

Leading in Tough Times

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Your plan



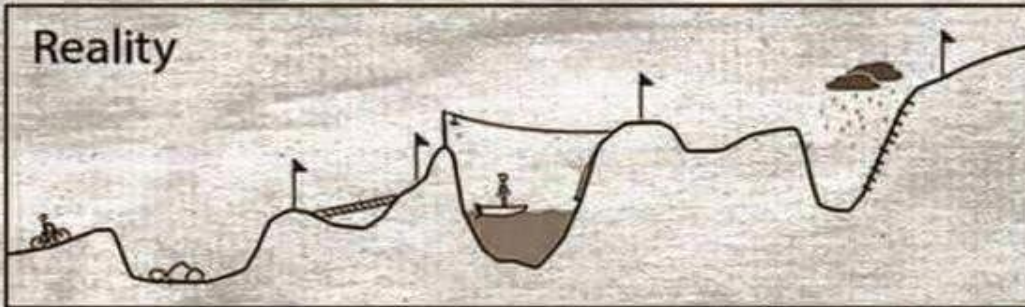
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Your plan



Reality

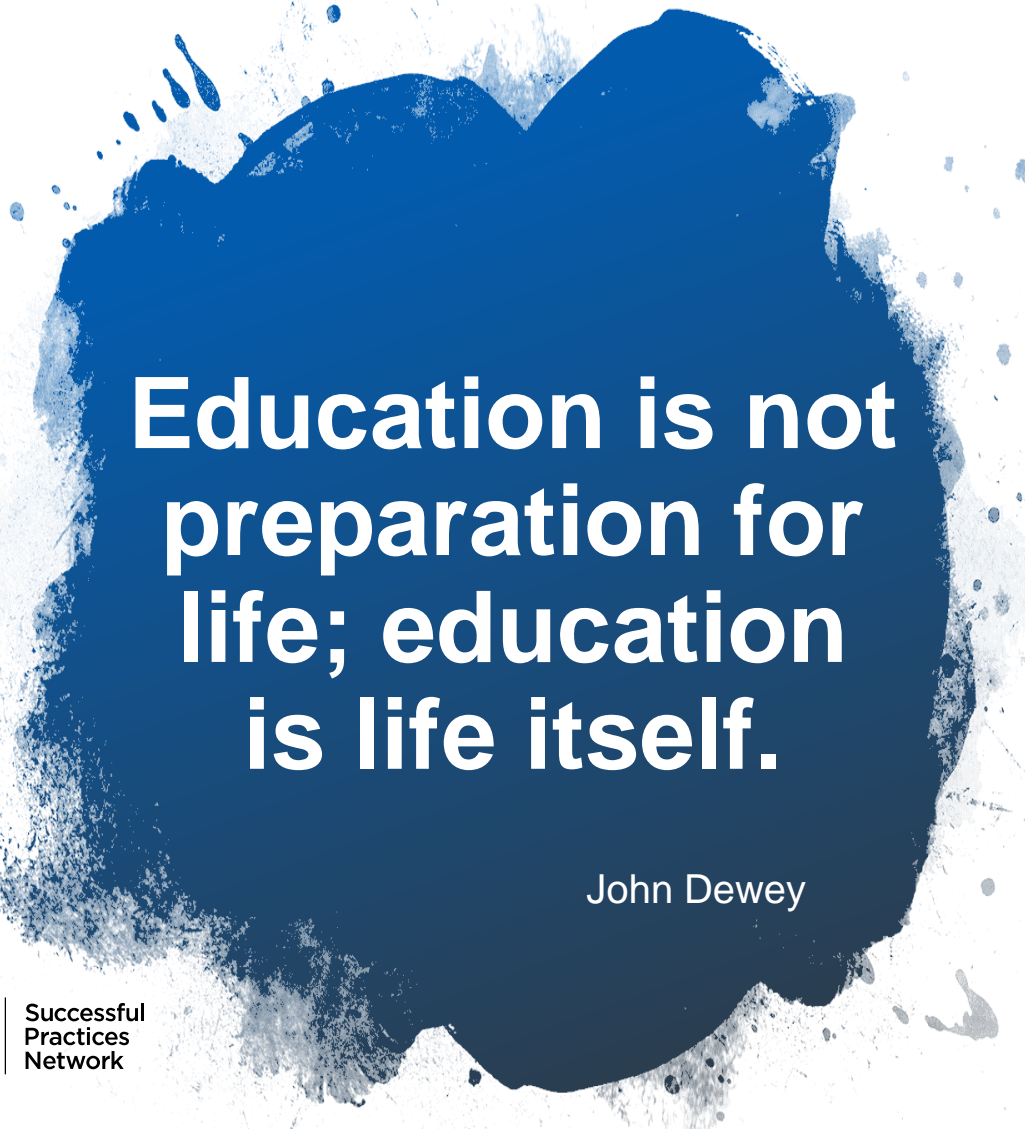


Agenda

1. Welcome to the World Today!
2. A Look to the Future
3. Strategies to Use Now
4. Final Point for Leaders Today

Agenda

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.**

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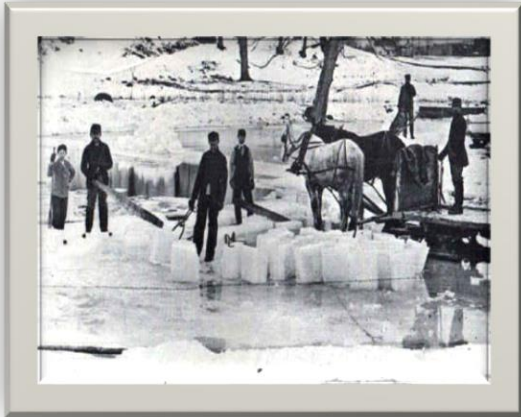


**In Education, We
Have Made a
Mistake!**

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Ice



