

Training Options

DIRECTOR'S TOOLBOX MANAGEMENT SERIES

The McCormick Center for Early Childhood Leadership works with organizations and state agencies to support the leadership development of early childhood site-based administrators. The Director's Toolbox Management series includes seven books on important and timely topics related to early childhood program administration. The McCormick Center offers a full-day training on each book both virtually and face-to-face.

Choose from several options:

- **Individualized Topics.** Select one or just a few topics from the Director's Toolbox Series that you are interested in for a group of directors. The topics are presented consecutively over several days.
- **Longitudinal Series.** Convene a group of directors over several months to attend seven, full-day trainings on each of the Director's Toolbox books. During the interim directors can work with a facilitator on your staff on concepts learned and prepare for upcoming topics. A social media platform can be used to share resources, ask questions, network, and support one another. Pre- and post-assessments can be used to gather data. For an example of how the McCormick Center conducts Taking Charge of Change (TCC), its leadership academy based on this model visit <https://mccormickcenter.nl.edu/services/leadership-academies/#tcc>.
- **Training-for-Trainers.** Convene a group of trainers to learn the content of the Director's Toolbox Trainer's Guides and unique delivery techniques. The trainers can learn the content by observing and participating in training sessions with directors and debriefing afterwards or can learn the content as an exclusive group.



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Training Descriptions

DIRECTOR'S TOOLBOX MANAGEMENT SERIES

❑ **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.

- Learn the importance of reflective practice and how to become a self-mentor
- Reflect on how past experiences shape present perceptions and future aspirations
- Gain clarity about your purpose, passions, and the factors that contribute to professional fulfillment
- Appreciate your unique style
- Understand the developmental stages of administrators
- Create an action plan for achieving greater job fulfillment

❑ **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.

- Become familiar with the skills and competencies required for effective leadership
- Understand the values and beliefs that shape your leadership behavior
- Assess your unique leadership style
- Learn how to use the authority and influence of your role to empower and support others in positive ways
- Learn how to promote leadership capacity at all levels of the organization

❑ **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.

- Understand the different dimensions that contribute to a center's work climate
- Recognize that perceptions vary depending on a person's role, deeply held values, and previous experiences
- Learn how to gather data to measure and monitor a center's organizational climate
- Implement practical strategies for creating a great place to work
- Appreciate the unique and important role that directors play to ensure success.

□ 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.

- Explain why recruitment is difficult.
- Demonstrate understanding of continuous recruitment.
- Discuss effective networking, advertising, and recruitment strategies.
- Apply right fit criteria.
- Develop strategies for recruiting and selecting your next team member.
- Construct a phased orientation plan.

□ 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.

- Become familiar with the purpose and function of different types of meetings.
- Understand meeting roles: convener, facilitator, recorder, timekeeper, and participant
- Compare various agendas
- Learn how to construct a well-designed and minutes
- Understand the importance of balancing the task and process aspects of a meeting
- Learn how to manage disruptive behaviors
- Gain ideas to improve meeting productivity

□ 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.

- Understand the principles of underlying inclusive leadership
- Become aware of the decision-making style best suited for you and your program
- Understand the advantages and disadvantages of different levels of participation
- Apply decision-making criteria to group decision
- Be aware of the phenomenon of group think

□ 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.

- Identify key features of a professional learning community.
- Discuss the importance of adapting one's supervisory style to the developmental needs of each teacher.
- Explain how to implement a phased teacher induction program.
- Analyze the components of effective learning plans.
- Explore the potential of learning teams.
- Discuss the sources of evidence for 360 feedback.