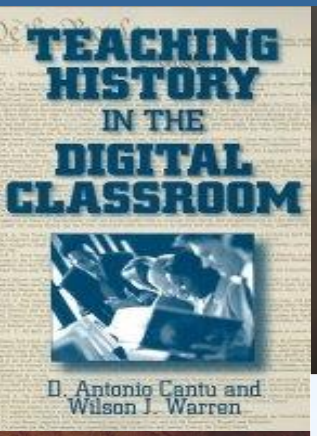
Keynote Address – June 20, 2016

Delta Kappa Gamma "Leadership Skills for Changing Times" Seminar

Speaker: Dr. Dean Cantu, Chair of Teacher Education, Bradley University



BRADLEY UNIVERSITY

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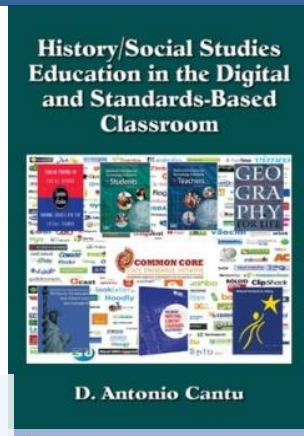
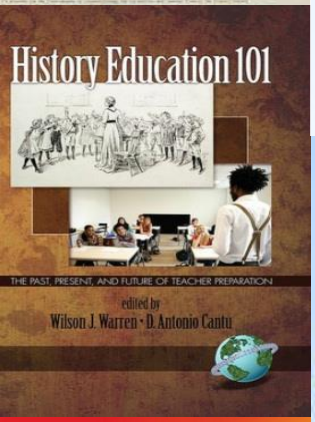
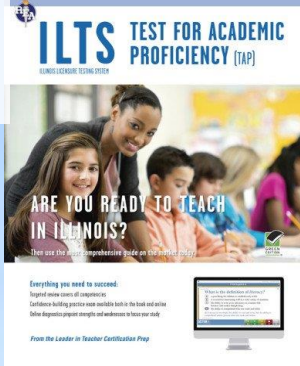
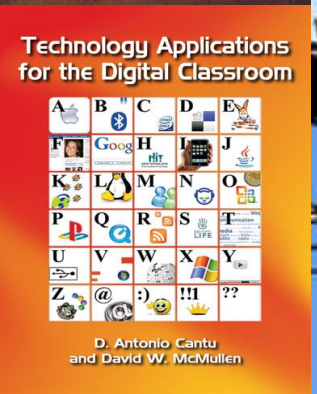


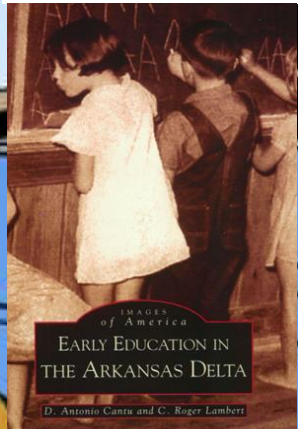


Teacher Leadership in the 21st Century:

A Digitally Wired & Dynamic Skill Set







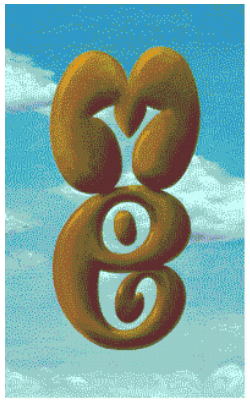
LAMBDA STATE, DELTA KAPPA GAMMA WELCOMES YOU TO THE 2016 LEADERSHIP MANAGEMENT SEMINAR

LEADERSHIP SKILLS FOR CHANGING TIMES

JUNE 21-22, 2016

BRADLEY UNIVERSITY, PEORIA, ILLINOIS

"LEADERSHIP"



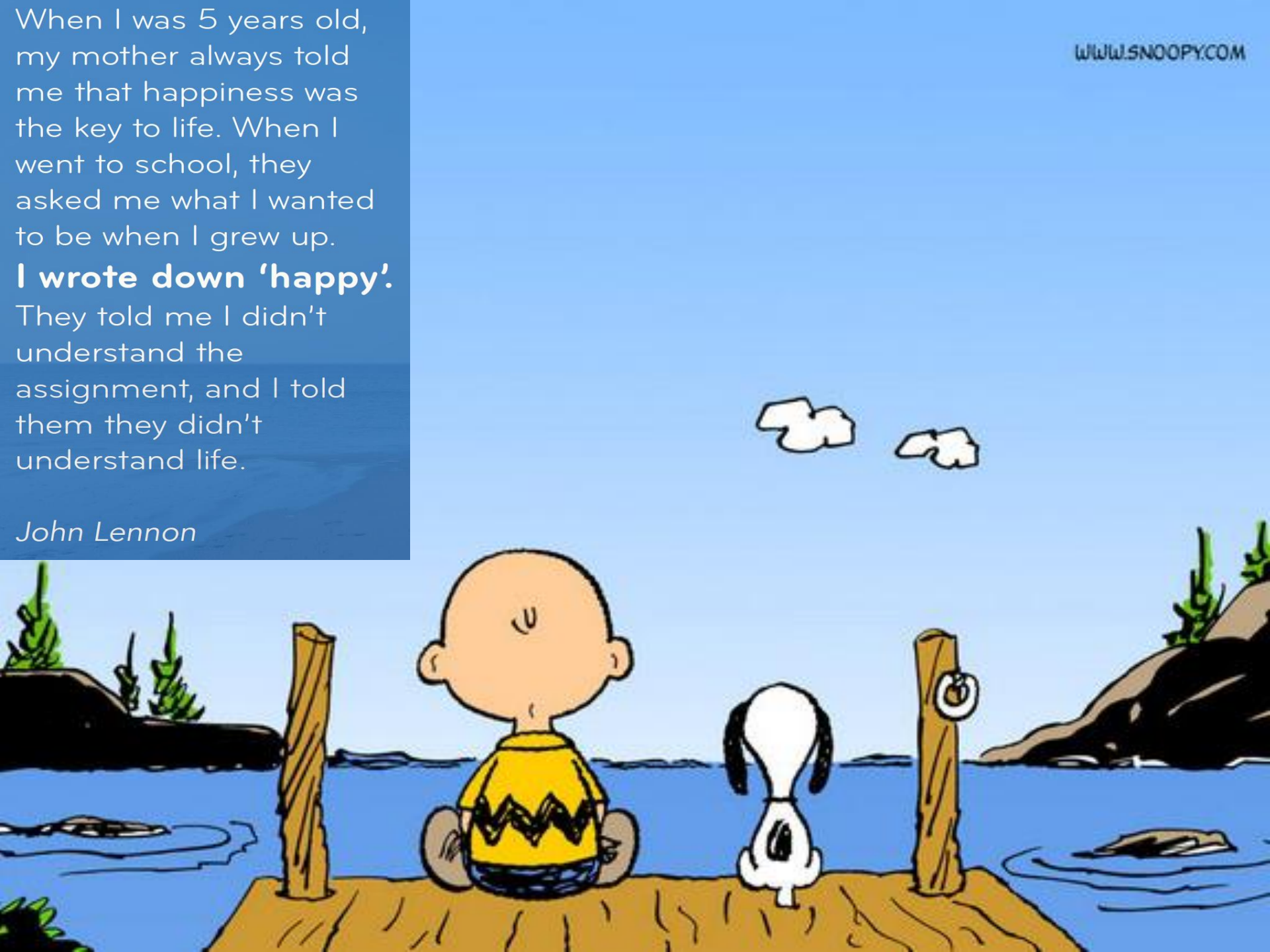
GO *far*, GO BRADLEY

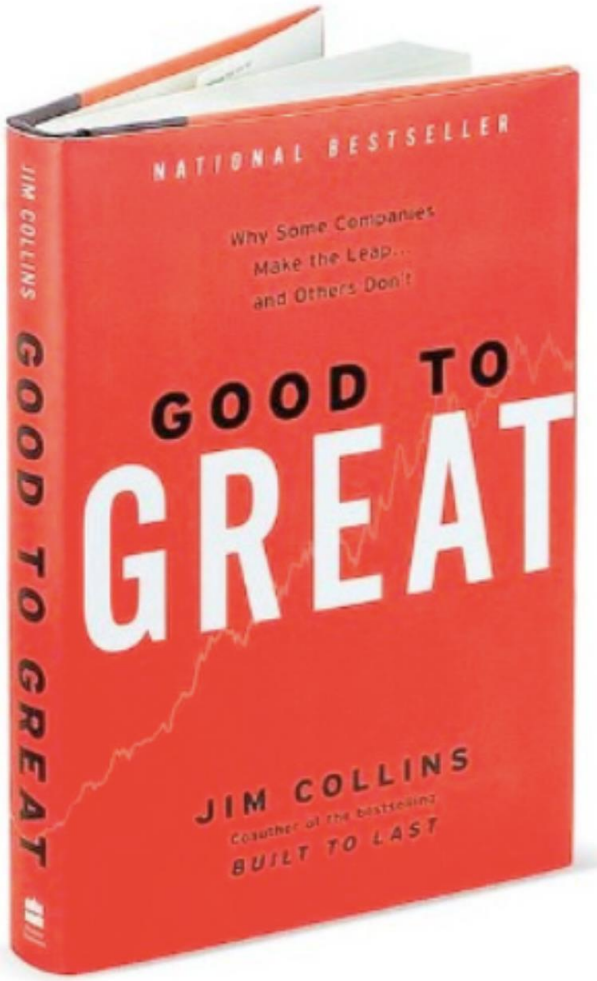
When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up.

I wrote down 'happy'.

They told me I didn't understand the assignment, and I told them they didn't understand life.

John Lennon



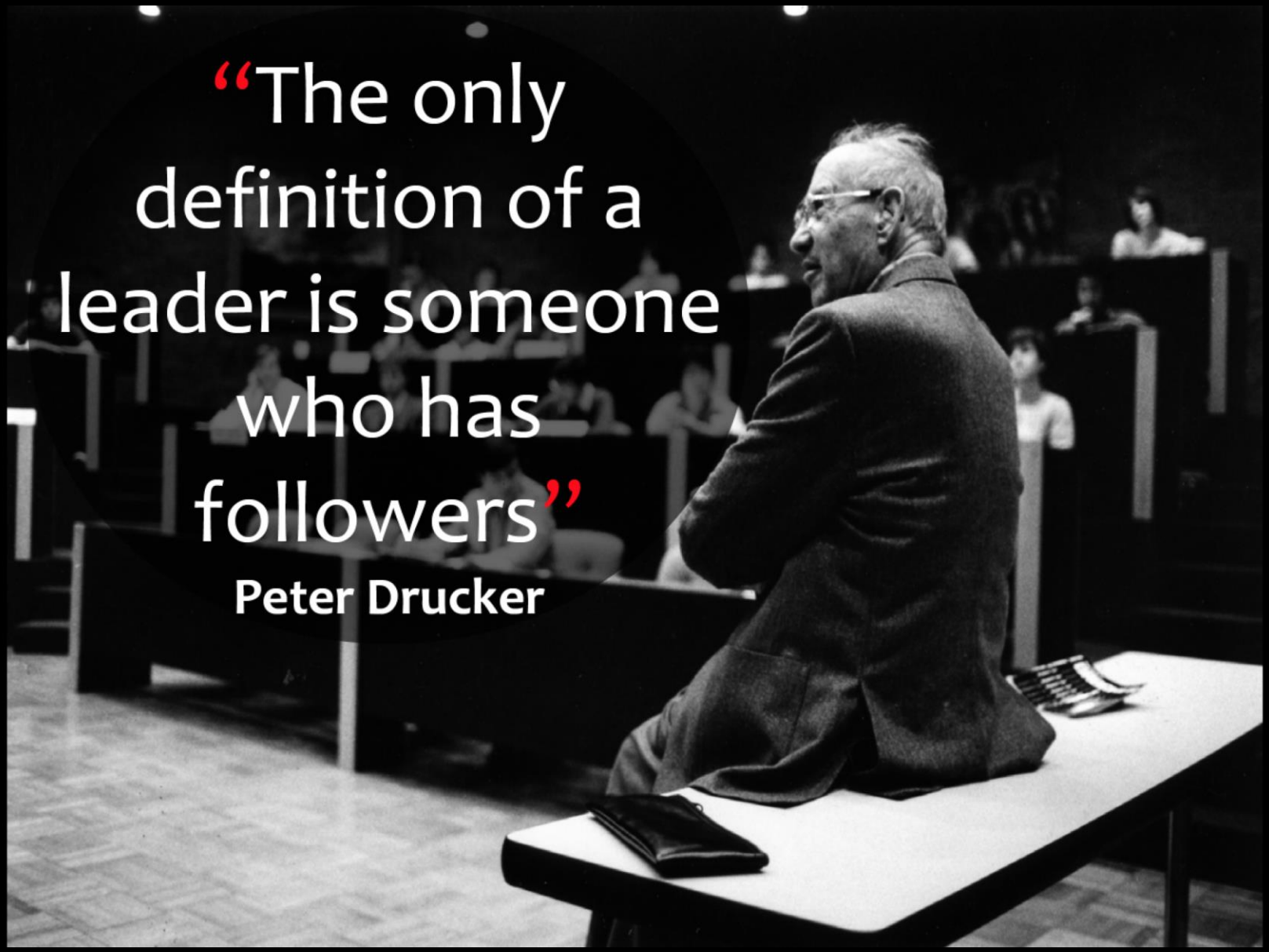


Good is the enemy of Great.

LEADERSHIP

DEFINED

SO What is Leadership?


“The only definition of a leader is someone who has followers”
Peter Drucker

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“leadership is

_____

nothing more,
nothing less”

~ You

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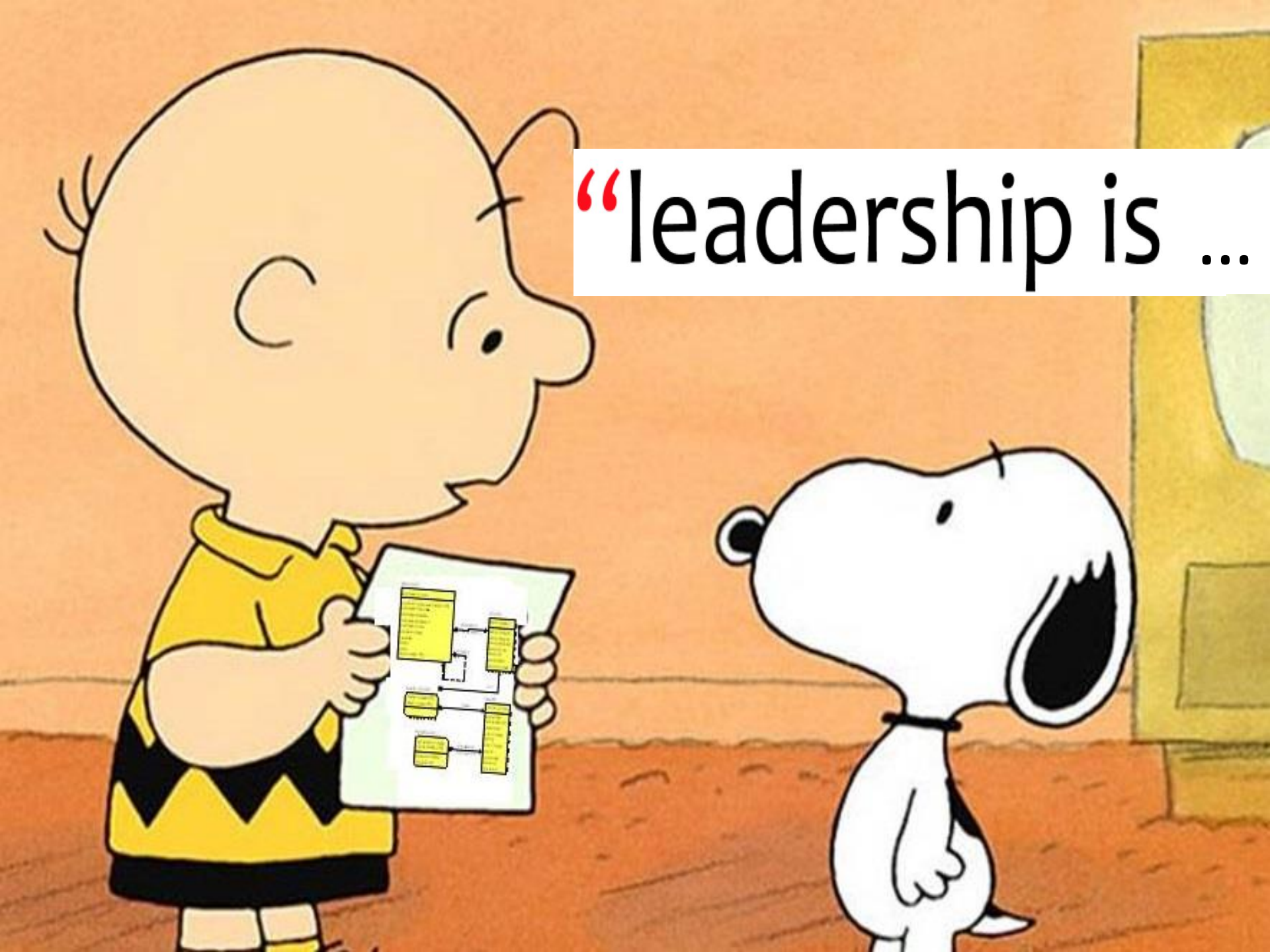
5

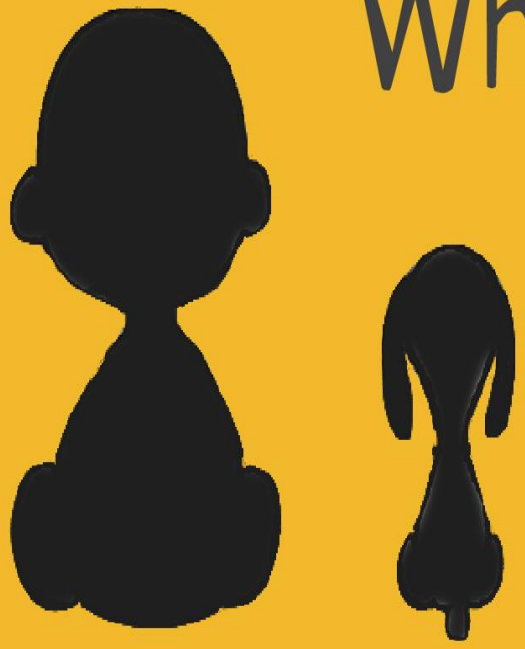
THE FIVE LEADERS

Ask each person to list their five favorites of anything to see where people have things in common.