The Mistake We Have Made

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.

7 Leadership Factors

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

4. Encourage networks rather than hierarchies. Collaboration yields more than competition.

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.

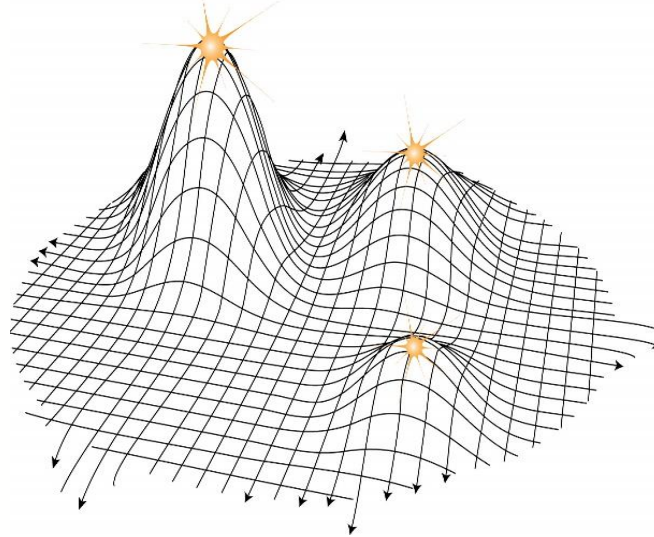
7 Leadership Factors

6. Get use 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.

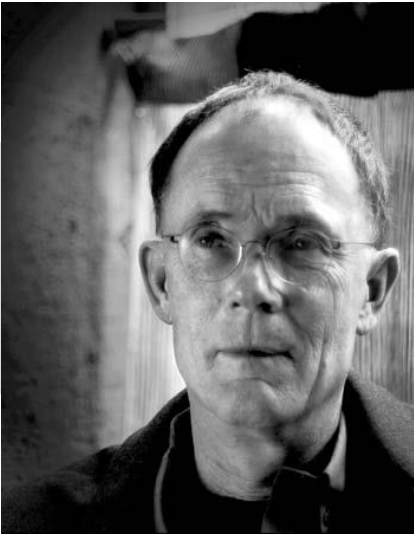
To understand **SHAPE-SHIFTING ORGANIZATIONS** imagine an organization chart that looks like this



