

Leadership and Management as Current Issues in Early Years Settings in Germany

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Introduction

- Leadership plays an important role in the functioning of an organization (Bass, 1985).
- There has been an ongoing debate in the international context about leadership in the field of early education and primary pedagogics (Siraj-Blatchford & Hallet, 2014; Whalley, 2011).
- Little is known about the role, qualifications and self-conceptions of headteachers in day care centers in Germany (Anders, 2012; Rannenberg-Schwerin, 2012).
- There is a relation between the qualifications of staff and the quality of the settings (Sammons, 2010).

Research Questions

What dimensions do a concept of leadership have?

Study 1

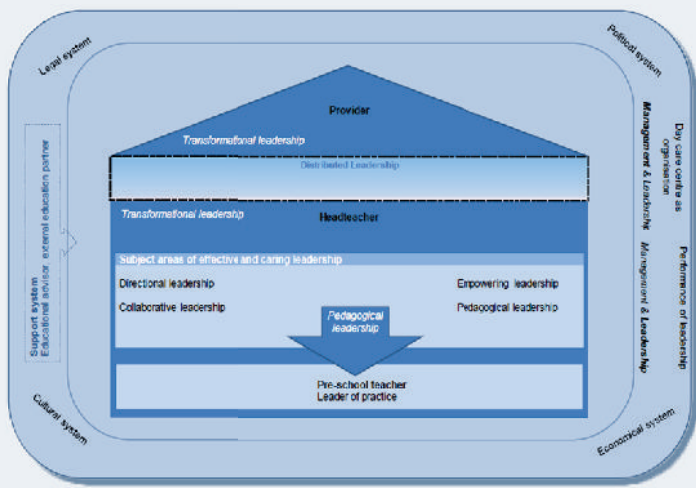
Can concepts from organizational psychology theories be transferred to early childhood education research to develop a model of leadership for the early years' setting?

Design

- ⇒ Literature Review
- ⇒ Approach:
 - Boolean Operators: AND · OR · NOT
 - Databasis: Eric, Psychinfo, fachportal-paedagogik
 - Grey literature search
 - Search in subject headings
 - Keywords: Organizational psychology, Leadership, Management, Day Care Centre, Germany, England, US

Results

Figure 1: Model of effective leadership for day care facilities in Germany



Study 2

How do headteachers of day care centers in Germany perceive their role as leaders?

Design & Sample

- ⇒ Qualitative Research Study
- ⇒ Episodic Interviews (Flick, 2011)
- ⇒ 25 Headteacher of day care centres
 - Evaluation of the German national initiative „Early Chances“
 - 320 Day Care Centres



First Results

- ⇒ Vision of leadership is related to the concept of management
- ⇒ Effective strategies of leadership are attributed of personality and passion
- ⇒ Most headteachers acknowledge administrative and democratic leadership
- ⇒ Pedagogical leadership is focussed by headteacher who define themselves as pedagogues

Discussion

- Results confirm the relevance of transformational leadership for dealing with the radical changes that are currently taking place in day care centres.
- Further development is recommended because of a lack of clear leadership vision in the early years vision.

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