“leadership is …

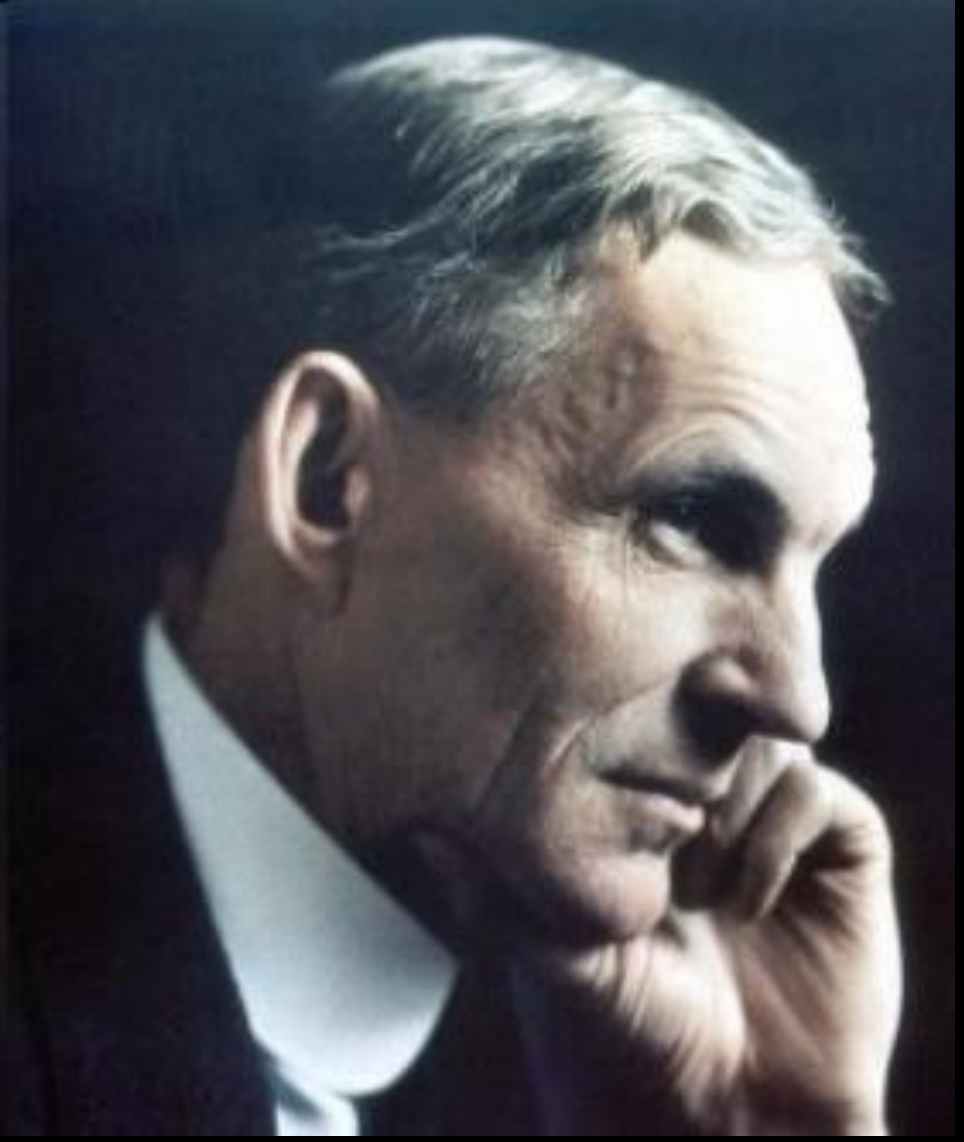
What Leaders Can Learn

from Charlie Brown



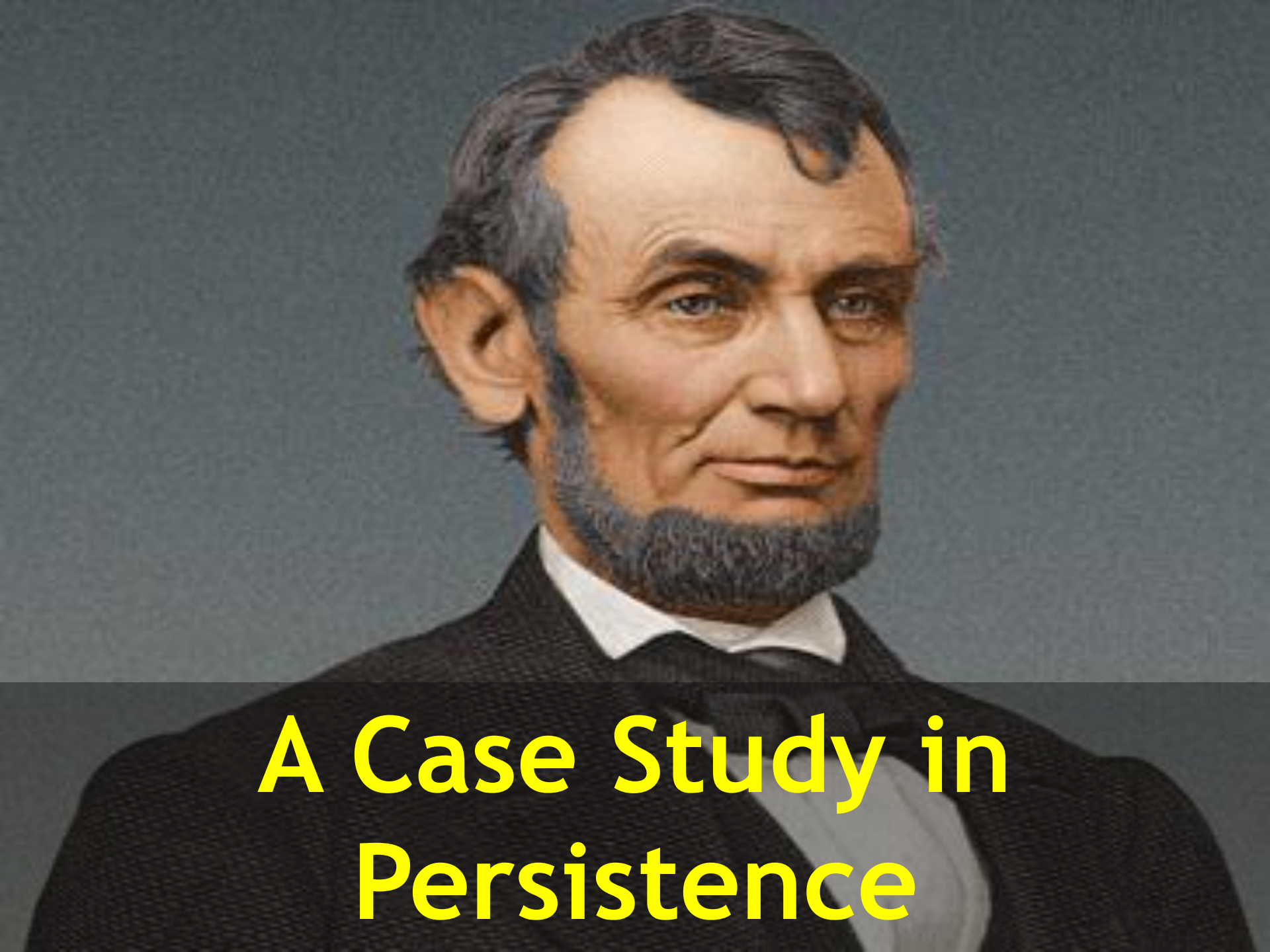
Skill Set: Persistence

Charlie Brown always took his chance to kick the football. He didn't let his previous failures deter him. Leaders will sometimes fail, but they take action when they encounter new opportunities for success.



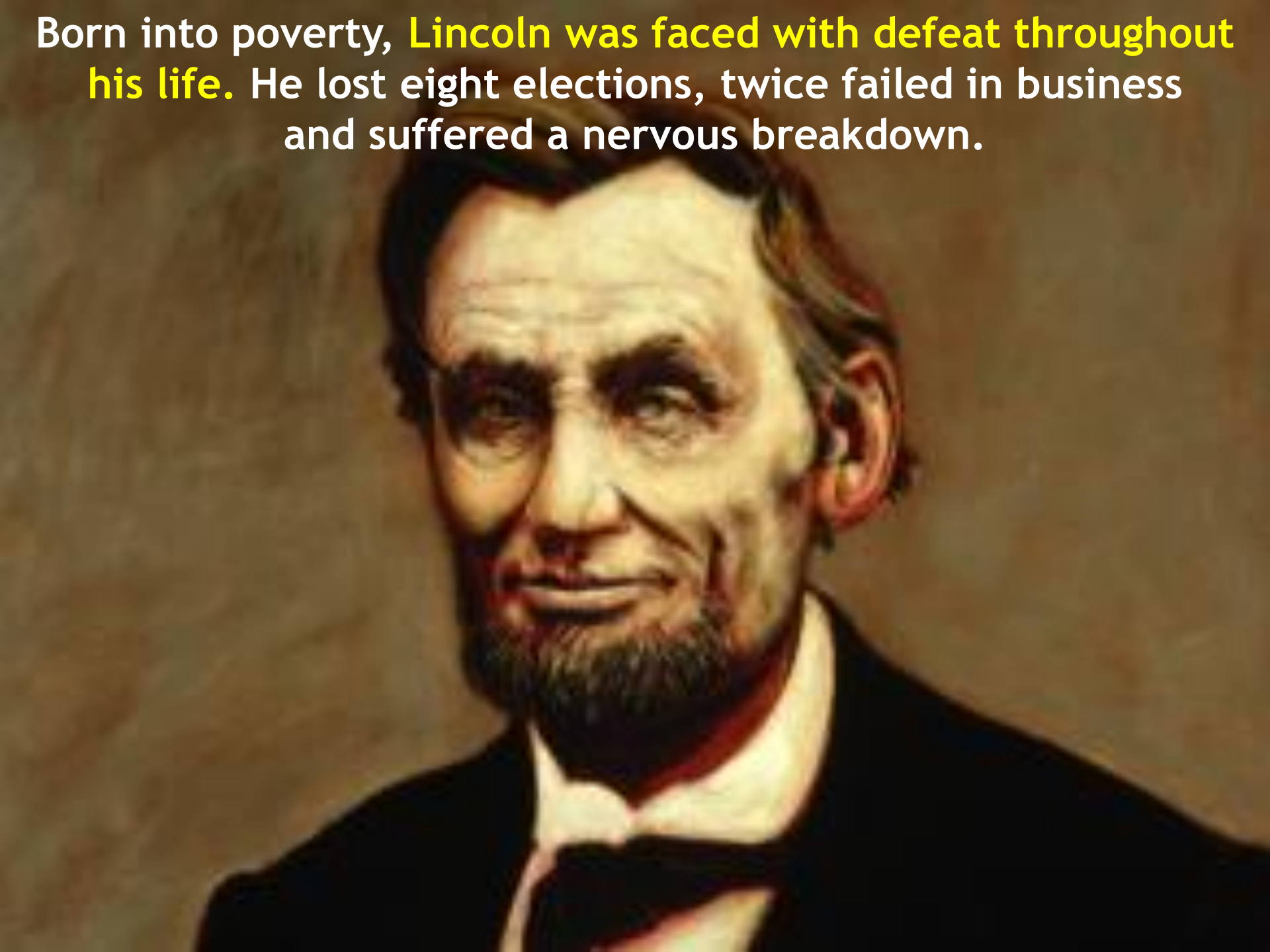
"Failure is the opportunity to begin again more intelligently."

Henry Ford



A Case Study in Persistence

Probably the greatest example of persistence is Abraham Lincoln. If you want to learn about somebody who didn't quit, look no further.


Born into poverty, Lincoln was faced with defeat throughout his life. He lost eight elections, twice failed in business and suffered a nervous breakdown.

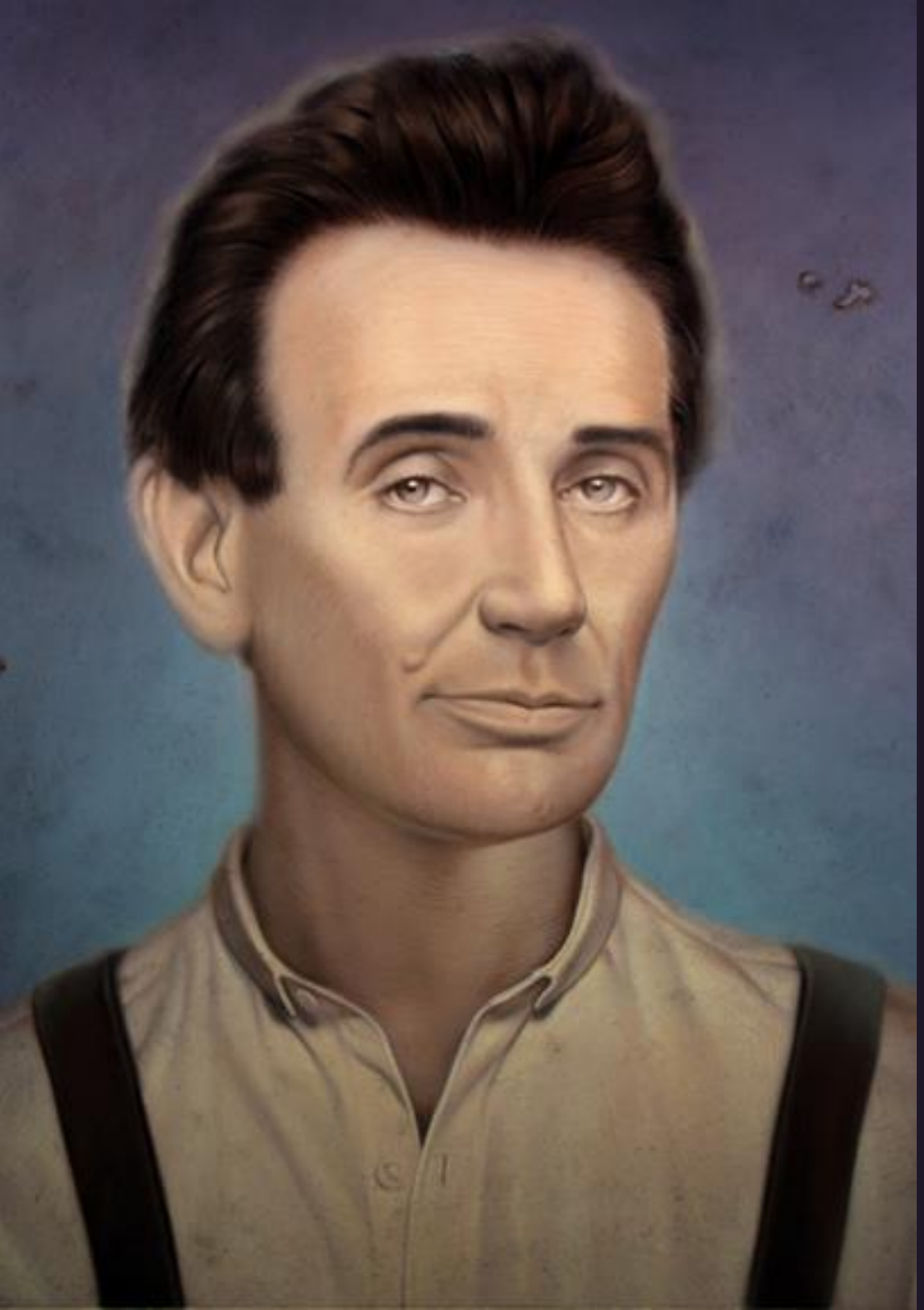
He could have quit many times - but he didn't and because he didn't quit, he became one of the greatest presidents in the history of the country.

