Leading in Tough Times

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Your plan
Your plan

Reality
Agenda

1. Welcome to the World Today!
2. A Look to the Future
3. Strategies to Use Now
4. Final Point for Leaders Today
1. Welcome to the World Today!
Education is not preparation for life; education is life itself.

John Dewey
Would you agree with me, that the pace of change is amazingly fast?

Well, the pace of change today will be the slowest it will be for the rest of your life!
The primary aim of education is *not to enable students to do well in school*, but *to help them do well in the lives they lead outside of school.*
We Live in a VUCA World!
Volatile
Uncertain
Complex
Ambiguous
Volatility

The challenge is unexpected or unstable and will be of an unknown duration of time.
Uncertainty

Change is always possible, but not a given, and you don’t have enough information to understand the cause and effect.
Complexity

The situation has many interconnected parts and variables. Some information is predictable, but some is overwhelmingly complex.
Ambiguity

Causal relationships are unclear. No precedents exist; you face unknown unknowns.
Many of us have been raised in a context that the world is predictable. We now need to work with a different mindset.
Best Leadership Advice

Be very clear about where you are going, but very flexible about how you get there. Avoid certainty, but seek clarity.
Be clear about what you do.
In Education, We Have Made a Mistake!
Ice
We define ourselves by what we do, rather than what we “provide”.

You limit your ability to innovate if you define yourself by what you do.
WE ARE IN THE LEARNING BUSINESS
Learning

Today teaching is “one” but “not” the only way to achieve learning.
Learning has expanded at a rate that has far outpaced our conceptions of teaching.
Leadership Mindset

In a VUCA world we must focus on what is possible rather than what is likely to occur. This doesn’t really please our brain.
7 Leadership Factors

1. Always have a clear vision against which judgements can be made, with agility to respond to rapidly changing situations.
2. Build a culture of change. Learning organizations must always be ready to reflect and question the status quo.
7 Leadership Factors

3. Be curious and seize the chance to innovate. Uncertain times bring opportunities for bold moves.
7 Leadership Factors

5. Never lose focus on educator and student engagement. Allow groups the freedom they need to innovate new ideas, systems and services.
7 Leadership Factors

6. Get used to being uncomfortable. Resist the temptation to cling to outdated systems and ideas.
7 Leadership Factors

7. Hierarchies often cripple decision making. Success depends on distributed leadership.
To understand SHAPE-SHIFTING ORGANIZATIONS, imagine an organization chart that looks like this:

- NO CENTER—more distributed authority, less centralized
- HIERARCHIES COME AND GO—liquid hierarchy, liquid data
- GROW FROM THE EDGES—where diversity flourishes
- CANNOT BE CONTROLLED, but can be guided.
2. A Look to the Future
“The future is already here — it’s just not evenly distributed.” - William Gibson
The Future of Education Will Be Shaped By:

The proliferation of **INTELLIGENT SYSTEMS**

The emergence of **FUTURES LITERACY**

Human-Machine collaboration **TO LEARN**
Artificial intelligence is becoming very good at many “Human Tasks” – diagnosing disease, translating languages, providing customer service, and its getting better every day.
Never before have digital tools been so responsive to us.
While AI will alter how work gets done and who does it, the technology’s larger impact will be in complementing and augmenting human capabilities and not replacing them.
Technology won’t replace teachers.

But teachers who use technology will replace teachers who do not.
Technology

Technology cannot do everything humans can do.

Technology is good at convergent thinking.

It is not good at divergent thinking.
Humanics

Consider “Content Moderation” at Facebook and other social media sites.

Technology can’t understand if a user is posting a racist review or is describing racist behavior.
I love to drive!
Educators love to teach!
The research tells us that if the motive for using technology is displacing workers, you will only see short term gains.

Most significant performance gain is when there is human machine collaboration.
Human/AI actively enhances each others complementary skill set

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<thead>
<tr>
<th>HUMAN</th>
<th>Machine</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>Speed</td>
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<tr>
<td>Teamwork</td>
<td>Accuracy</td>
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<td>Creativity</td>
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<td>Social Skills</td>
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<td>Divergent</td>
<td>Scalability</td>
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<td>Thinking</td>
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What comes natural for a human, telling a joke, is tricky for a machine. What is straight forward for a machine is, well somewhat challenging for a human.
Successful Learning Requires Both
3. Strategies
Understand the Gartner Hype Cycle
There are two types of performances we must be concerned with in a VUCA world.

- Tactical Performance
- Adaptive Performance
Operating Excellence
Tactical Performance

Do what we “Already” do even better?

Innovation
Adaptive Performance

How to invent a different future for the learner?

Best Practice

Next Practice
System

Innovation
Sustaining Innovation

Next Practice
Disruptive Innovation
We all work hard in education to efficiently deliver the next thing that should be done to help our students learn.

The skill set for doing this is called…
Delivery Skills

- Analyzing
- Planning
- Detailed
- Implementation
- Disciplined Execution
The transformative person incorporates skills from a far different dimension.

- Why accept the status quo?
- Look for new and better ways!
Discovery Skills:

- Analyzing
- Planning
- Detailed Oriented Implementing
- Disciplined Executing

Delivery Skills:

- Questioning
- Observing
- Networking
- Experimenting
- Associational Thinking
Creating Versions… 1.0, 2.0

- Windows 95
- Windows 98
- Windows 2000
- XP
- Visita
- >>>>>>>>>>>>>
Special Cause vs. Common Cause
5. Closing Message
EDUCATOR LEADERSHIP

- PASSION → VOICE
- INTUITION → INNOVATION
- EXPERIENCE → JUDGEMENT
- SYNTHESIS → KNOWLEDGE
- DATA → INFORMATION
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