

# PEDAGOGICAL LEADERSHIP STRATEGIES FOR MULTI-SITE PROGRAMS

To Attract Opportunities through Pedagogical Leadership and Creative systems

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## CHILD CARE DIRECTOR GTFRC



[www.gtfrc.org](http://www.gtfrc.org)

## Debbi Sluys Dare to DECLARE!



[www.dare2declare.com](http://www.dare2declare.com)

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## TODAY'S INTENTIONS

1. Consider a multi-site from an asset-based perspective.
2. Examine the challenges and opportunities of a multi-site structure.
3. Discover practical systems and practices which support quality.
4. Understand how Pedagogical leadership can thrive in a multi-site organization.

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What is a Multi-site organization?

Important to have a clear Mission, Values and Vision statement.




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What do we stand for when we are at our best?

What is the shared Vision?

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What kind of board does your organization have?  
Working Board or Policy and Governance Board

Decide on an administrative structure.  
Executive Director  
Supervisor (s)  
Assistant Supervisors  
Financial  
HR




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Set expectations and liberties of authority.

§ -Spending

☞ -Communication

⊕ -Hiring

● -Performance appraisals, coaching, progressive discipline

♥ -Relationships with families

Create a culture of growing leaders and succession planning.

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When speaking about the organization /employees use positive language.

Where your focus goes your energy flows.

Model language and habits of gratitude and appreciation.

Rather than, "I have to" say "I get to".

It takes 21 consecutive days to create a new habit.



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1. Consider a multi-site from an asset-based perspective



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# RESPONSIBILITY

Response – Ability our Ability to Respond.

Respond to our Abilities

Reframe your thoughts and change your outcome.

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## 1. ASSETS FOR OPERATING A MULTI-SITE - OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

Budget to bring experts "in house".

Utilize employees expertise and passion to facilitate e.g. FAS, Open ended Art , Diversity



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Passion – PASS "I" ON



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**ASSETS FOR OPERATING A MULTI-SITE  
- OPPORTUNITIES FOR FINANCIAL BALANCING**

During transition periods one location can compensate for the other: financially, child spaces (summer) or employment during a renovation.

Sharing of resources and equipment during emergencies.



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**ASSETS FOR OPERATING A MULTI-SITE  
- STREAMLINING MARKETING**

A single website covers all locations: menu, fee sheet, policies, job advertisement

A single Facebook page, Instagram and Pinterest covers all locations.

A single parent orientation package covers all locations.



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## 2. Examine the Challenges and Opportunities of a multi-site structure.



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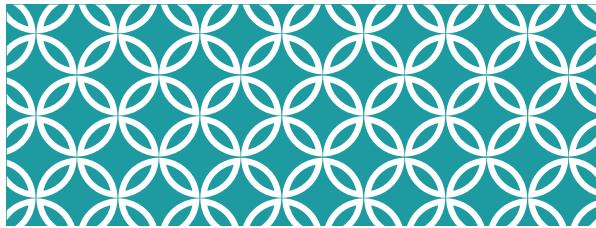
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## POLL

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## 2. CHALLENGE : "HYGGE VS. INDUSTRIAL"

Pedagogical Question: What do children deserve?

- Home like setting
- An invitational environment which says " I belong here"
- Space for quiet, noisy, messy, sleepy, exploration, building and thinking.



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- Clean and safe environment
- Unique to the community, educator and children who live there.
- Function and beauty



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Blog - Hygge in the Early Years: Supporting the Foundational Conditions for Learning and Development  
 - Diane Kashin

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### CHALLENGE : UNIFY / AUTONOMY

Each site has it's own culture due to the families and employees.

Each location holds it's own family celebration event however coordinated by one Supervisor.



Photo gallery of employee photos per site, but one social media page to highlight individual employees.

No uniforms but logo is available to make dress code easier to follow.

ECE Appreciation a common theme gives a sense of pride as an organization.

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### CHALLENGE: EFFECTIVE COMMUNICATION

Being intentional with communication on site and in the bigger organization.

- Monthly Staff meetings
- Scheduling and calendar software
- Website (Single access for all parent info)
- Social media (being social)
- White boards / Window writers
- Newsletter – parent (monthly) and employee(weekly)



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- Walkie talkies
- Monthly supervisor and employee meetings
- Parental communication software (e.g Story Park) It provides transparency to support and coach educators with intention and thoughtfulness in their pedagogical documentation. Story Park also offers community of practice which looks very useful.



“Clear is kind. Unclear is unkind.”  
 — Brené Brown, Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.

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### OPPORTUNITIES – LARGER STAFF LIST

Bring in expertise to compliment the Early childhood Educator. E.g. DSW, CYW



Diversity of employees in age range creates generational opportunities to share and compliment strengths.

More opportunities for horizontal movements due to limited opportunities for advancement.

Tony Robbins gives Six human needs:

1. Certainty
2. Uncertainty/variety
3. Significance
4. Connection/Love
5. Growth
6. Contribution

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### OPPORTUNITIES — MORE EXPERTISE

Due to more employees the organization can bring in expertise

- Financial
- School age/behavioural support
- Leadership growth with employees to highlight strengths
- Art/Music



What if you created an inventory of your employee's gifts? Do you know what your gifts are?