Lincoln was a champion and he never gave up.

1816 His family was forced out of their home. He had to work to support them.

1818 His mother died.

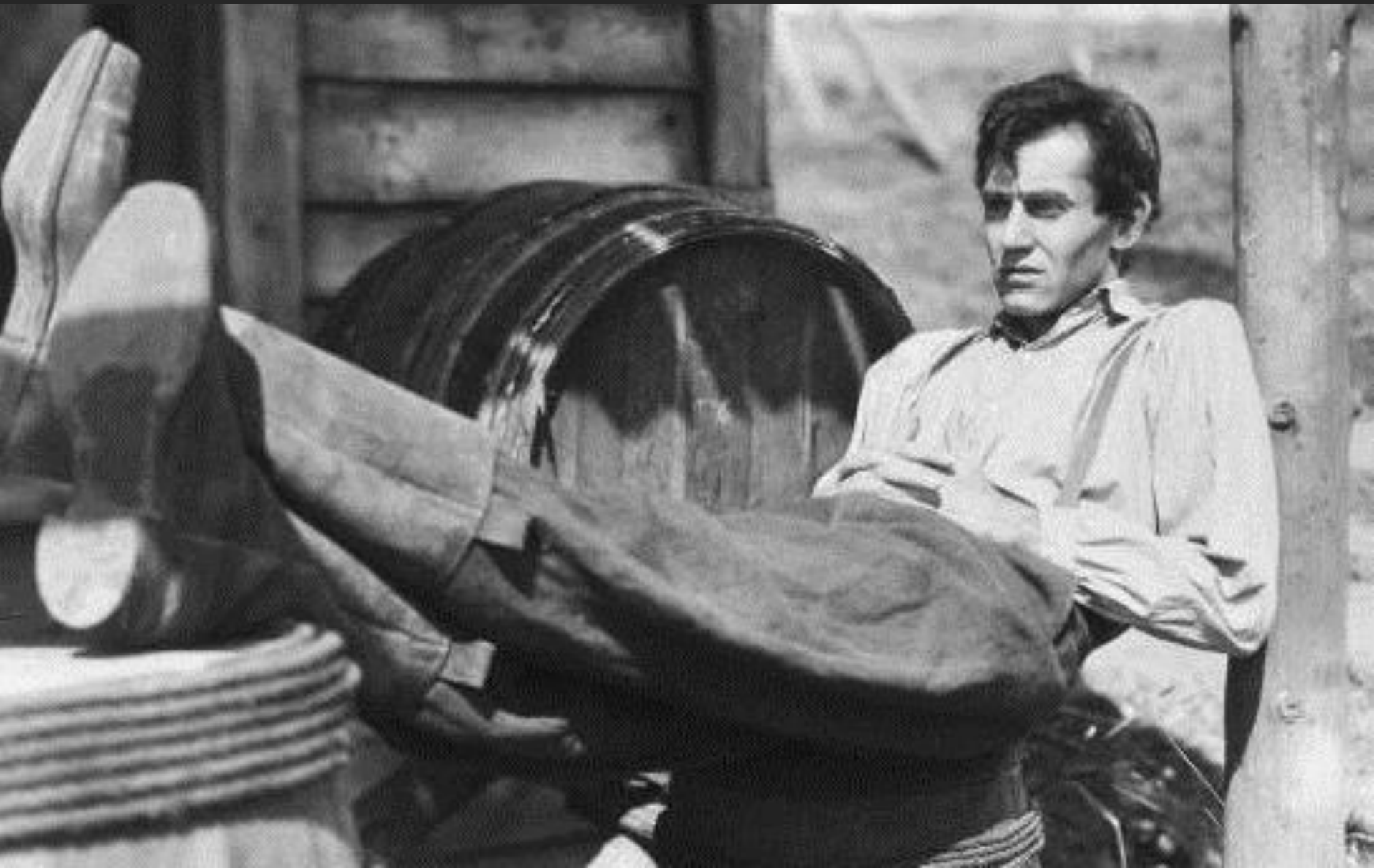
1831 **Failed**
in business.



1832 Ran for state legislature - lost.

l832 Also lost his job - wanted to go to law school but couldn't get in.

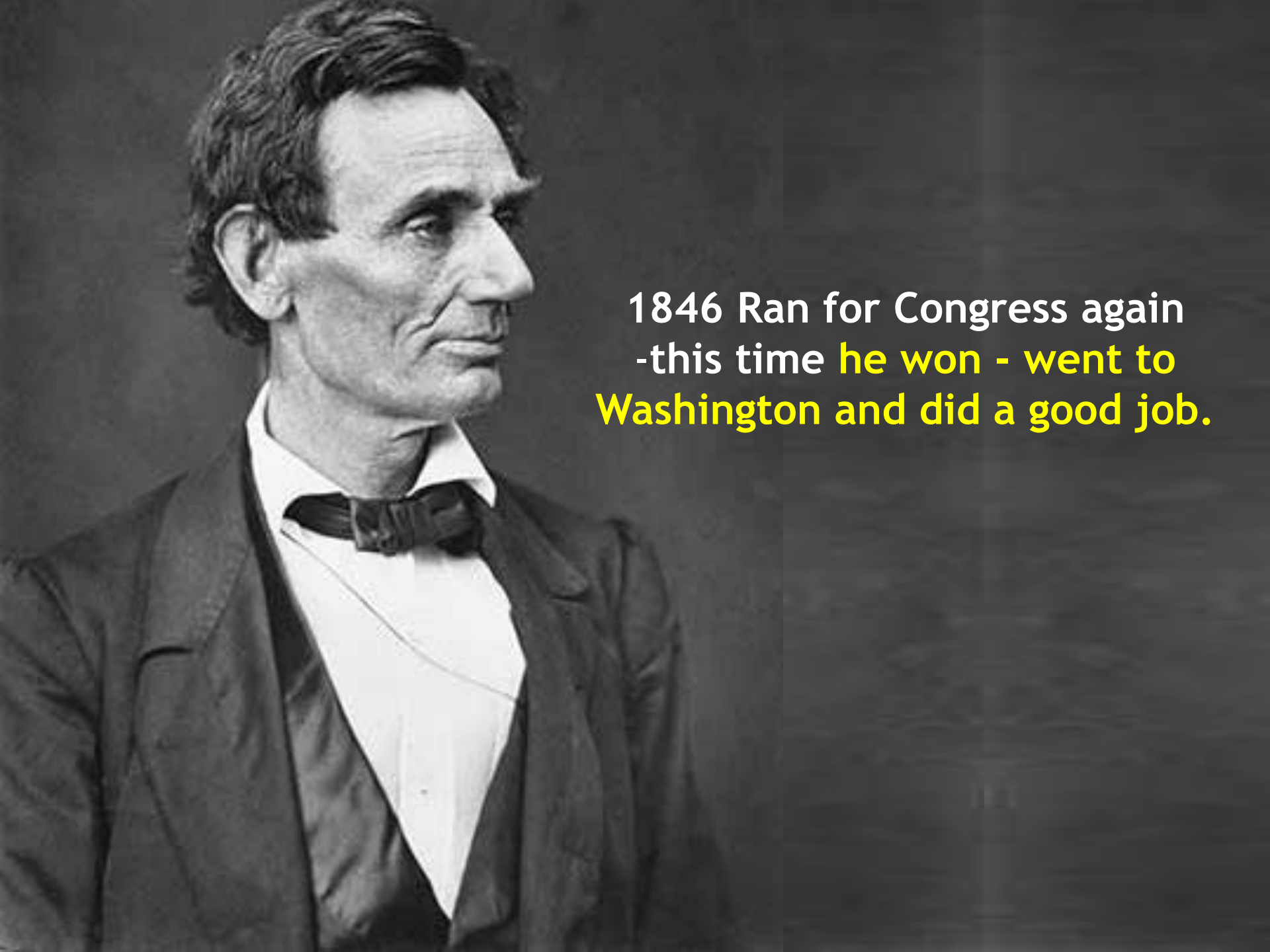
1833 Borrowed some money from a friend to begin a business and by the end of the year he was bankrupt. He spent the next 17 years of his life paying off this debt.



1834 Ran for state legislature again - won.

1835 Was engaged to be married, sweetheart died and his heart was broken.
1836 Had a total nervous breakdown and was in bed for six months.

1838 Sought to become speaker of the state legislature - defeated.
1840 Sought to become elector - defeated.
1843 Ran for Congress – lost.


1846 Ran for Congress again
-this time he won - went to
Washington and did a good job.

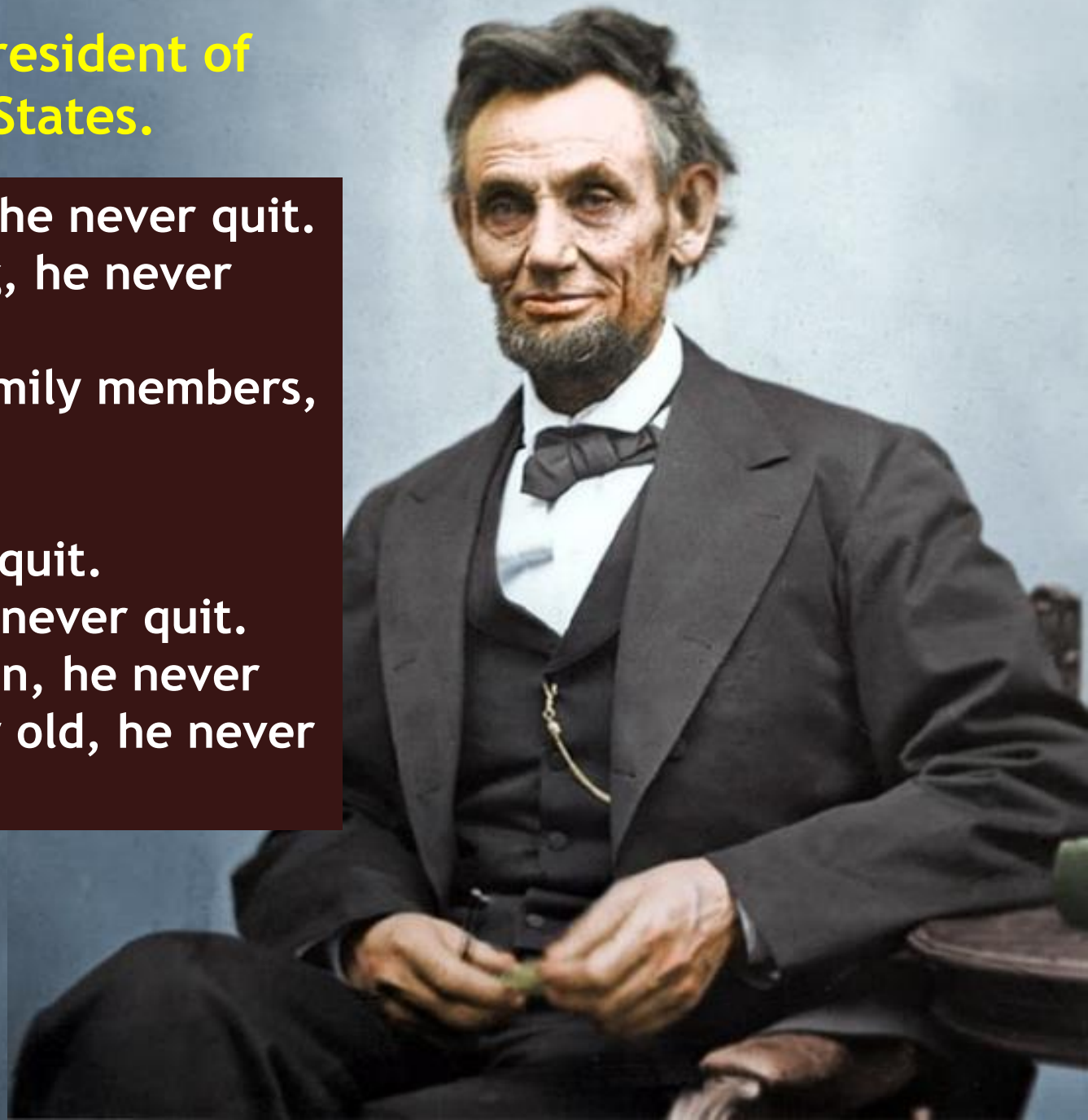
1848 Ran for re-election to Congress - lost.

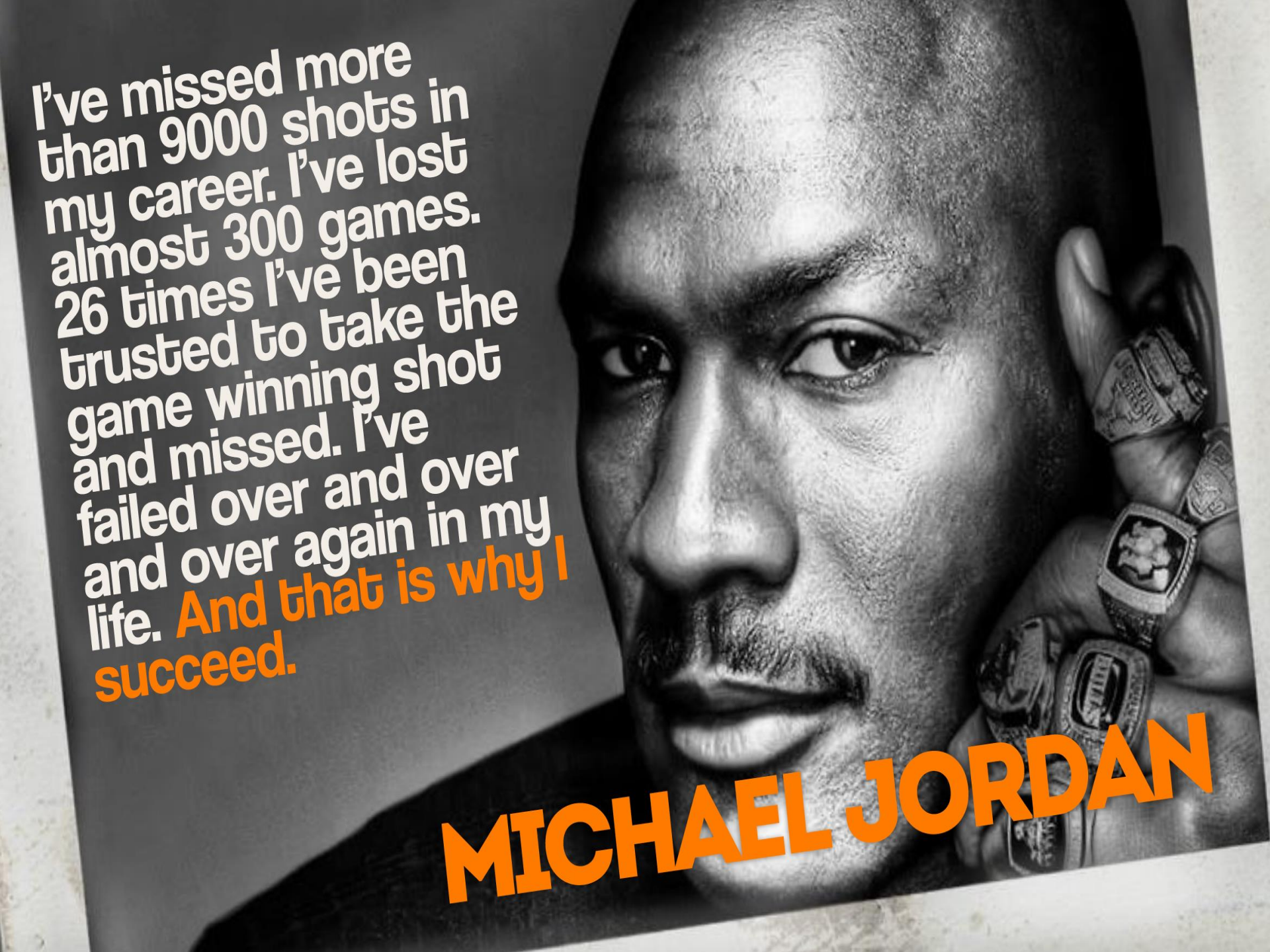
1849 Sought the job of land officer in his home state - rejected.

