders arrive in their roles with all of the experience, education, or specialized training they need. The McCormick Center has played a critical role in increasing access to professional development and credentials for early childhood leaders. To date, nearly 35,000 early childhood leaders have received professional development through the McCormick Center.



## Support our mission

To support us in our efforts to provide you with cutting-edge opportunities, please consider donating today.

Every contribution helps build a brighter future for children, one leader at a time. All dollar amounts make a difference as we strive to support early childhood programs that enrich the lives of young children and those who lead them.

Visit [McCormickCenter.nl.edu/donate](http://McCormickCenter.nl.edu/donate) to learn more.