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### 3. Discover practical systems, policies and practices which support quality.



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### 3. PRACTICAL SYSTEMS

#### For Families:

- One wait list entry, however each site has it's own based on the location.
- Seamless transfer from one location to another
- Payment can be made at any location



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- Site specific supervisor for communication of concerns.
- Board of Director meeting minutes posted
- Parent orientation packages copied and consistent for all sites

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### PRACTICAL SYSTEMS

#### Administration:

- Server connects all locations which allows the Director to have a virtual office.
- Colour coded pouch system for each location.
- Certain tasks assigned to cover the whole organization



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- Each Supervisor leads a staff committee
- Supervisor's meet monthly
- The Board reports are given in three categories
- Parental fee collection software.

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## PRACTICAL SYSTEMS



### For Employees

- Send vacation requests into their Supervisor who schedules replacements.
- Use of doodle polls and survey monkey to offer input or feedback.
- Use of internal facebook group to communicate with colleagues
- Newly passed policies which have been signed off are gathered into a binder available for employees returning from any type of leave (medical, education or maternity.)

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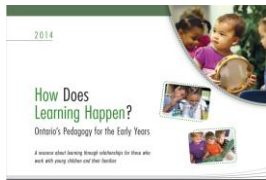
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## 4. PEDAGOGY

What is your image of the child?

What is your image of the family?

What is your image of the educator?



<http://www.edu.gov.on.ca/childcare/HowLearningHappens.pdf>

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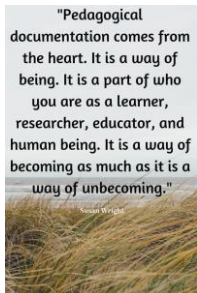
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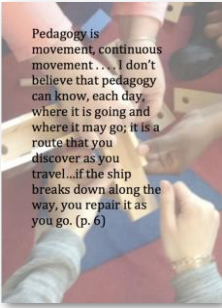
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<https://tecirresearch.wordpress.com/2014/03/13/thinking-about-thinking-what-is-your-thinking/>  
Diane Koshin, Ed.D, RECE

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### PEDAGOGY

The study of thinking and educational practices. We have an active part more than just an observer in "studying". We are responsible for the outcome and how it changes the world.

As a leader or educator use the lens of " In the name of what" ...



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### WHAT DOES IT MEAN TO LIVE WELL WITH OTHERS?

Pedagogy, as a body of knowledge, thinks educational practice; it is reinvigorated by this practice and transforms educational practice. This is why a pedagogue is someone who not only tries to unsettle practice by also tries to find (and sometimes even liberate) the creative force of practice.

*What is Pedagogy* – Cristina D Vintimilla

What does it mean to live well with others?



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### PEDAGOGICAL LEADERSHIP

- Be curious.
- Be open to doing things the hard way. (frequent meetings, transparent conversations, decisions and surveys)
- Uncover to discover new ways of doing things. (culture of research)
- Be patient, as time is a resource.
- Be brave and open to "Rumble with vulnerability" – Brene Brown
- Communicate clear boundaries and expectations of conduct.

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### MULTI-SITE AND EMPLOYEES

*"True or False, the hardest part about this job is managing staff".*

When we stop seeing the employee as an individual and do not create space to be present, administration will loose their confidence, respect and loyalty.



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Be intentional about being connected. View the employee as you want them to view the child.

As Capable, Competent, Curious and Rich in Experience.(HDLH)



*"Imagine if we could create a culture that may even be better than they receive at home. To create a space to take off armour, to truly be seen, to be curious without suffocation and to exhale, a place to belong."*  
 – Brene Brown – Dare to Lead

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### INTENTIONAL LEADERSHIP IS THE KEY TO A POSITIVE CULTURE

Directing a multi-site organization requires a level of leadership sophistication.

Self awareness

Courage

Daily habits of positive action

Keen listening skills

Visionary outlook



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"To solve big problems you have to be willing to do unpopular things." Lee Iacocca - former Chrysler CEO



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### THINK, FEEL AND ACT

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### CREATE A VALUES WALK

Ask your employees to take four photographs for each of the four foundations of learning found in How Does Learning Happen?

Belonging, Wellbeing, Engagement and Expression.



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### THE CHALLENGE FOR A PEDAGOGICAL LEADER OF A MULTI-SITE ORGANIZATION.

How can our organization best meet the changing needs of our community?

What can we create to offer the best future possible for those who live in this organization?

It is in the "Be-ing" Have Do Be .... Be Do Have.

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### QUESTIONS



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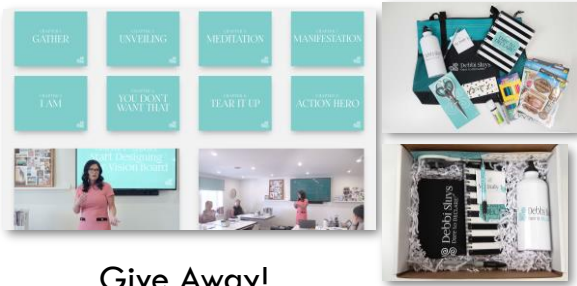
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Give Away!

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