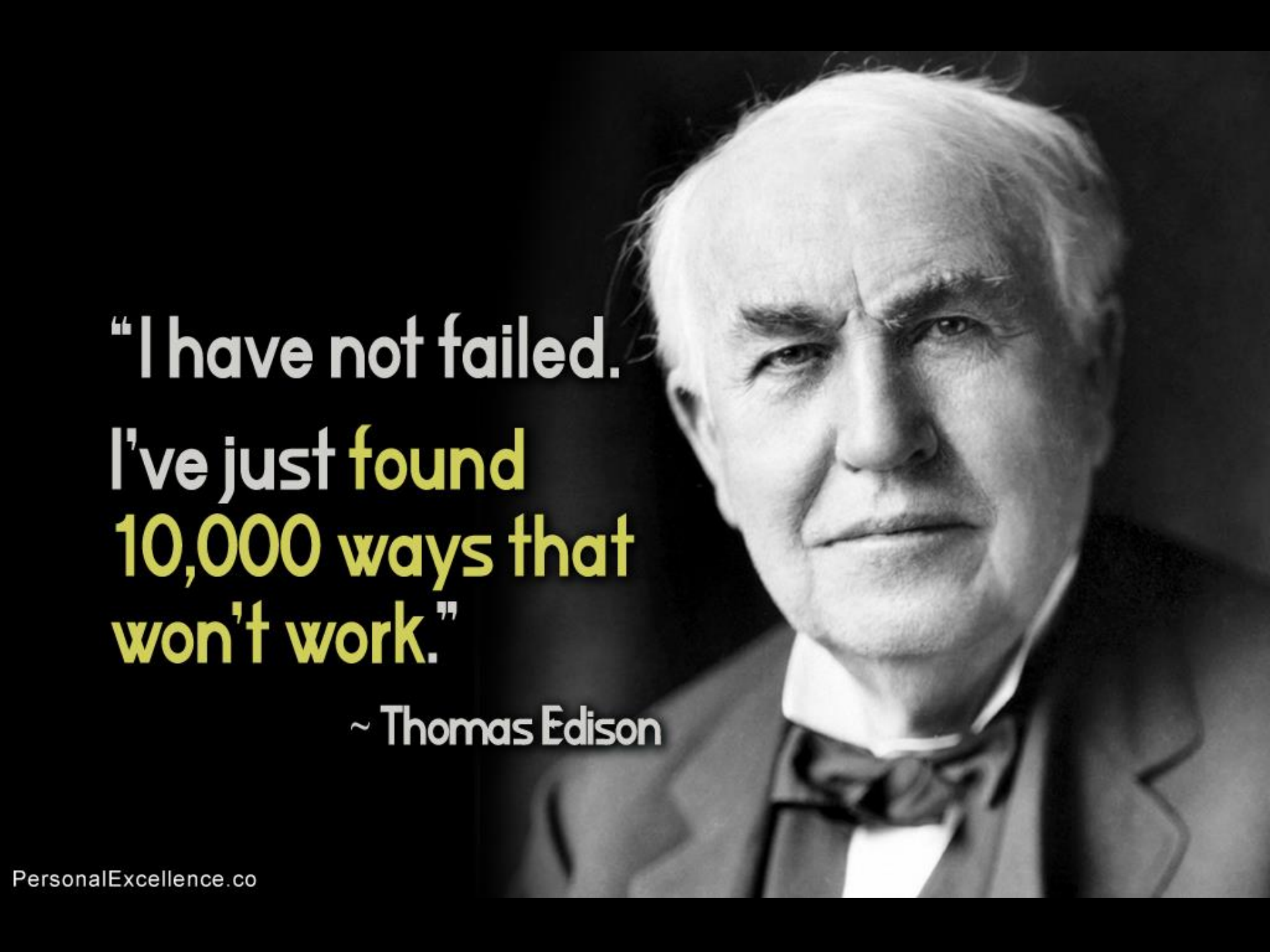
1854 Ran for Senate of the United States - lost.
1856 Sought the Vice-Presidential nomination at his party's national convention - get less than 100 votes.
1858 Ran for U.S. Senate again - again he lost.

1860 Elected president of the United States.

When he was poor, he never quit.
When he was young, he never quit.
When he lost his family members, he never quit.
When he was
rejected, he never quit.
When he failed, he never quit.
When he failed again, he never quit. When he grew old, he never quit.

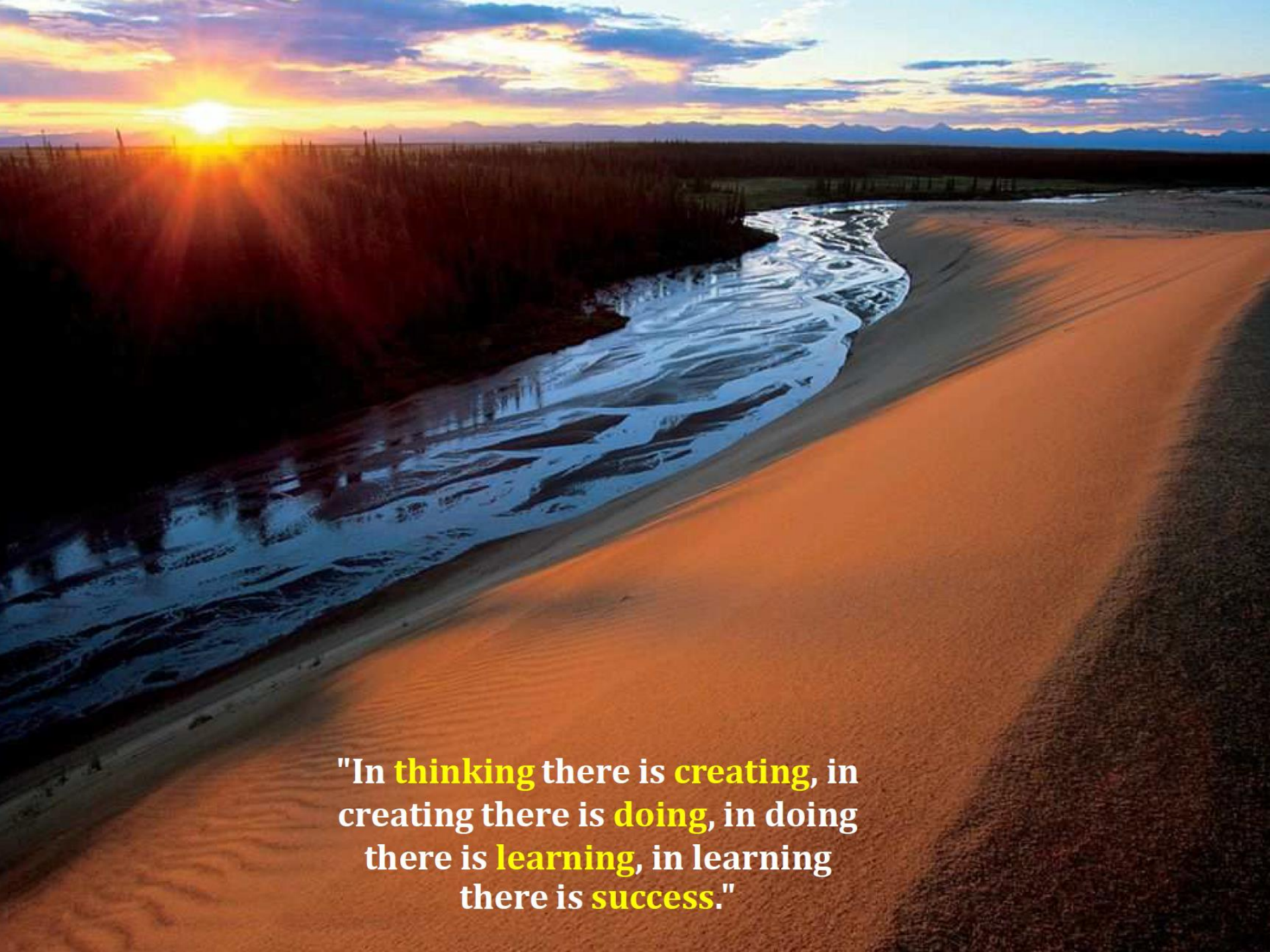



I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed.
MICHAEL JORDAN


"I have not failed.
I've just found
10,000 ways that
won't work."
~ Thomas Edison
PersonalExcellence.co

Skill Set: Rewrite/Revise - Creative & Critical Thinking

Snoopy began all his novels with, "It was a dark and stormy night." This comedic riff became a classic Peanuts joke. It reminds us that leaders aren't afraid to engage in creative and critical thinking – i.e., remain in a constant state of revising and rewrite that first draft of leadership 101.


"In thinking there is creating, in creating there is doing, in doing there is learning, in learning there is success."

Creative & Critical Thinking Hats Leadership Model

GO far, GO BRADLEY

The Art of Thinking

- Count every " F" in the following text:

FINISHED FILES ARE THE RE
SULT OF YEARS OF SCIENTI
FIC STUDY COMBINED WITH
THE EXPERIENCE OF YEARS...

The Art of Thinking

- Count every " F" in the following text:

FINISHED FILES ARE THE RE
SULT OF YEARS OF SCIENTI
FIC STUDY COMBINED WITH
THE EXPERIENCE OF YEARS...

- WRONG, THERE ARE 6 -- no joke, READ IT AGAIN !
- The reasoning behind this is on the next slide

The Art of Thinking

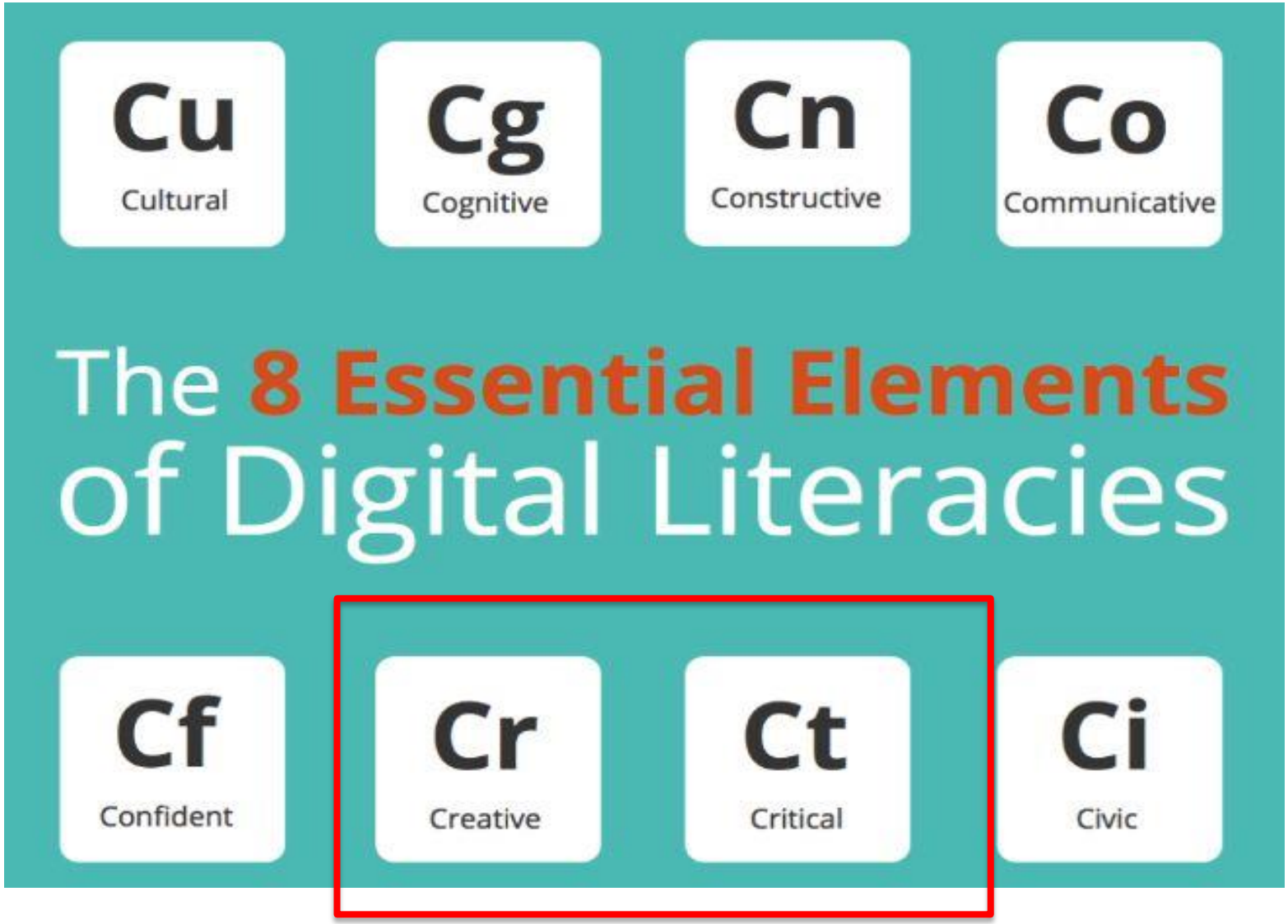
- **The brain cannot process "OF".**

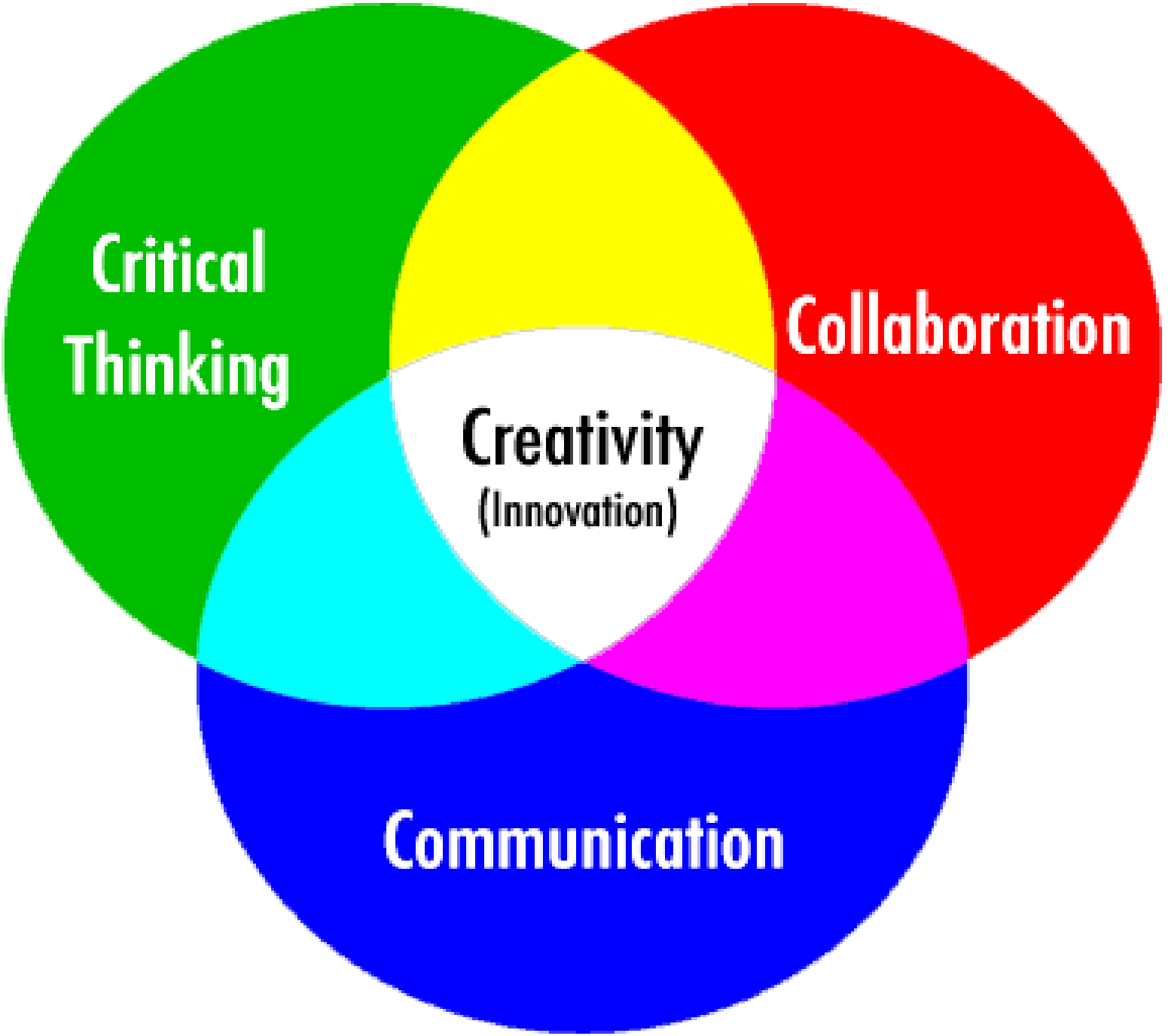
> **F**INISHED **F**ILES ARE THE RE
> SULT O**F** YEARS O**F** SCIENTI
> **F**IC STUDY COMBINED WITH
> THE EXPERIENCE O**F** YEARS...