- 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

Agenda

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.**

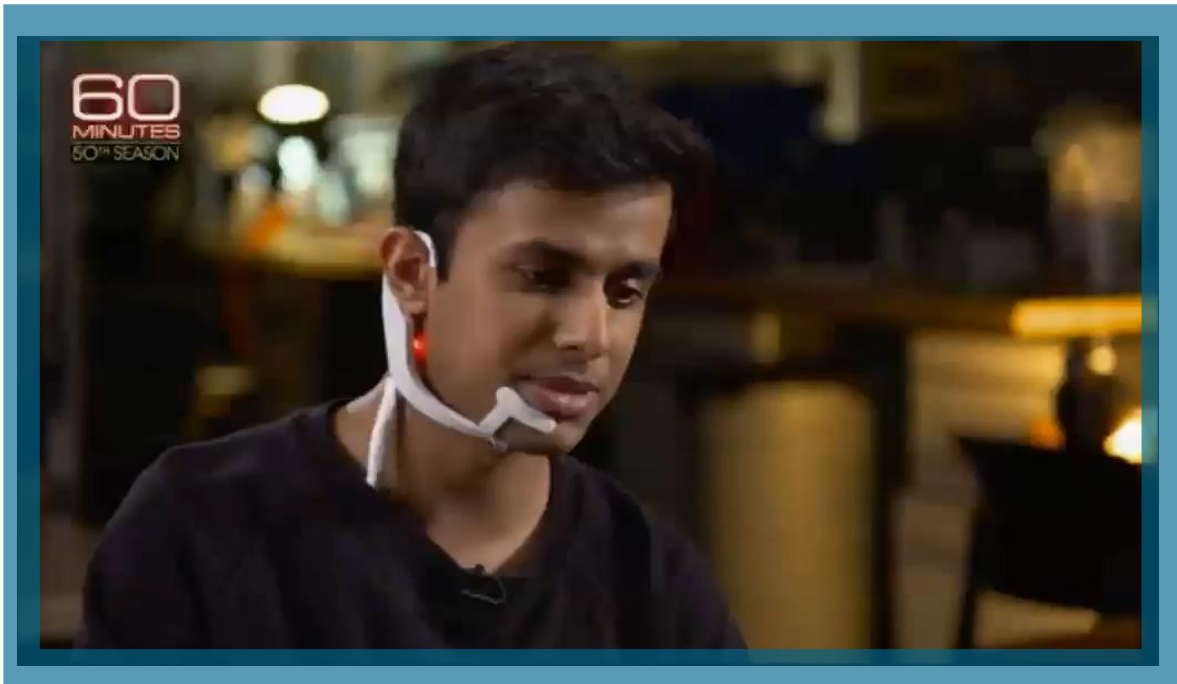
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While AI will alter how work gets done and who does it, the technology's larger impact will be in complementing and augmenting human capabilities and not replacing them.

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

HUMAN

Leadership
Teamwork
Creativity
Social Skills
Divergent Thinking

Machine

Speed
Accuracy
Replication
Data Collection
Scalability

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

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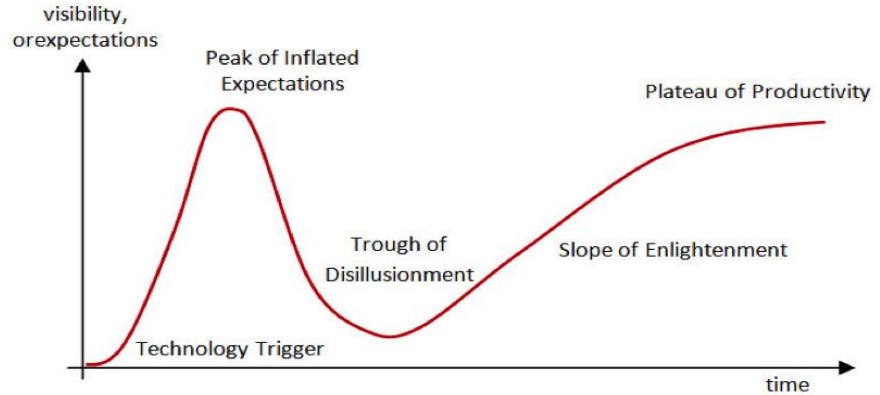
3. Strategies

