



# Leadership in an age of Diversity

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Orchestrating your thoughts



# Things I have come to know

- Feedback – how critical it is to success
- A social media strategy – methods and approaches to reach out
- Ethics and truth, what is happening?



# From Personalized Learning to Personalized Leadership

- In an era of personalized learning where we want every child to have an experience that is engaging and relevant...
- We pile thousands of people into conferences and invite them to learn from speakers.
- They are great opportunities, they are inspiring, but we know a few things about learning.



# What we know about lectures

- Likely research would say, you will remember little to none of my talk but you will remember the emotion attached to it. If I made your time enjoyable, you will enjoy the talk, if you remember one or two things that is fantastic and beyond expectations.
- Hopefully there will be a few tidbits that you can take away to support your leadership journey.

I began to be disheartened with my own professional growth





Rushworth Kidder  
Michael Fullan  
Sir Ken Robinson  
Valerie Hannon  
Mike Schmoker  
Wayne Hulley  
Charles Leadbetter

Jennifer James  
Romeo Dallaire  
Yong Zhao  
Stephen Johnson  
Thomas Sergiovanni  
Larry Rosenstock  
Wade Davis

Al Gore  
Avis Glaze  
David Albury  
Bob Rae  
Robert Marzano  
Ruth Sutton  
Stephen Lewis  
Dianne Gossen

Wab Kinew  
Jesse Jackson  
David Hargreaves  
Martin Brokenleg  
Joe Clark  
Dylan Wiliam  
Ruth Sutton  
Stephen Lewis  
Mary Ellen Turpel-Lafond

Andreas Schleicher  
David Hargreaves  
Martin Brokenleg  
Ruby Payne  
John Abbott  
Andy Hargreaves



## What I was looking for?

- I always felt that I was not getting enough out of professional development
- I felt I could do more to support my own learning
- Courses, targeted time, study groups, all other options
- Seminars like Centre for Creative Leadership – great but expensive (\$11,900 US) excluding travel and accommodations
- Conferences are more and more becoming about the side conversations and not the keynote presentations and workshops – the power of networking



## So I asked...

- Who am I as a leader?
- What are my strengths and challenges?
- What is my “action plan” about my leadership based on feedback from those who work with me?
- 20 interviews – 45 minutes
- A report on themes



## What did people say?

- “What process can be expected from Jordan when he steps in and does what is considered someone else’s work?”
- “What is his message when he does this?”
- “Lack of individual time with Jordan”
- “How can he connect directors with assistant superintendents?”



## Just so you know...

- They also did say a bunch of good stuff...



## So what did I do?

- Many things but specific to my leadership (not structural)
- Found a coach
- We developed a plan
- I implemented the plan



# Marshall Goldsmith

- Do you know where we are going? Does it fit for you?
- Where are you going? Does your work align with this overall vision?
- What's going well – from your perspective?
- If you were your own coach, what advice would you give yourself?
- How can I demonstrate my support for your leadership?
- What other suggestions do you have for me in my leadership role?