- Anyone who counts all 6 "F's" on the first go is a genius.
- Three is normal, four is quite rare.

The Art of Thinking

- O lny srmat poelpe can raed this.
- cdnuolt blveiee taht I cluod aulaclty esdnatnrd waht I was rdanieg. The phaonmneal pweor of the hmuan mnid, aoccdrnig to a rscheearch at Cmabrigde Uinervtisy,
- it deosn't mttaer in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm.
- Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Amzanig huh? yaeh and I awlyas tghuhot slpeling was ipmorantt!


Cu
Cultural
Cg
Cognitive
Cn
Constructive
Co
Communicative
The 8 Essential Elements
of Digital Literacies
Cf
Confident
Cr
Creative
Ct
Critical
Ci
Civic


Critical Thinking
Collaboration
Creativity
(Innovation)
Communication

Thinking is a voluntary action !

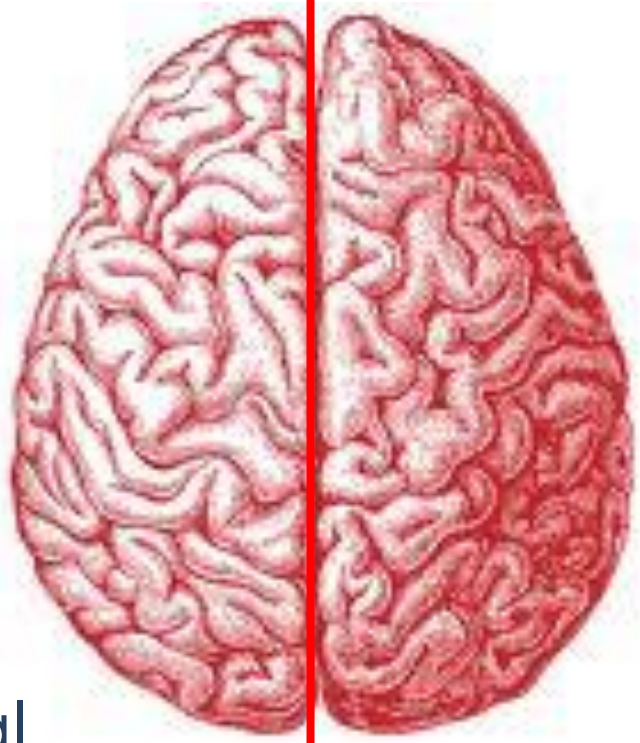
Intelligence ≠ Thinking

Critical Thinking ≠ Creative Thinking

Thinking
(driver)
is an **operative skill**

Intelligence
(engine)
is a potential

Left	Right
Rational	Emotional
Pratical	Creative
Logical	Immaginative
Linear	Intuitive
Analytical	Holistic
Mathematical	Expanded



Critical Thinking

- Analytical
- Judgmental
- Selective
- Probability
- Left brain
- **Yes but…**

Creative Thinking

- Generative
- Non-judgmental
- Expansive
- Possibility
- Right brain
- **Yes and…**

criticial thinking "the process we use to reflect on, assess and judge the assumption underlying our own and others ideas and efforts"

creative thinking "the process we use to develop ideas that are unique, useful and worthy of further elaboration."

with
critical thinking
leaders can find
wrong answers

with
creative thinking
leaders can find
wrong questions

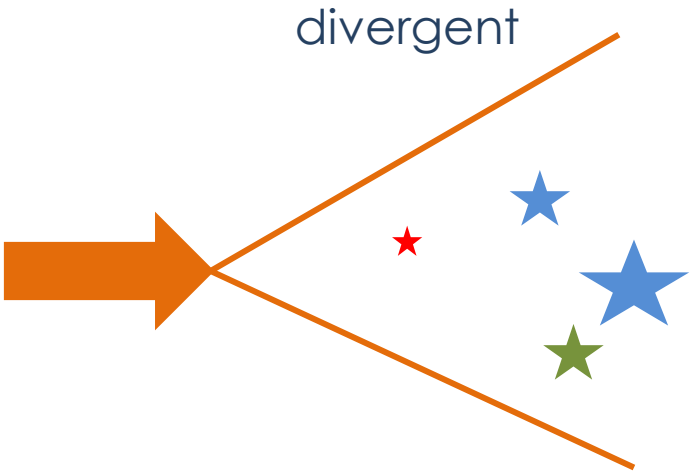
When leaders think **creatively** they are exploring many new ideas

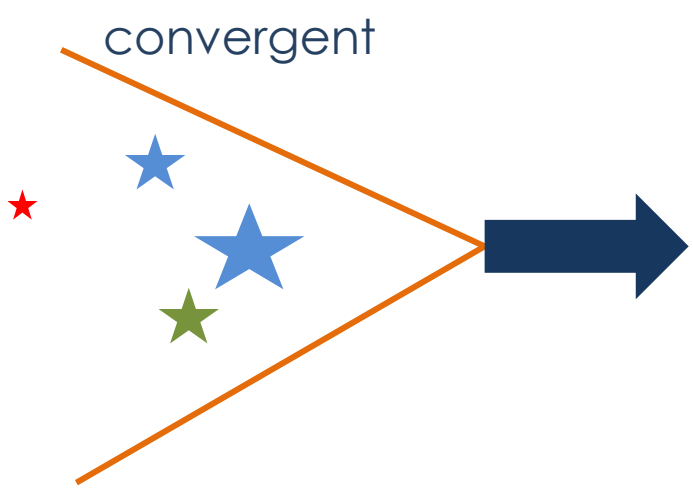
When leaders are thinking **critically** they are making choices

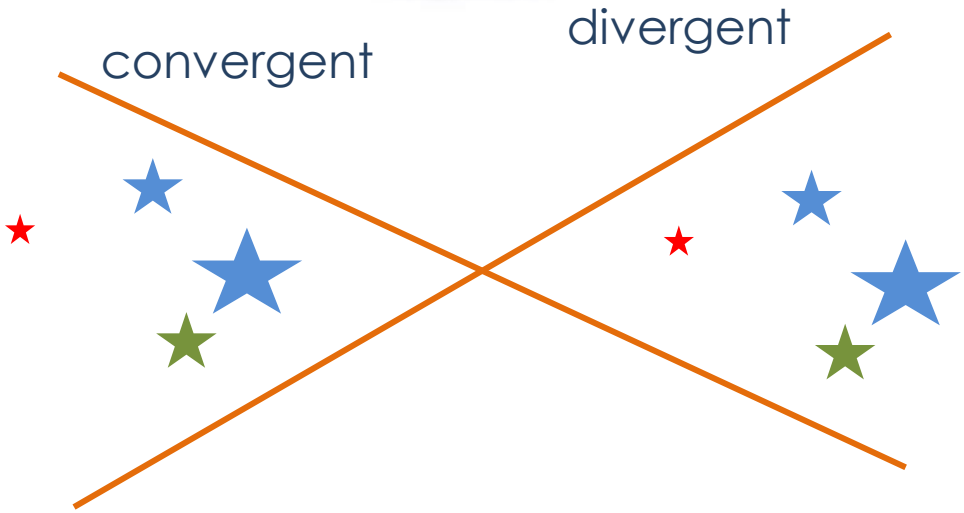
The leadership thinking process is like a kayak

with 2 paddles, one is creative thinking while

the other represents critical thinking


divergent


convergent


convergent
divergent

Critical Mindset

- Certain
- Closed to new information
- Demanding respect
- Isolating and analyzing ideas
- Avoiding change
- Embracing correctness
- Going through the motion
- Using tried and true methods
- Assessing and judging ideas
- Seeing urelated events
- Seeing gaps and inconsistencies as failure
- Spotting wrong answers
- Criticizing the offbeat
- Reacting
- Seeing failure as failure
- Describing what is

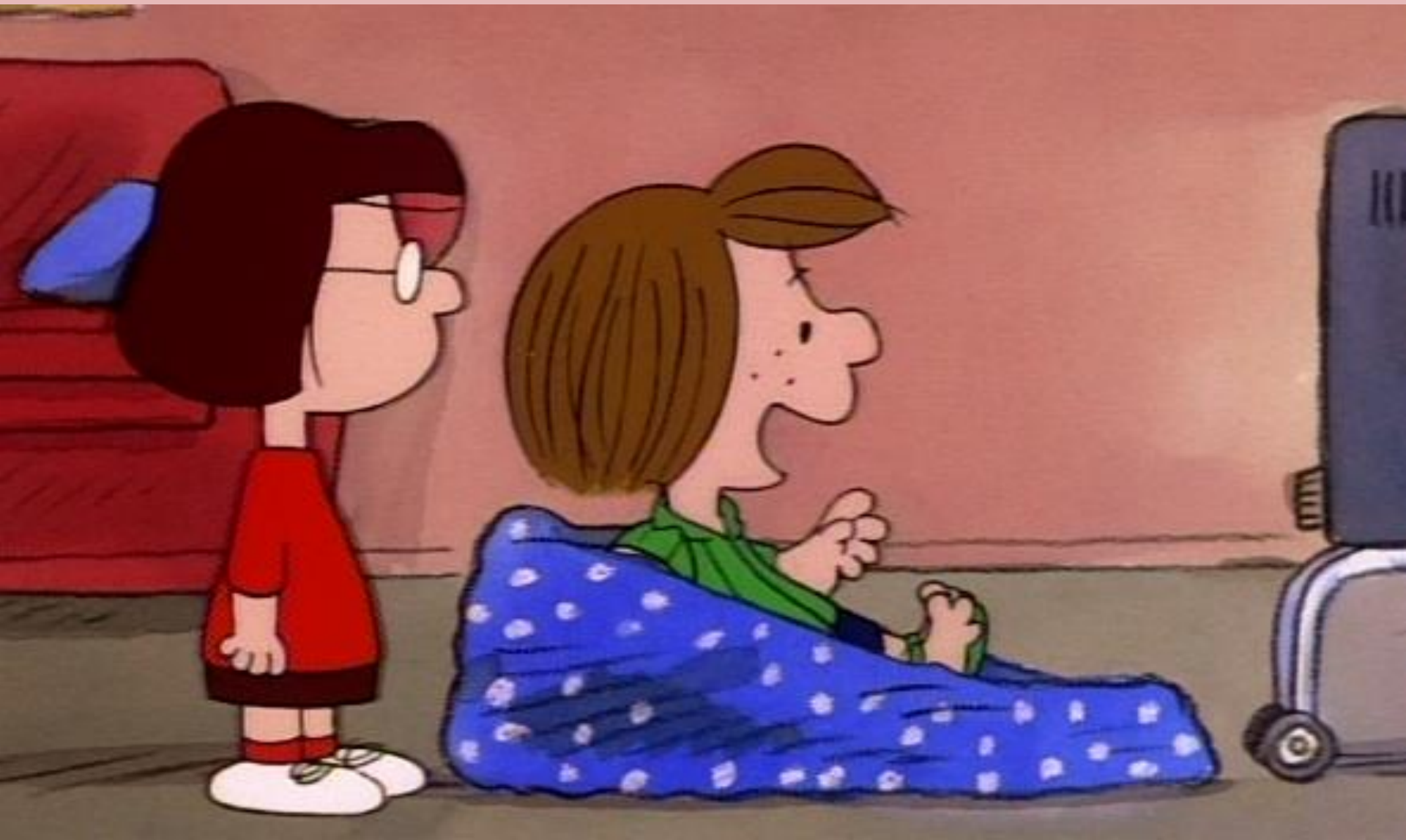
Creative Mindset

- Flexible
- Open to learning
- Respecting others
- Connecting ideas
- Adapting to the unexpected
- Embracing ambiguity
- Having fun
- Discovering new ways
- Developing unique and useful ideas
- Seeing connection
- Seeing gaps and inconsistencies as clues
- Spotting wrong questions
- Embracing the different
- Anticipating
- Seeing failure as learning
- Embracing possibility

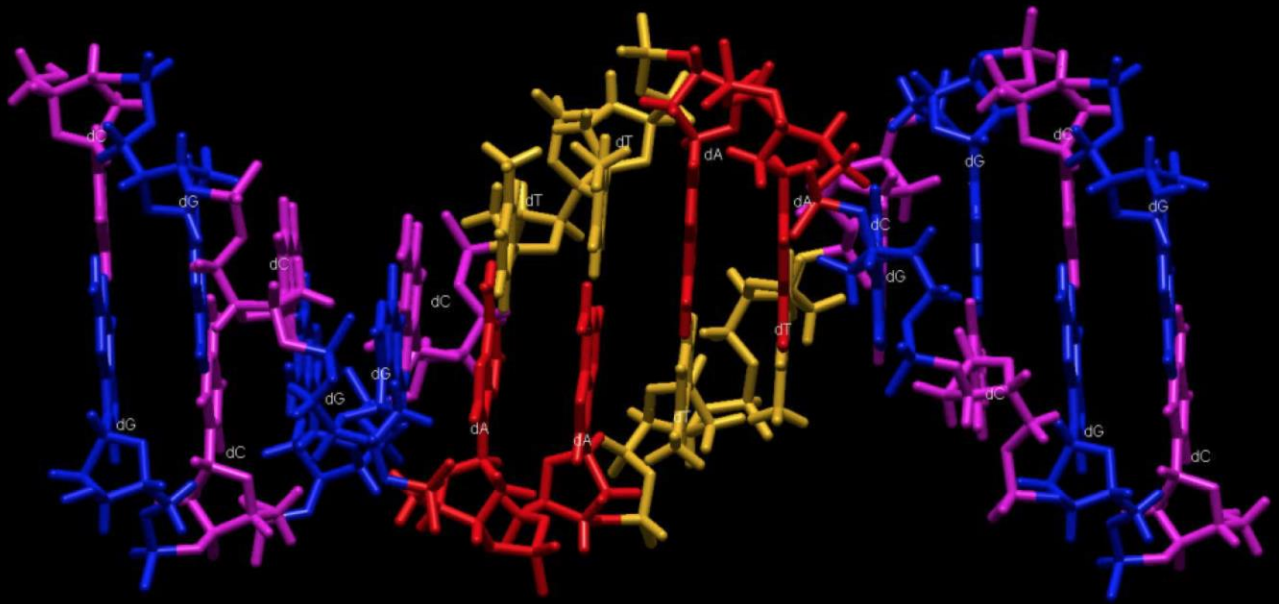
Activity

Skill Set: Team – Organize & Inspire Followers

No leader can lead without supporters. You need a network willing to work on your ideas and organize others to the cause. The relationship of Peppermint Patty and Marcy is an enduring reminder of the importance of a devotee.