Understand the Gartner Hype Cycle

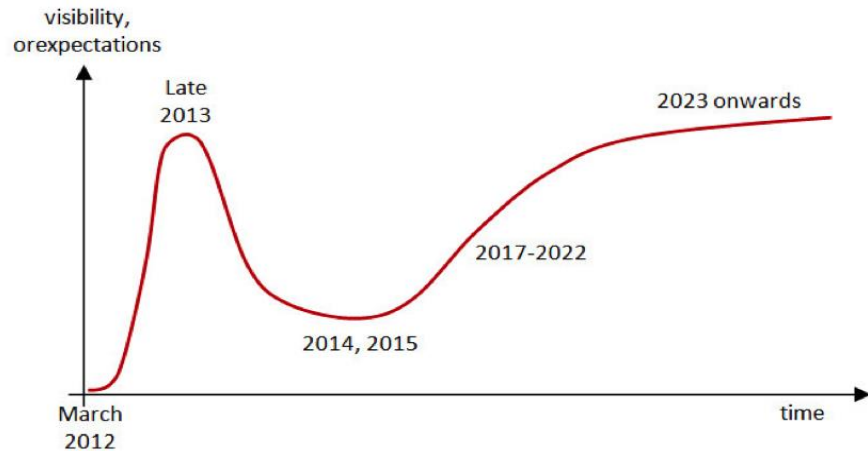
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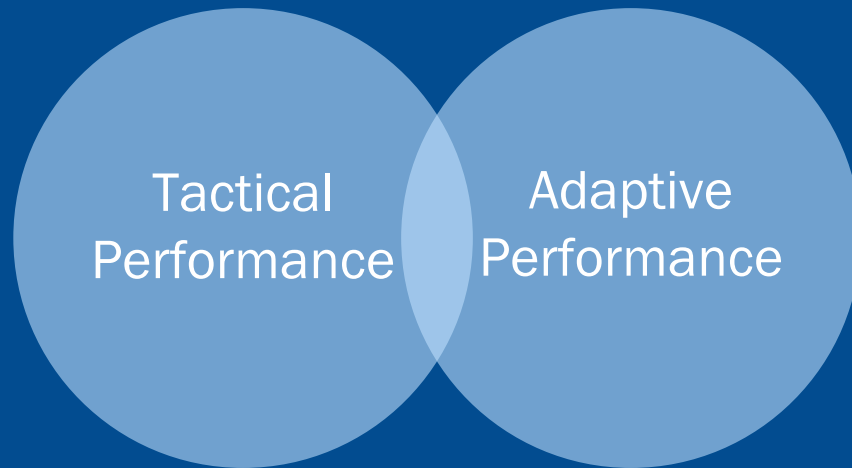
Gartner Group Hype Cycle



MOOC Hype Cycle

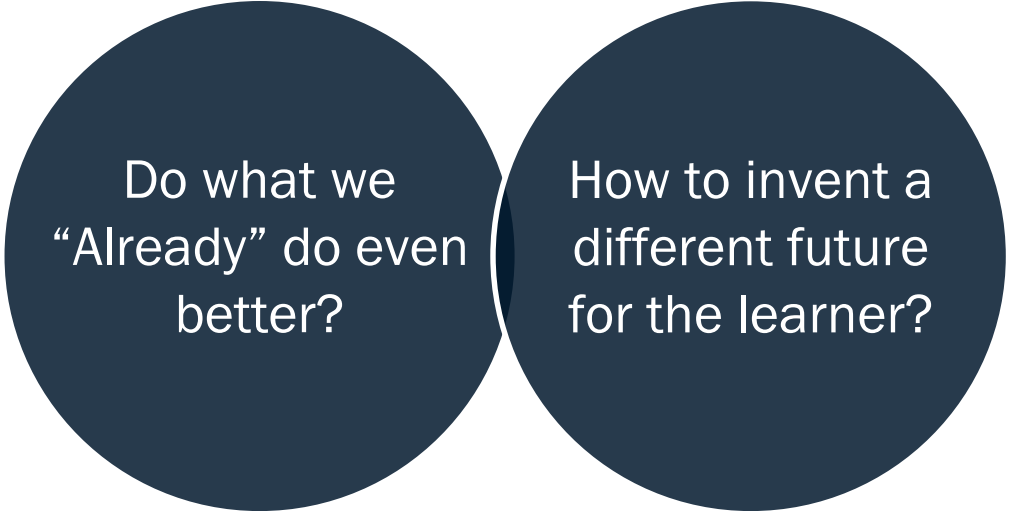


There are two types of performances
we must be concerned with in a
VUCA world.