## We then meet

- 3x/year
- Kept as a portfolio
- Feedback and reflections

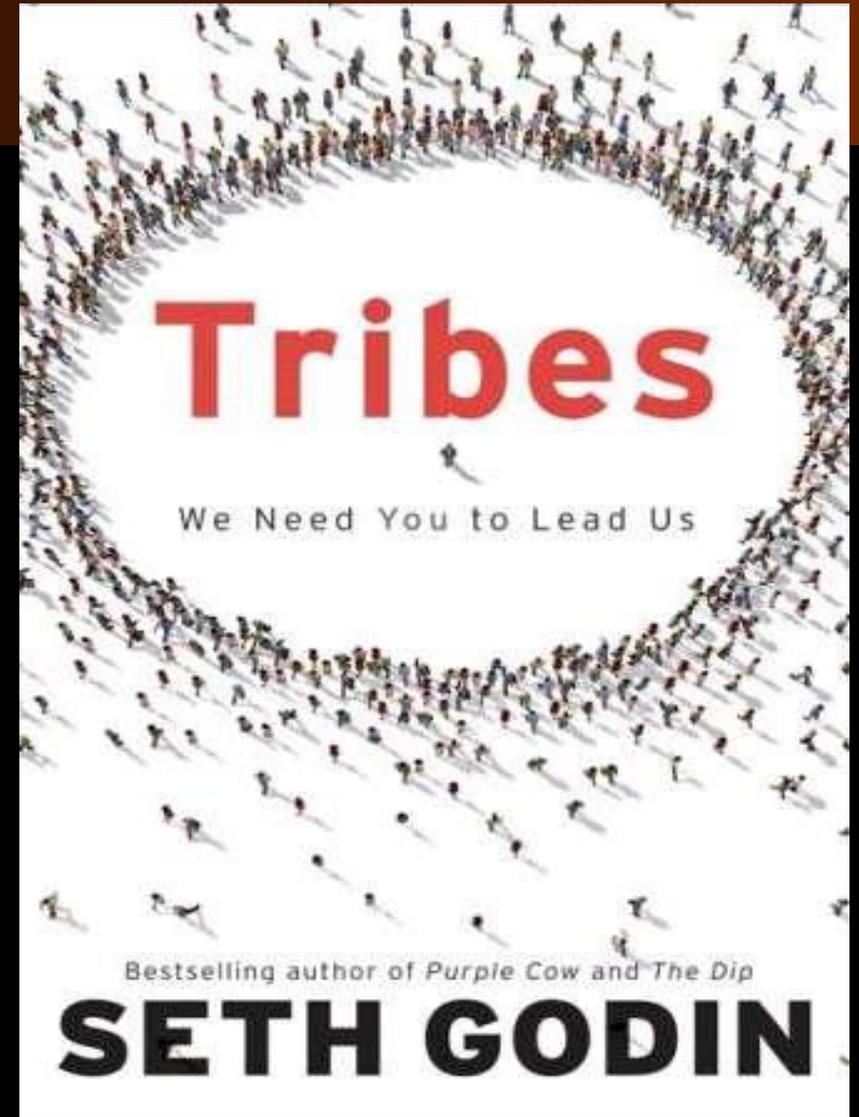


## Next – Social media as a strategy for connecting

- What have we learned about leadership and change?
- People are networking – the power structures we know are being dismantled