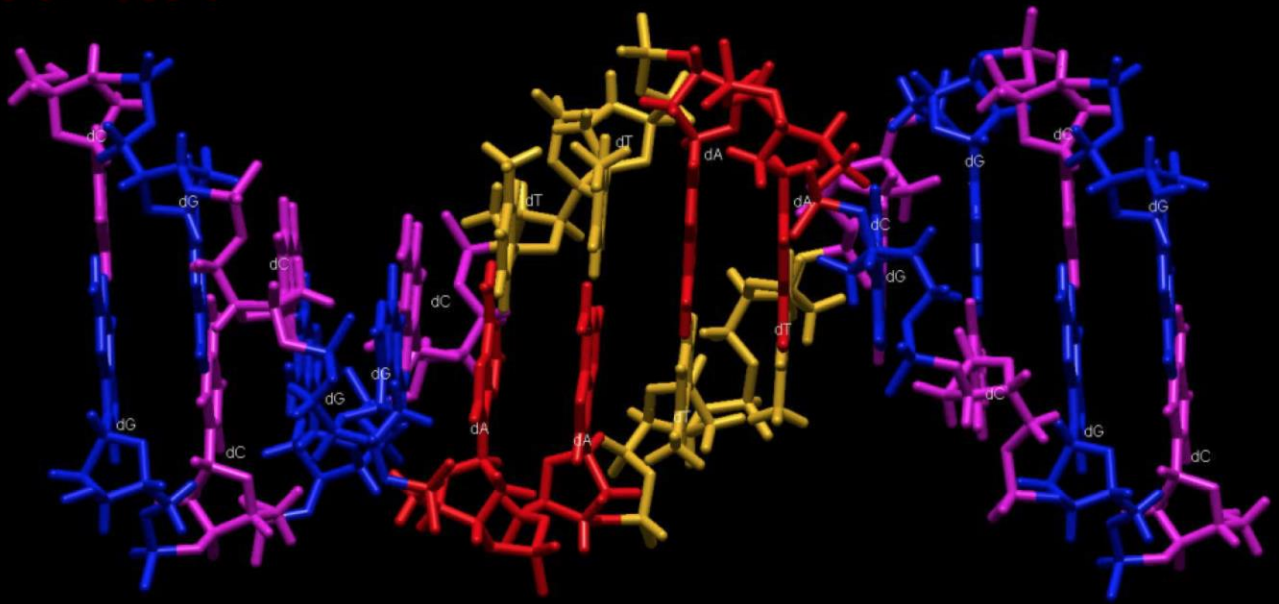


Leader DNA



1

Drive & Passion



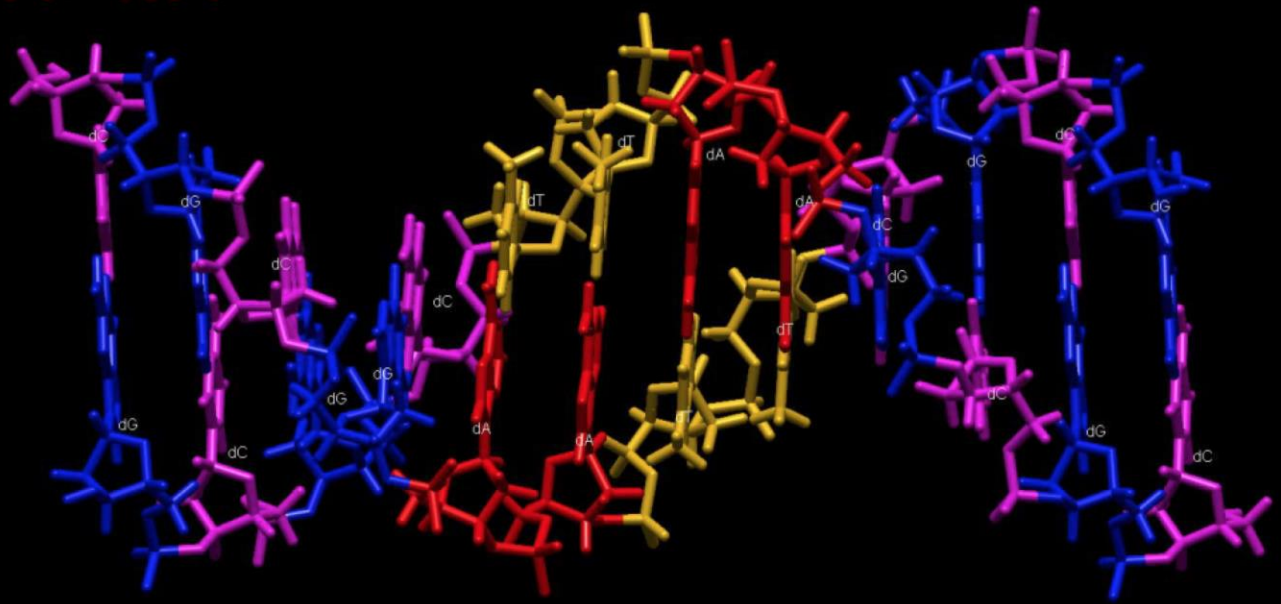
"Leadership and success begins on the extra mile. Those among us who craft extraordinary careers and spectacular lives are those who spend most of their time giving their best out on the extra mile. Yes, ordinary people don't, but who ever said you were ordinary?"

1

Drive & Passion

2

Desire to lead



“Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration - of oneself and of others. Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine.” - Lance Secretan

1

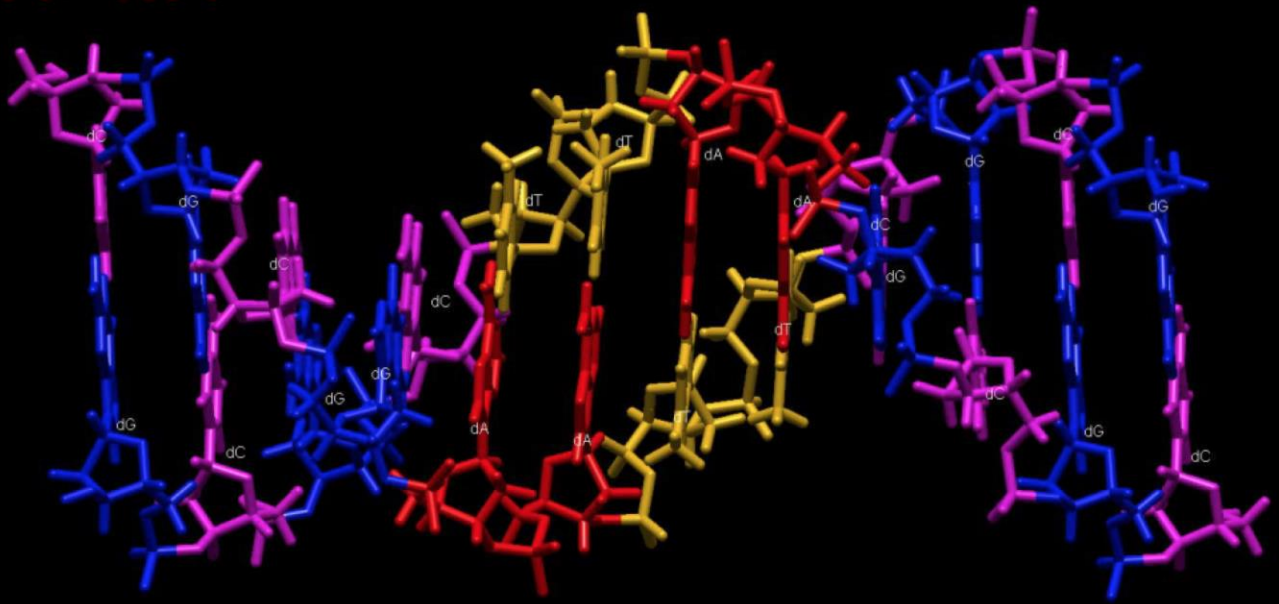
Drive & Passion

2

Desire to lead

3

Integrity



"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. A true leader becomes one by the quality of their actions and the integrity of his or her intentions - compilation."

1

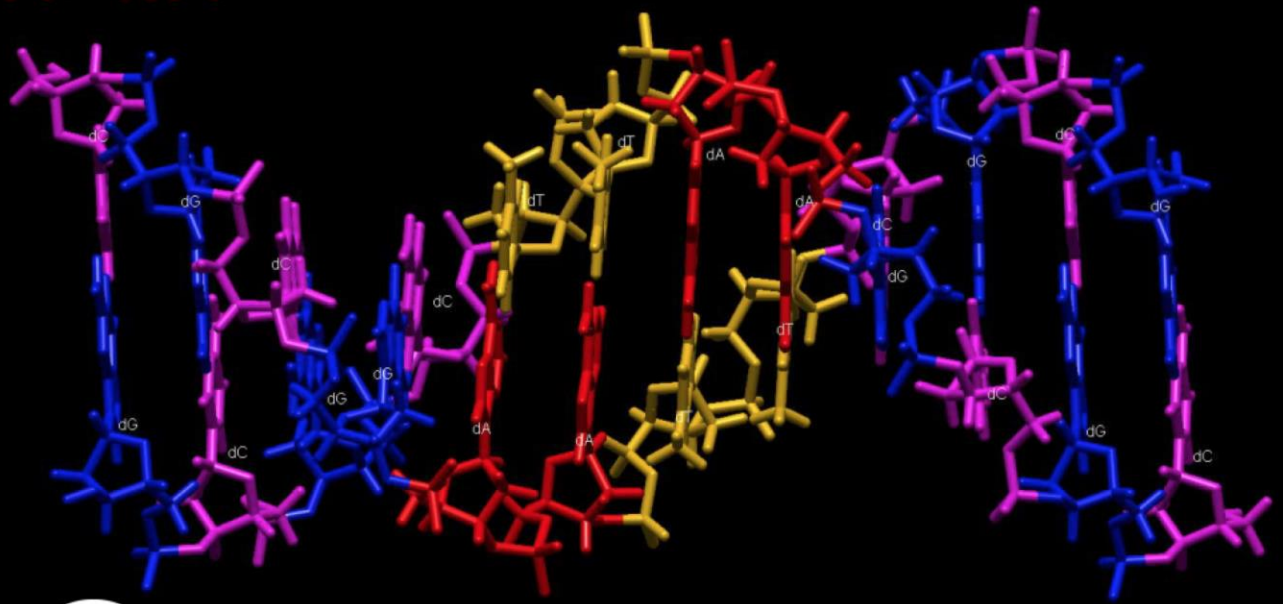
Drive & Passion

2

Desire to lead

3

Integrity



4

Self Confidence

The six most important words: I admit I made a mistake.
The five most important words: You did a good job.
The four most important words: What is YOUR opinion?
The three most important words: If you please.
The two most important words: Thank You.
The one most important word: We.
The least important word: I.

1

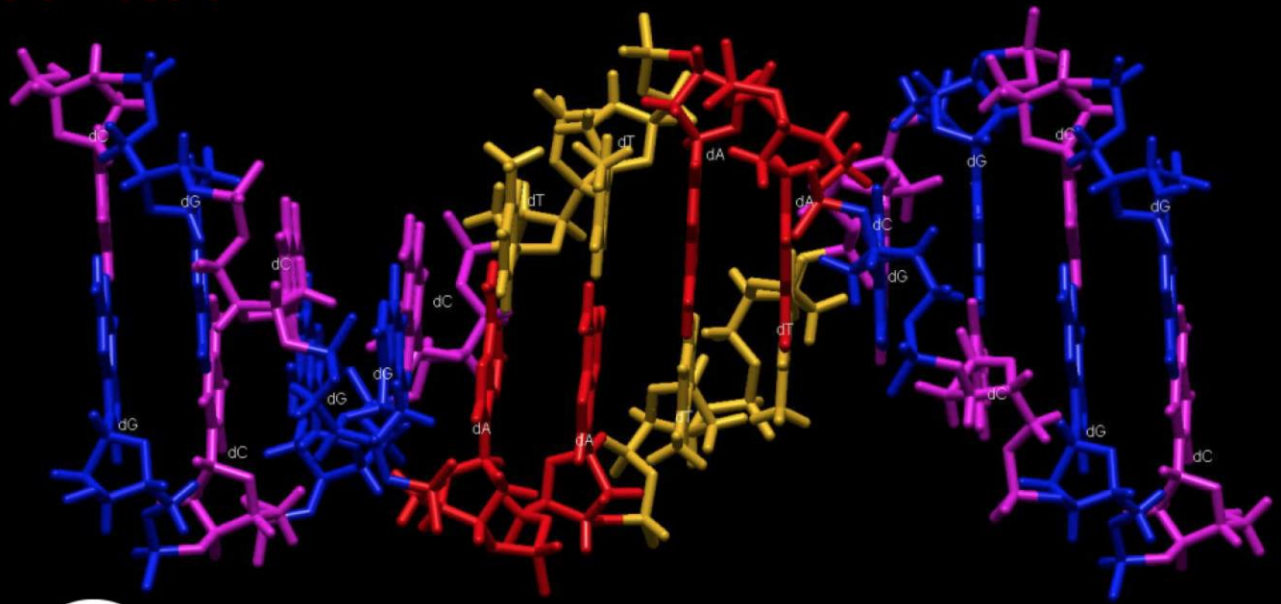
Drive & Passion

2

Desire to lead

3

Integrity



4

Self Confidence

5

Intelligence

“Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”
- General Colin Powel

1

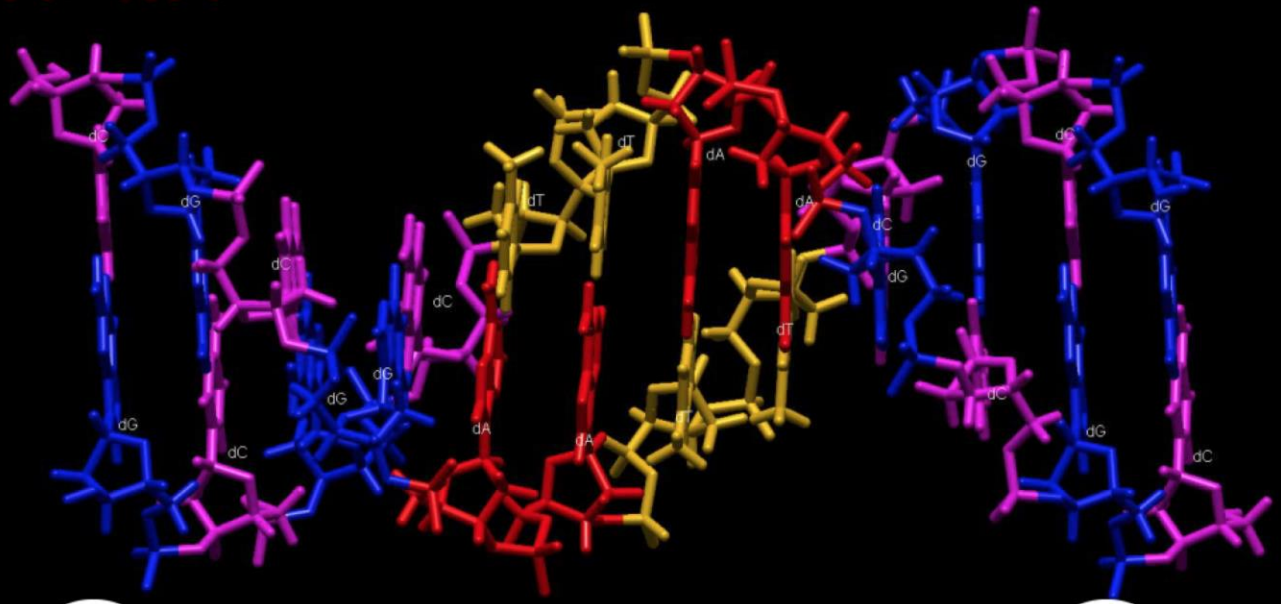
Drive & Passion

2

Desire to lead

3

Integrity



4

Self Confidence

5

Intelligence

6

Job Relevant knowledge

"We must be silent before we can listen. We must listen before we can learn. We must learn before we can prepare. We must prepare before we can serve. We must serve before we can lead."- William Arthur Ward

"If you want to be a leader, you have to have followers."

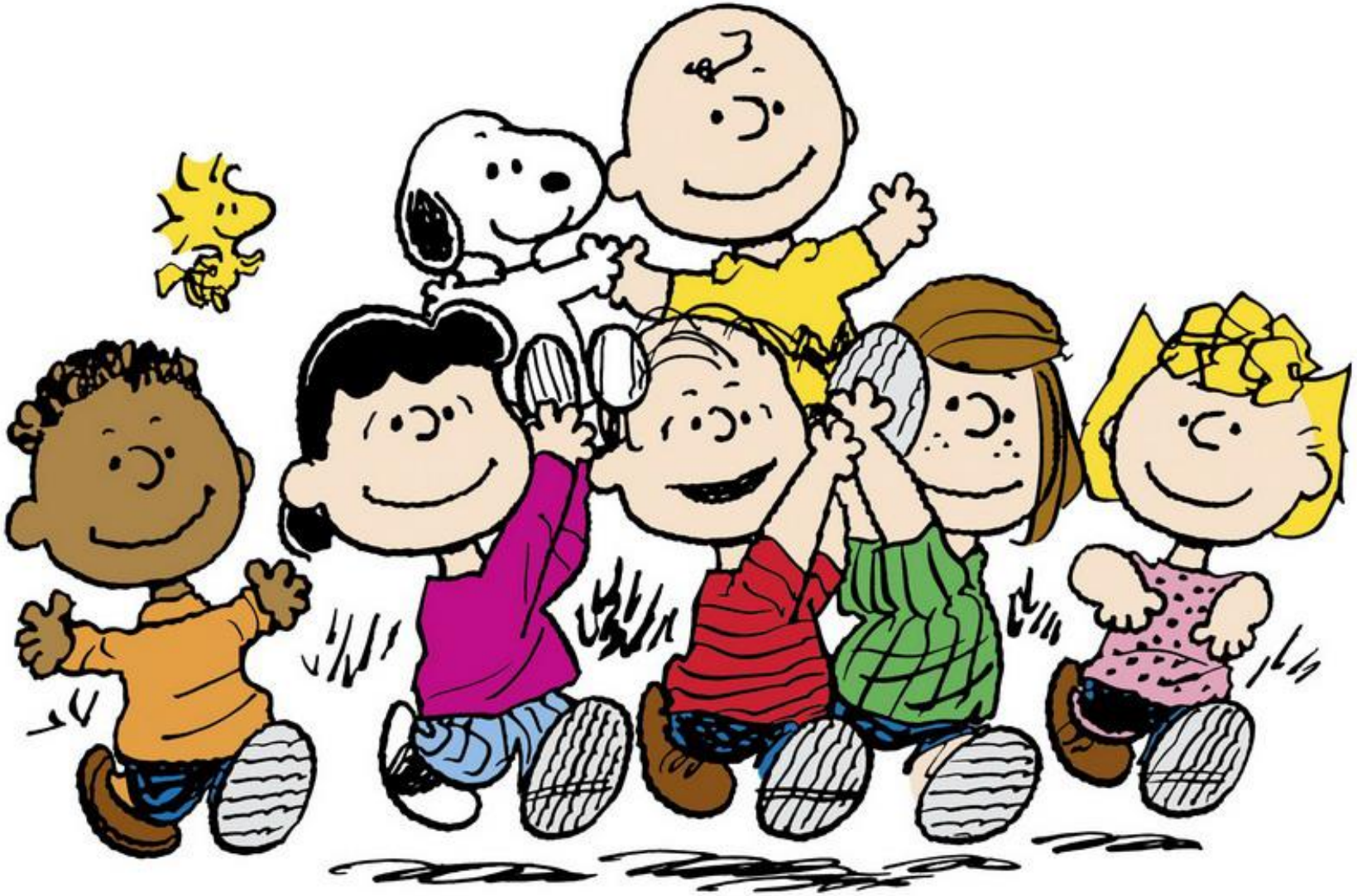
Colin Powell

TED Talks

"The Conductor is the only one in the orchestra who doesn't play a note but still he leads the team to success."