**Operating Excellence
Tactical Performance**

**Innovation
Adaptive Performance**

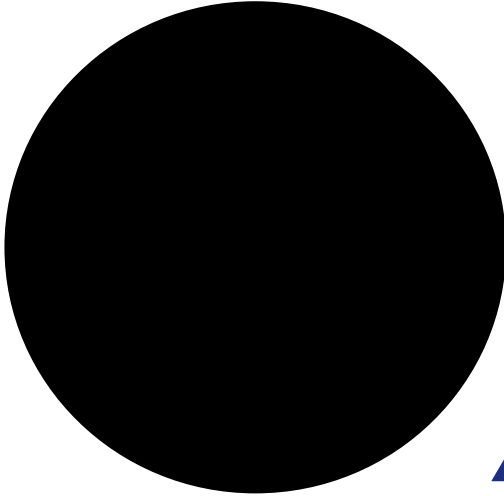


Do what we
“Already” do even
better?

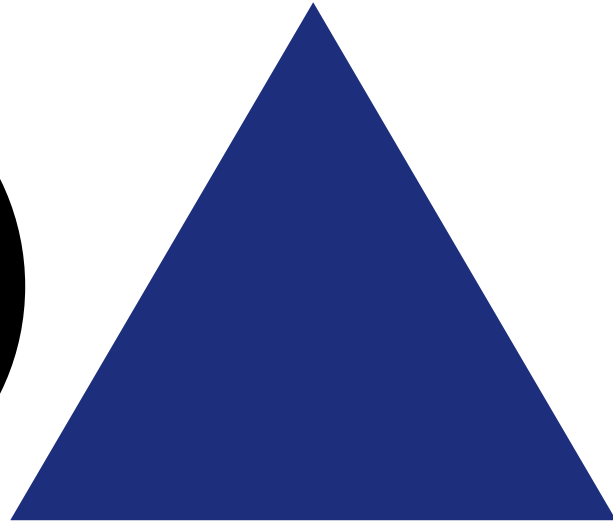
Best Practice

How to invent a
different future
for the learner?