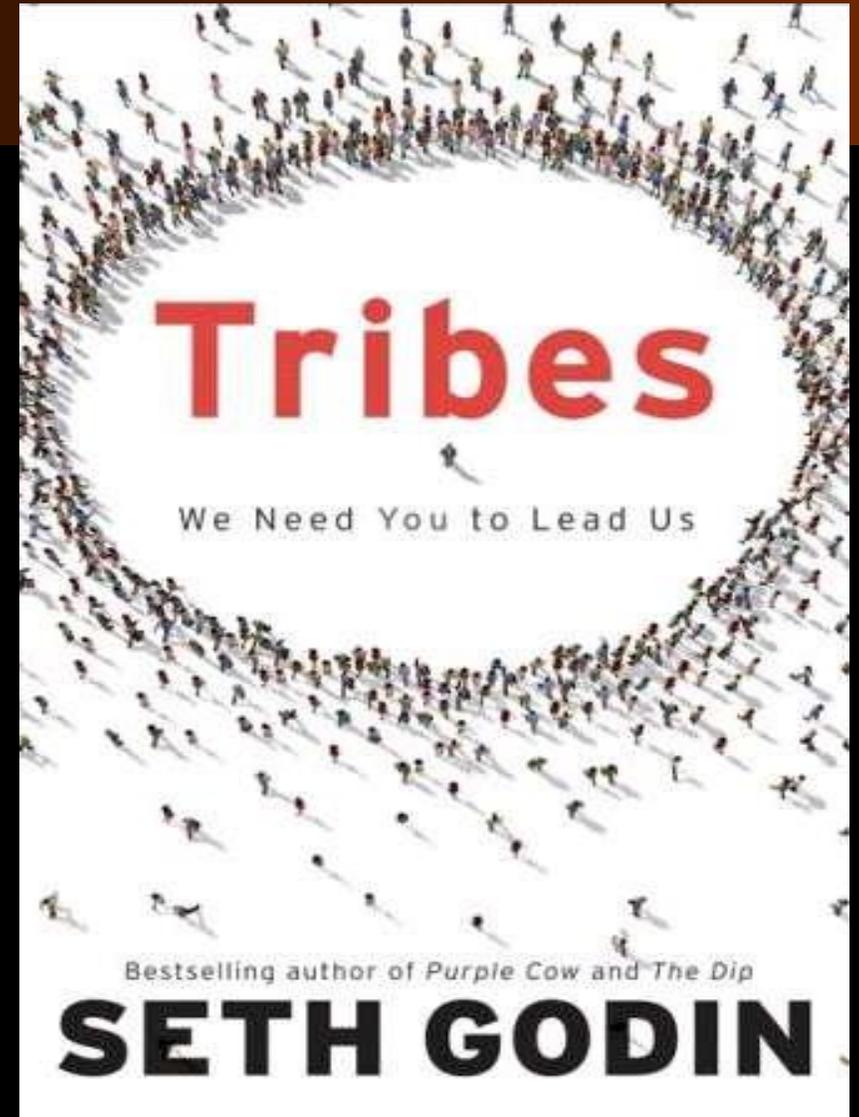
## Seth Godin

- Leading and connecting people and ideas – people want this, it's natural to want to congregate around common interests.
- The internet is exploding the way people connect.
- If you aren't leading, you are happy with status quo – leaders want something different. Leadership is about challenging status quo.
- Change doesn't happen overnight - ideas and movements take time and leaders stick with ideas through the change process.



## Seth Godin

- Leaders create goals around a vision and gather others around that vision.
- Leaders connect their followers to one another.
- More than ever....anyone can lead and has the tools.
- "The secret of leadership is simple: paint a picture of the future. Go there. People will follow.
- Perhaps in trying to "grow" the tribe...we water down the message and shoot for mediocrity - would you rather have a smaller cohesive committed tribe or a larger less committed one where the vision is grey?



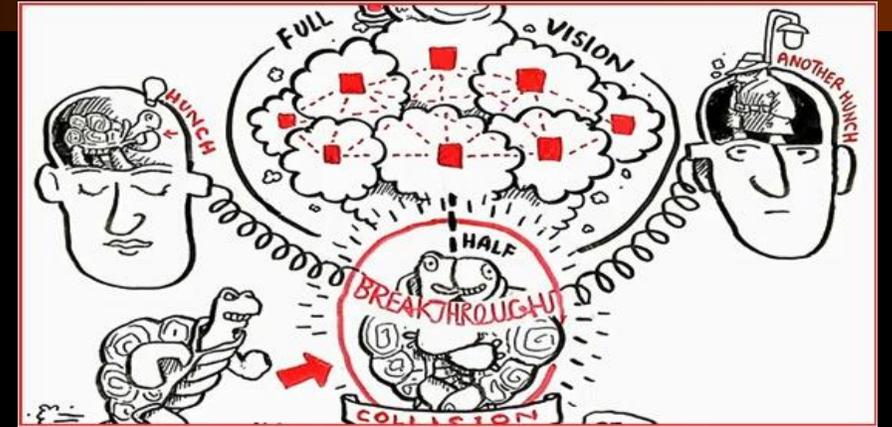
# Steven Johnson

RSA Animate – where good ideas come from

Ideas take time to evolve...there aren't strokes of brilliance

Smaller hunches come together and collide...bigger ideas

If you want to evolve and make system wide change then you need to be patient and pay attention to the people you have connected, not just the ideas you have.





## Nicco mele

- Power is transferring back into the hands of the people.
- Today's smartphones are as powerful as a Cray Supercomputer of 1969. Their ability and connectivity is staggering in comparison.
- The big systems that have organized our world (and been run by systems of power) are being challenged in every way.
- The power that used to be established in hierarchical ways is being shifted to a distributed and connected model.