Skill Set: Team – Build Esprit De Corps

When the Peanuts gang gets together we get great moments like the Christmas dance that has become iconic of the series. Leaders know how to keep their teams motivated by creating a joyful atmosphere.

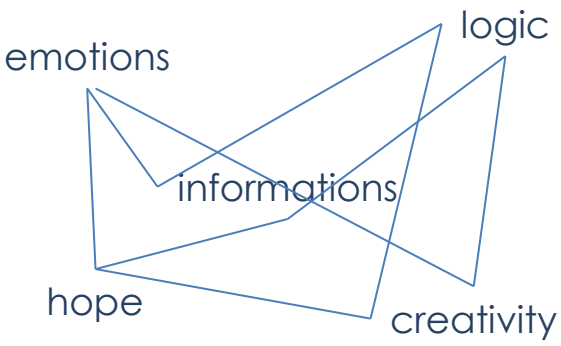


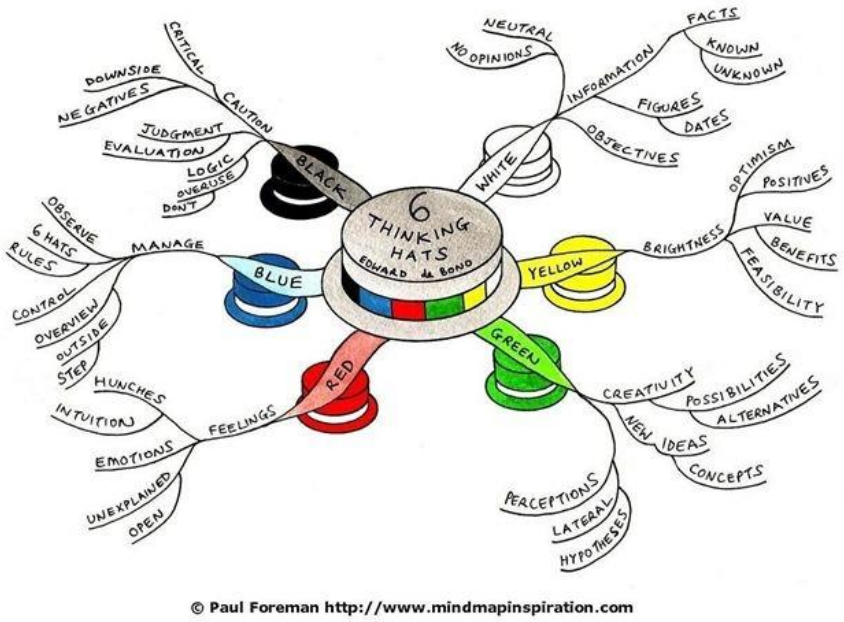
Look for **talents** & **abilities**

Cultivate
Team Problem Solving

The main difficulty of thinking is

confusion





© Paul Foreman http://www.mindmapinspiration.com

Help to do

one thing at a time

Create a

map of think

Parallel Thinking

A conceptual method for effective team meetings, problem solving, decision making and evaluation where all focus in the same direction at any moment. Changes of direction and all views are put down in parallel.

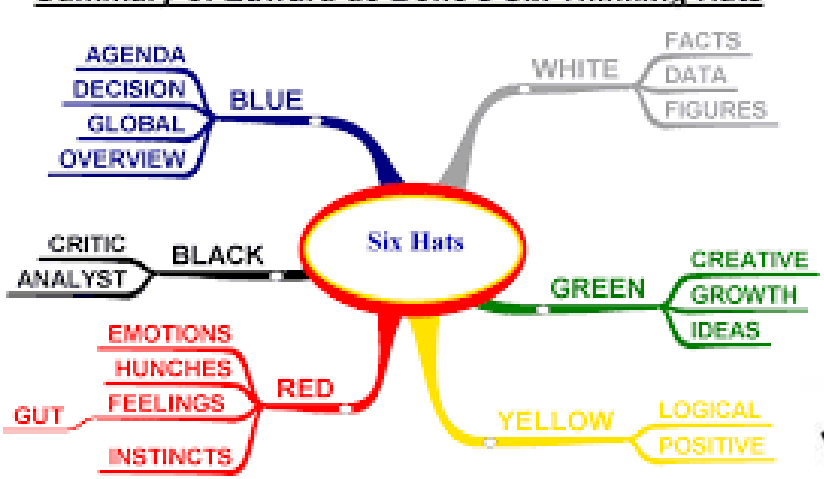
First published by *Edward de Bono in 1985.*„

Full exploration of subject/ problem. Concerned with ‘what can be.’„

Involves critical and creative thinking and ‘designing a way forward. „

Deals with only one aspect /thing at a time.

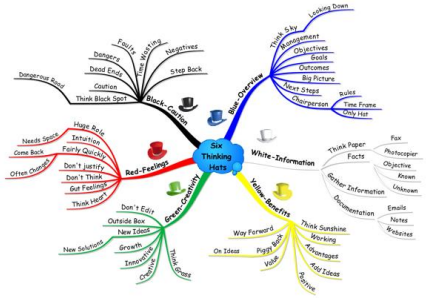
Six Thinking Hats®



The Six Hats Process

Control Organization, Responsible for Conclusions, Sets the Focus, Use of All the Hats

Neutral and Objective, Deals with Facts



Emotions, Feelings, Hunches, Intuition

Creative, New Ideas and Concepts, Search for Alternatives

Optimistic, Hopeful, Positive Thinking, Constructive, Effective

Serious, Cautious, Careful, Lays Out Risks

Six Hats Leadership

The Six Hats model allows leaders to:

Create: dynamic, results oriented meetings that make people want to participate

Go : beyond the obvious to discover effective alternate solutions

Spot : opportunities where others see only problems

Think : clearly and objectively

View : problems from new and unusual angles

Make : thorough evaluations

See : all sides of a situation

Keep : egos and "turf protection" in check

Achieve: significant and meaningful results in a less time

Activity: School Board Member

Information

Feelings, Intuition, Gut Instinct

Risks, Difficulties and Problems

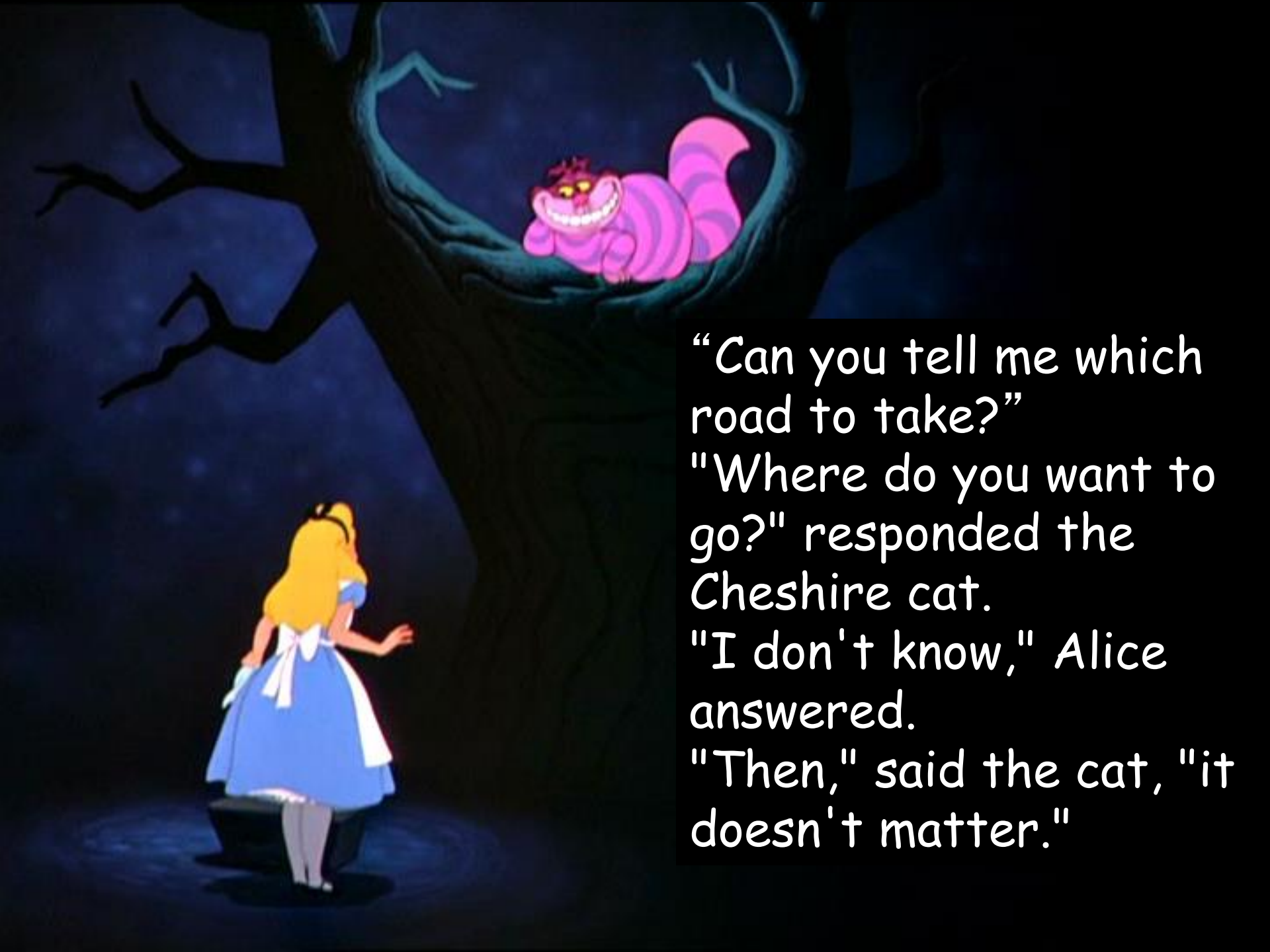
Benefits and Feasibility

New Ideas, Possibilities

Managing the Thinking

Skill Set: Vision

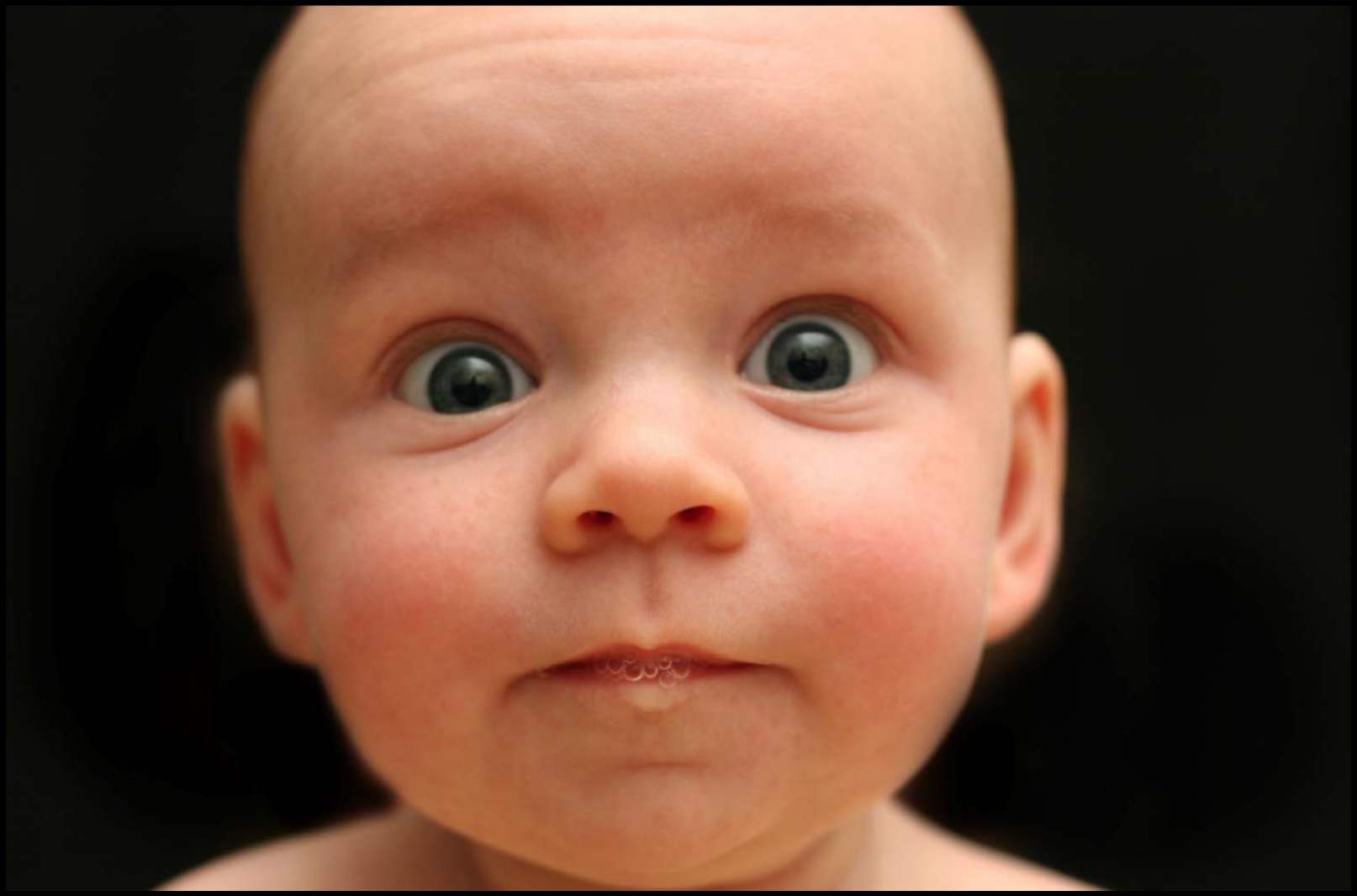
Most of my favorite strips featured one character. I loved reading about Snoopy's adventures as the flying ace dueling with the Red Baron. Great leaders have an imagination and creativity that can envision what seems impossible to others.


“Can you tell me which road to take?”
"Where do you want to go?" responded the Cheshire cat.
"I don't know," Alice answered.
"Then," said the cat, "it doesn't matter."

A goal without a
plan is just a wish
BeLeaderly.com

Set Action Plan

Be Clear & Enthusiastic



"Transmit your vision emotionally by gaining credibility, demonstrating passion, establishing relationships and communicating a felt need. Transmit it logically by confronting reality, formulating strategy, accepting responsibility, celebrating victory and learning from defeat."
– John Maxwell

The problems of the world cannot possibly be solved by skeptics or cynics, whose horizons are limited by the obvious realities. We need men who can dream of things that never were, and ask why not.