Next Practice

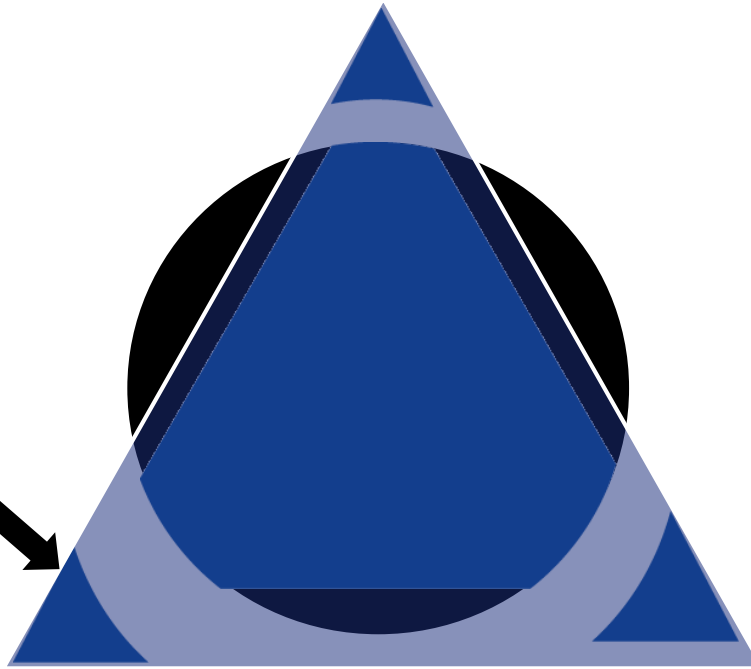


System

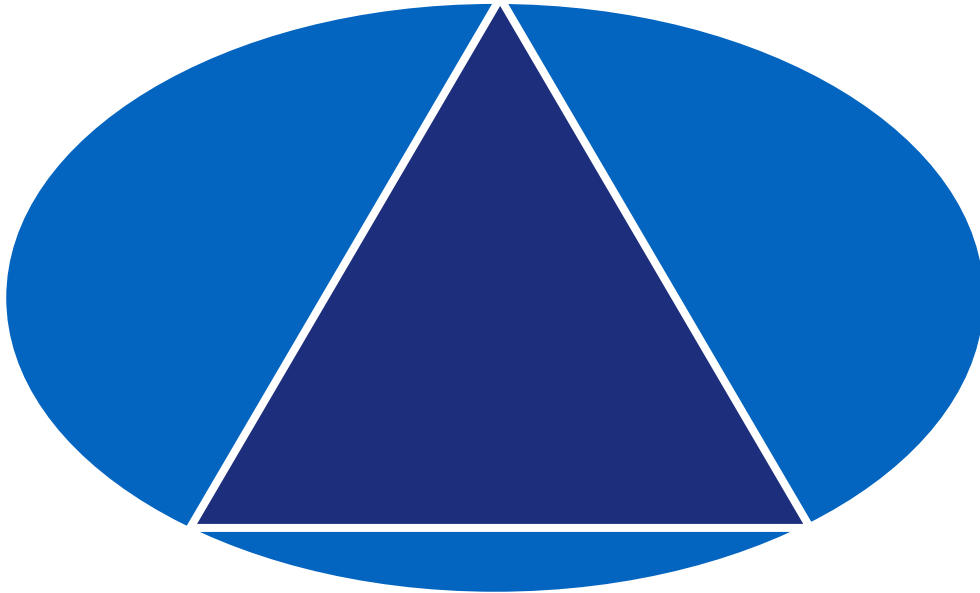


Innovation

**Next
Practice**



Sustaining Innovation



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!

Delivery Skills:

- ❖ Analyzing
- ❖ Planning
- ❖ Detailed Oriented
Implementing
- ❖ Disciplined Executing

Discovery Skills:

- ❖ Questioning
- ❖ Observing
- ❖ Networking
- ❖ Experimenting
- ❖ Associational Thinking

Creating Versions... 1.0, 2.0

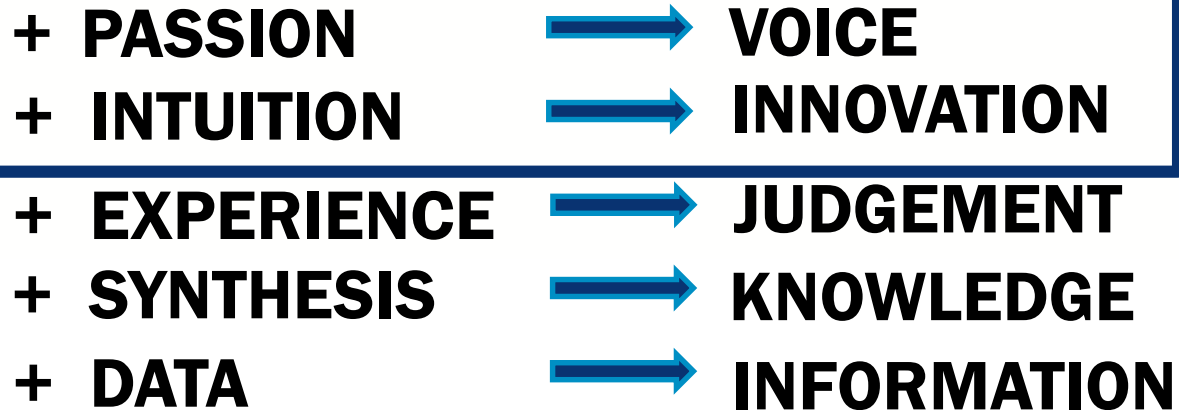
- ❖ Windows 95
- ❖ Windows 98
- ❖ Windows 2000
- ❖ XP
- ❖ Visita
- ❖ >>>>>>>>>>

Special Cause vs. Common Cause

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5. Closing Message

EDUCATOR LEADERSHIP



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