"A clear-eyed, compellingly written account bursting with vivid anecdotes and analysis."  
—Ken Auletta, author of *Greed and Glory on Wall Street*, *World War 3.0*, and *Googled*

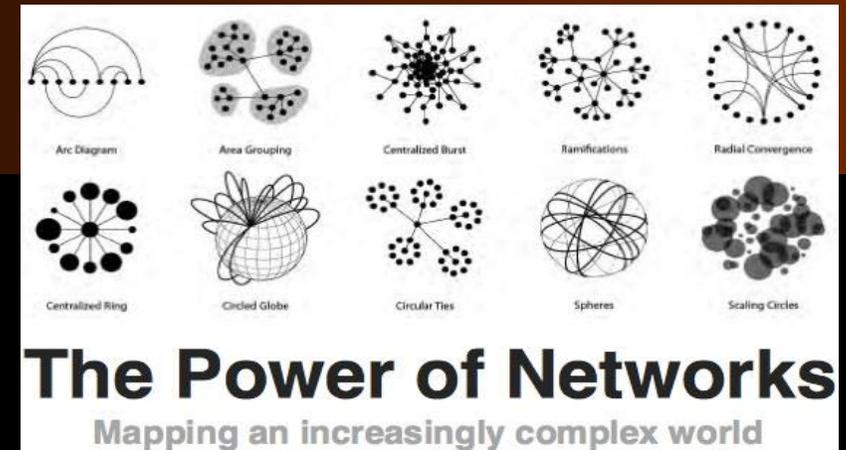
NICCO MELE

# THE END OF BIG

HOW THE INTERNET  
MAKES DAVID THE NEW GOLIATH

# Manuel Lima

- The power of networks
- Our world is increasingly complex.
- The traditional ways in which we've viewed hierarchies are being challenged.
- Normally we have seen and organized our world in ways that sort and describe (like the classification of plants/animals) but we have failed to recognize the importance of interconnectivity.





# Weaving them together

- Small groups of connected people matter
- Leadership requires you to recognize and facilitate people and connecting them together along with weaving a common narrative
- Jennifer James - a compelling story that links the values of the community to the work of teachers.
- There is a fundamental power shift going on – it will shake all systems – big and small.
- The very hierarchical power structures that we have known may not just be out of date, they may be completely obsolete. We need a new paradigm of leadership – highly connected, visionary, the tie that binds...

