

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

Early childhood teachers' experiences of leadership development

A thesis presented in fulfilment of the requirements for the degree of

Masters of Leadership and Administration

At Massey University, Manawatu,

New Zealand

Megan Anne Edwards (nee' Shuker)

2018

Abstract

There are clear links between quality early childhood education (ECE) and positive outcomes for children and increasing research reveals the link between effective leadership of early childhood centres and quality ECE within centres. Development of ECE leaders to support their leadership skills and competencies is essential as a pathway to support quality ECE. The aim of this research was to give voice to teacher leaders in the ECE sector by exploring their perspectives on their own journey into leadership. Surveys and interviews were used to gather data on leader experiences. Data were analysed using descriptive statistics, thematic analysis and a case study approach. Findings indicated that leaders believed they were poorly equipped to take on their leadership role and called for practice-based leadership support that goes beyond a theoretical understanding of leadership. It was also found that ongoing leadership development was largely self-initiated with a clear call for supported networking to create connections between leaders in what has become a highly competitive sector. This research is relevant to the ECE sector because it discusses the experiences of ECE teachers as they enter into leadership roles.

Acknowledgements

I would like to acknowledge my supervisors Tara McLaughlin and Karyn Aspden for their fantastic support and guidance throughout the completion of this thesis. I also thank my father Douglas Shuker, for his belief since I started my first degree in 1995 that I would eventually gain my Masters, and the years of watching him lead and learning from not only his amazing work stories but his love of people. And finally, my wonderful children who have only known their mother to be studying something or another at Massey University these past 22 years and yet have never complained about it.

Table of Contents

Abstract	ii
Acknowledgements	iii
List of Tables	vii
Chapter One: Introduction	1
1.1 Rationale for the Research	1
1.2 Researcher Background	2
1.3 Context	2
1.4 Summary of the Chapters	5
Chapter Two: Literature Review	7
2.1 Introduction	7
2.2 Definitions of Leadership	7
2.1.1 Types of leadership	8
2.3 Leadership Development in Education	9
2.4 ECE Leadership	10
2.5 Effective ECE Leadership	12
2.6 Leadership Development in ECE	13
2.7 Leadership Development in NZ ECE	15
Chapter Three: Methodology	19
3.1 Introduction	19
3.2 Theoretical Perspective	19
3.3 Research Design	20
3.5 Phase 1: Survey	21
3.5.1 Participants/recruitment	21
3.5.2 Survey design	22
3.5.3 Survey administration	23
3.5.4 Survey analysis	23
3.6 Phase 2: Interviews	23
3.6.1 Participants/recruitment	23
3.6.2 Interview design	24
3.6.3 Interview administration	25
3.6.4 Interview analysis	25
3.7 Ethics	26
3.8 Summary	27

Chapter Four: Findings	28
4.1 Introduction	28
4.2 Phase 1 – Survey Findings	28
4.2.1 Survey respondents	28
4.2.2 Respondents leadership activities/responsibilities and styles	30
4.2.3 Respondents entry into leadership and key milestones	33
4.2.4 Respondents opportunities to participate in leadership development	34
4.2.5 Respondents self-belief and advice for future aspiring leaders	36
4.3 Phase 2 – Interview Findings	37
4.3.1 Interview narrative – Emma	38
4.3.2 Interview narrative – Sarah	40
4.3.3 Interview narrative – Moira	42
4.3.4 Interview narrative – Vanessa	44
4.3.5 Summary of interviews	46
4.4 Summary of Findings	47
Chapter Five: Discussion	49
5.1 Introduction	49
5.2 Lack of Preparedness Before Taking on a Leadership Role	49
5.3 Improved Effectiveness After a Period in the Role and Subsequent Leadership Support	50
5.4 Leadership Professional Development and Skills can be Self-Taught	50
5.5 Mentoring and Networks are Valuable, but Currently Limited	51
5.6 New Leaders’ Value Practical over Theoretical Approaches to Leadership Development	52
5.7 A National Professional Development Programme for ECE Leaders Would Elicit Positive Change for the Sector	53
5.8 Implications	54
5.9 Future Research	55
5.10 Limitations	55
5.11 Conclusion	56
References	57
Appendices	
Appendix A: Survey Questions	67
Appendix B: Interview Questions	72
Appendix C: Survey Consent	74
Appendix D: Interview Consent	75

Appendix E:	Survey Information Sheet	76
Appendix F:	Interview Information Sheet	79

List of Tables

Table 4.1 Demographic Characteristics

Table 4.2 Respondents Leadership Activities/Responsibilities and Styles

Table 4.3 Entry into Leadership

Table 4.4 Leadership Development Opportunities

Table 4.5 Advice for Leaders and Effectiveness Now