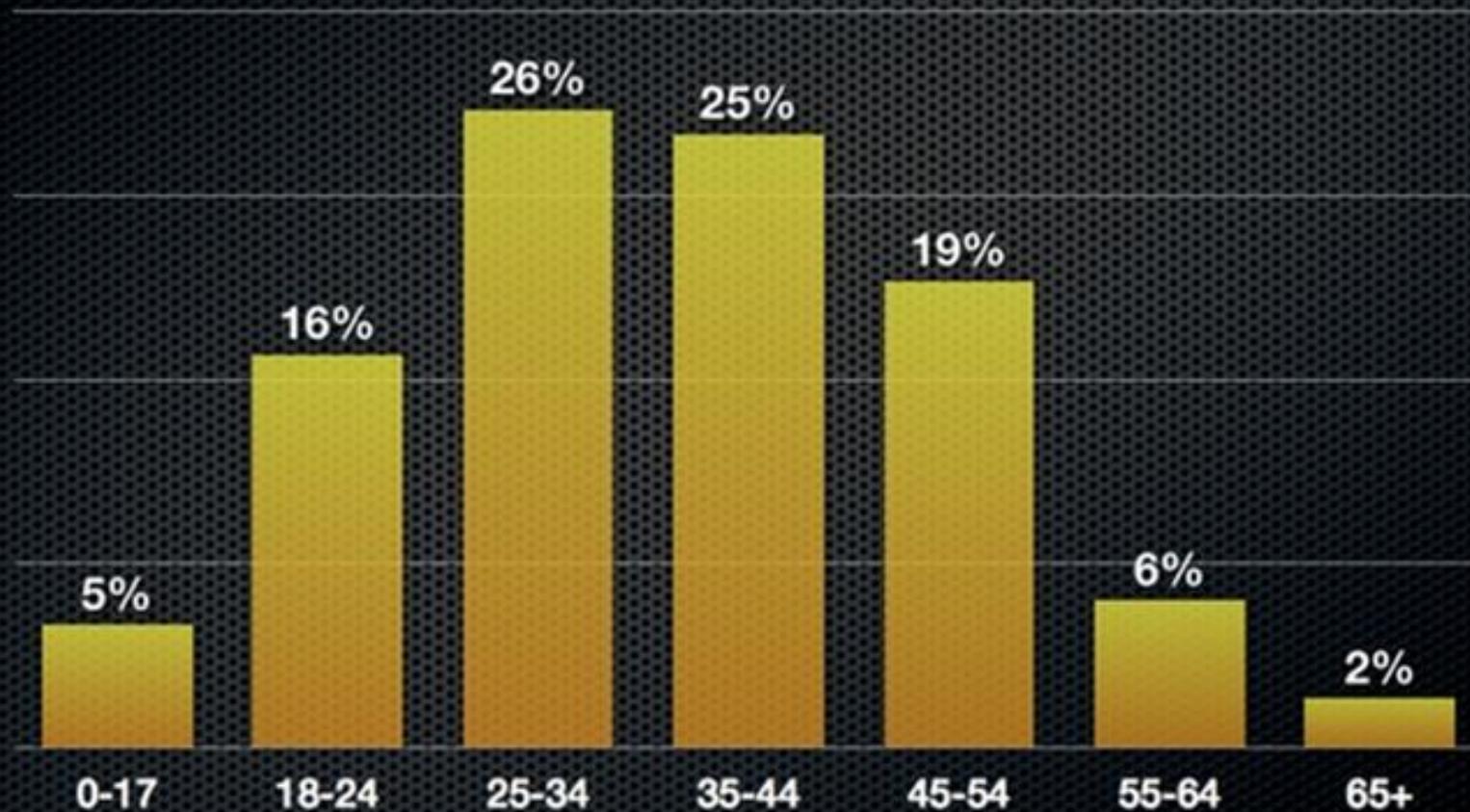


## Other implications

- If our world is increasing in complexity and becoming more interconnected – in particular through social media - how is it unfolding in our schools and with our employees?
- In particular as consumers and users of this technology – how are we seeing the lines of professionalism being blurred and what are the implications?
- Specifically, how is social media blurring the boundaries in our professional and personal lives?
- What are we doing about it and what do we have to share?

## Age distribution on social networks & online communities

Average based on the 24 sites included in this survey.



Data source: DoubleClick Ad Planner (Google), U.S. demographics, June 2012.

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



# Personal and Professional

- If you have an employee who has used their district email address to sign up for twitter – does this mean anything for the district’s responsibilities or accountability? Does it mean anything for the employee?
- Many of us have iPads. Are they personal or professional? What digital footprint does your iPad hold? What does this mean about appropriate use of the devices?
- Facebook, tweets, blogs – what do you put there? How often do you edit/update/revise? Is the account for personal use or is it solely professional? “who are you when you go online?”
- What constitutes an appropriate “friend” for a teacher?
- What can and cannot a certified teacher say on Facebook – e.g. criticize the government, their boss, their colleagues, students?
- What types of pictures cross the line of professional conduct in personal Facebook sites?
- Is there a “window” of time that pictures are no longer relevant to employers?
- What role does social media play in reference checking during hiring? (e.g. scanning sites)



# We need to be proactive

- Teach our employees what is expected
- Make the lines as clear as you can
- Model
- Educate
- Promote
- Don't leave it up to chance – let's not have policy driven by worst practice.
- Revise as you go. More than anything these guidelines should be flexible as new tools emerge.



## But most importantly - participate

- If you want to lead and if you feel connecting is an important aspect in life and leadership
- Do not neglect the power of social media to communicate who you are and what you believe
- Plus – it hones political astuteness and judgement

Thank you

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**ED PRAXIS**  
**LEADERSHIP IN ACTION**  
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