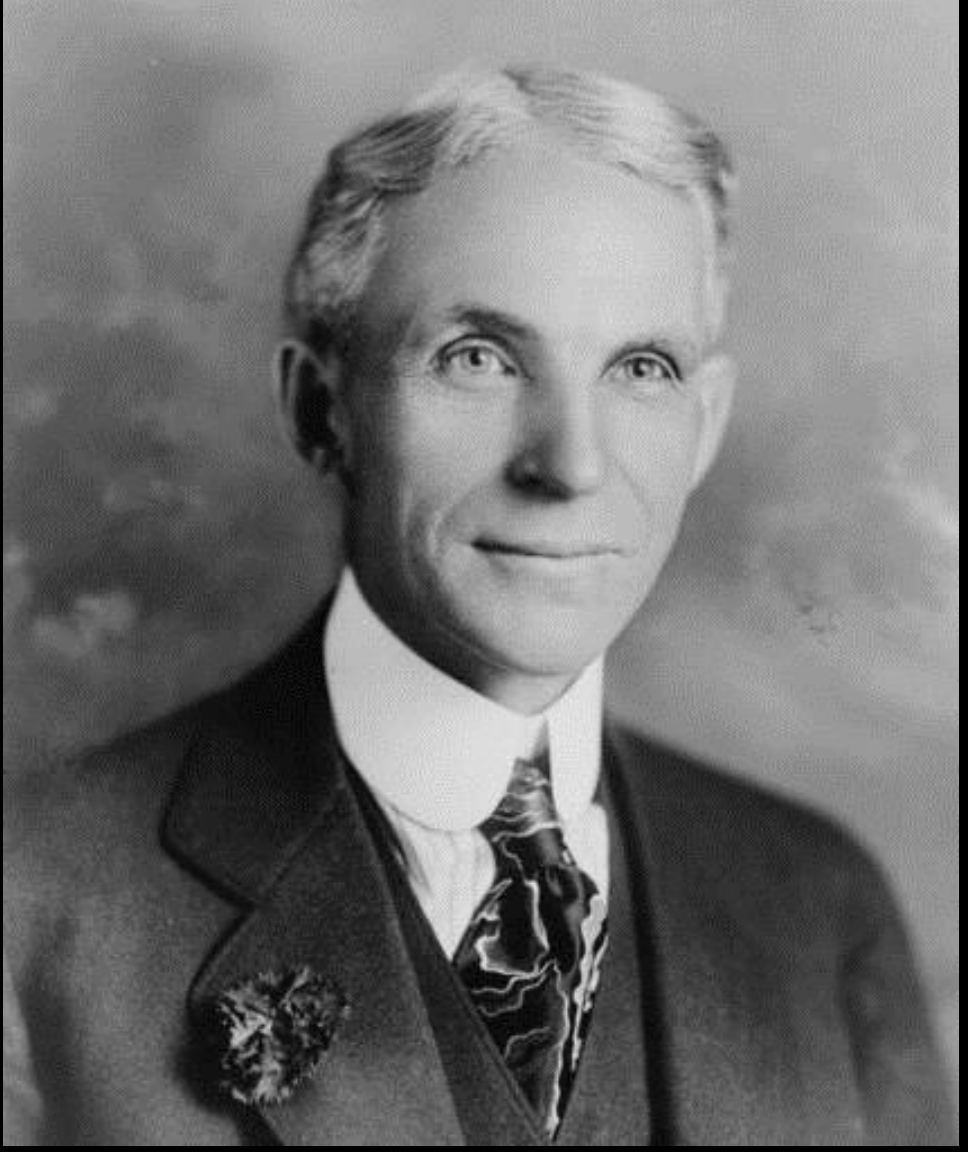
~ *John F. Kennedy*

Some men see things as they are and say why. I dream things that never were and say, why not?

(Robert Kennedy)

Skill Set: Confidence

Charlie Brown rarely came across as a confident leader, but he always managed to pull the group together in a crunch. In "Race for Your Life, Charlie Brown" he gets the kids out of a dire situation by taking charge. Leaders often are individuals willing to take responsibility in a crisis.



Henry Ford

"Whether you think you can or you can't, you're right."

David Lloyd George

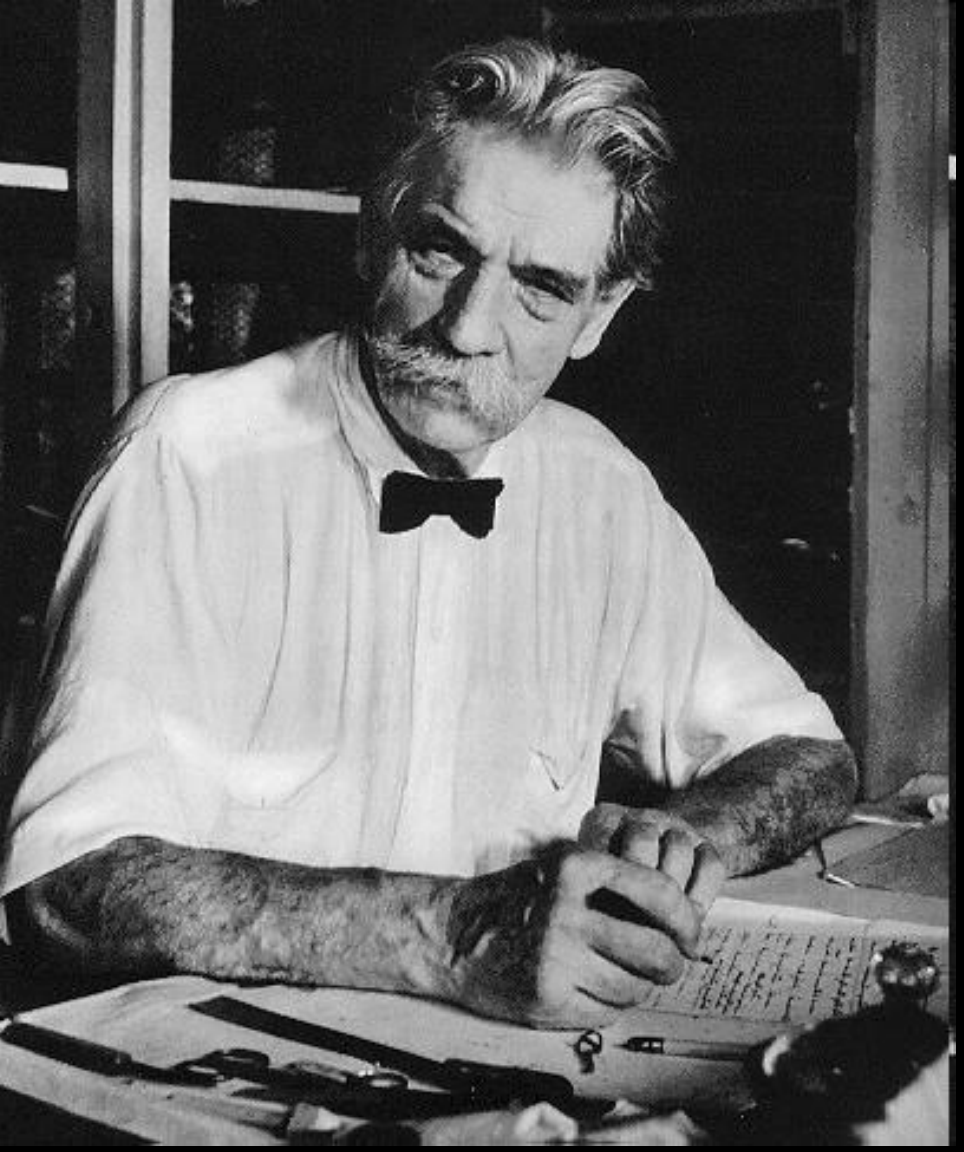
"Don't be afraid to take big steps. You can't cross a chasm in two jumps."

Winston Churchill

"An optimist sees opportunity in every calamity; a pessimist sees calamity in every opportunity."

Skill Set: Autonomy – Internal Compass

"You're a Good Man, Charlie Brown" was the name of the musical based on the original strip. Chuck knew despite his struggles he had done the best he could with the cards dealt. Leaders too have this internal compass that directs their behaviors towards their goals.



Dr. Albert Sweitzer

"Example is not the main thing in influencing others. It's the only thing."

Eleanor Roosevelt

"It is not fair to ask of others what you are not willing to do yourself."

Theodore Roosevelt

"In any moment of decision the best thing you can do is the right thing."

Martin Luther King

"Time is always right to do what is right."

Skill Set: Courage & Bravery

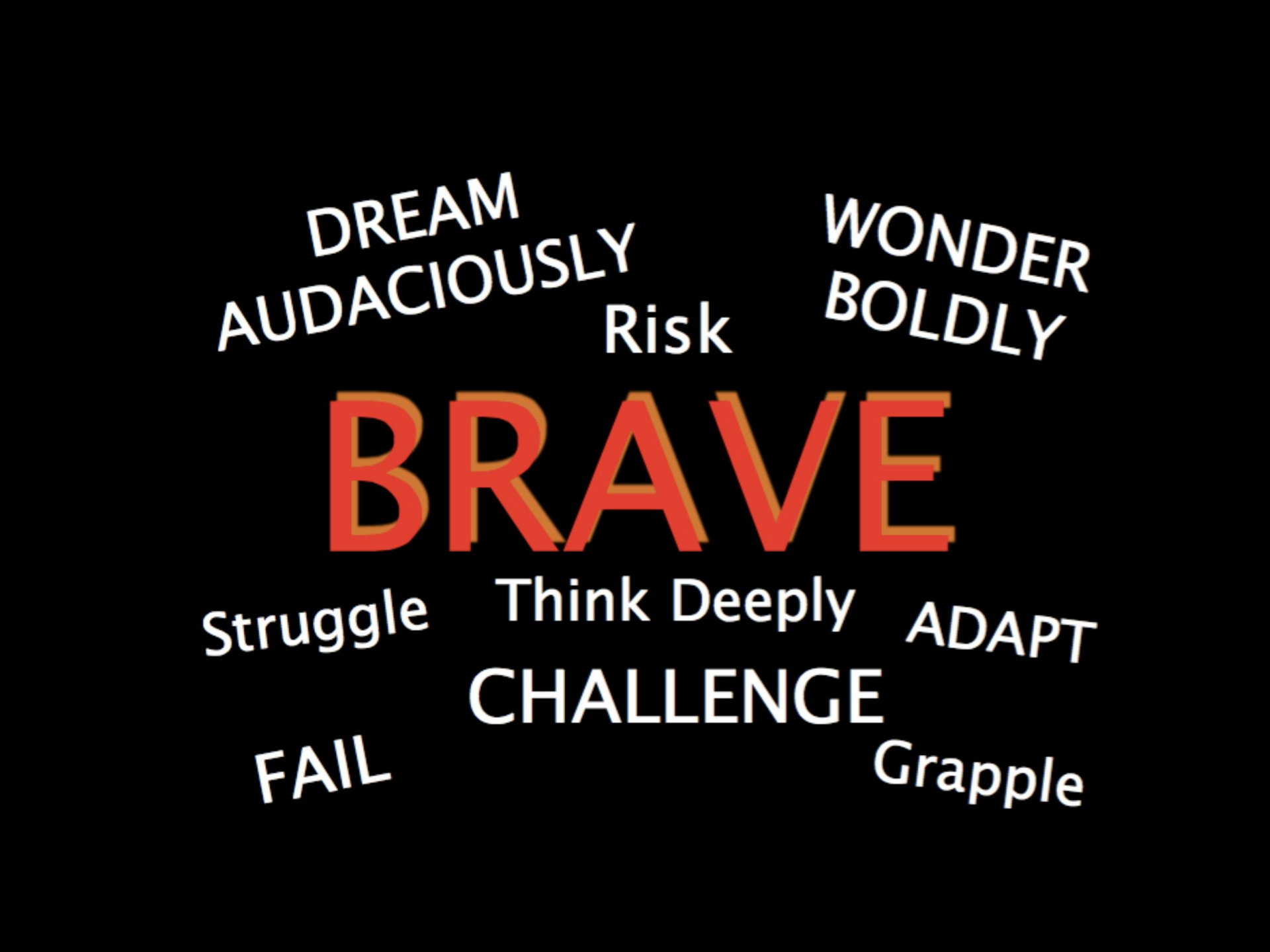
Leaders demonstrate and model bravery/courage in their actions, as well as respect their followers and foster loyalty between the group members. One of the most endearing traits of the Peanuts gang is their friendship.

Courage is the
MOST IMPORTANT
of all the virtues, because
without courage
none of the other things
are possible.

Brave Is…

What does it mean

to **“BE”** *brave?*


DREAM
AUDACIOUSLY
WONDER
BOLDLY
Risk
BRAVE
Struggle
Think Deeply
ADAPT
CHALLENGE
FAIL
Grapple

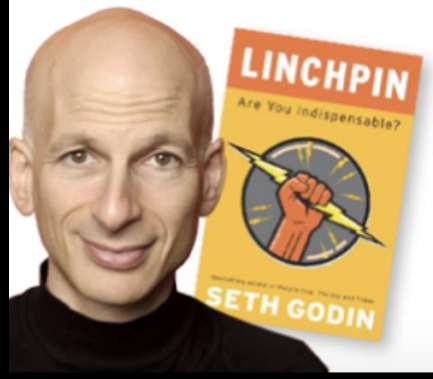
COURAGE?

COMFORT!

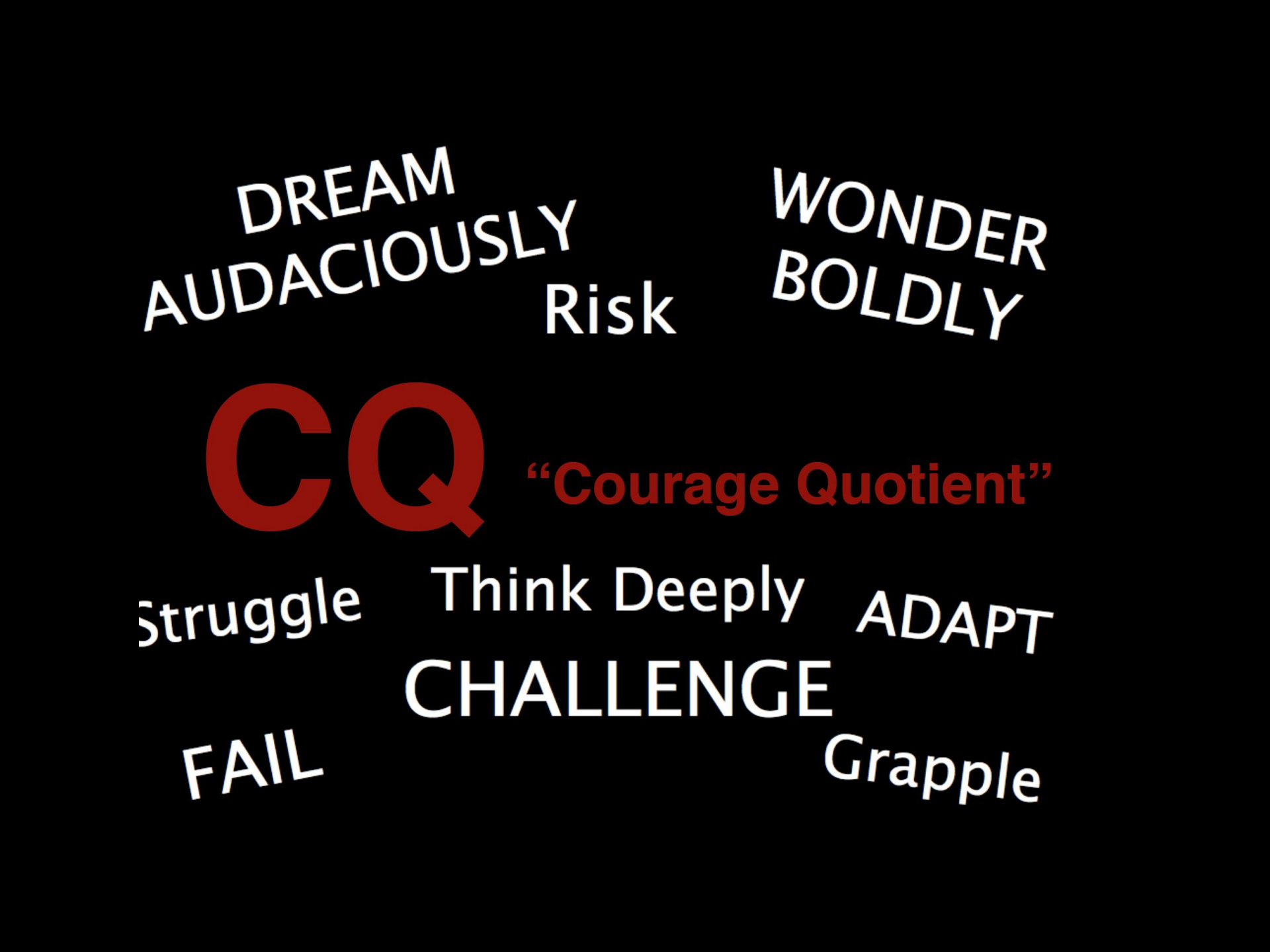
"There is **nothing comfortable** about courage.

Our need to feel ready and in control actually prevents us from being able to fully participate and experience life itself.

To be brave is to truly live right now – **uncomfortably without control but with intention.**

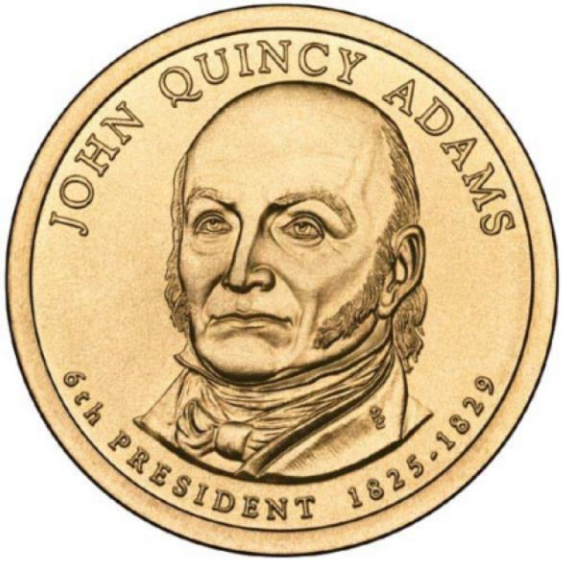


Seth Godin
Linchpin

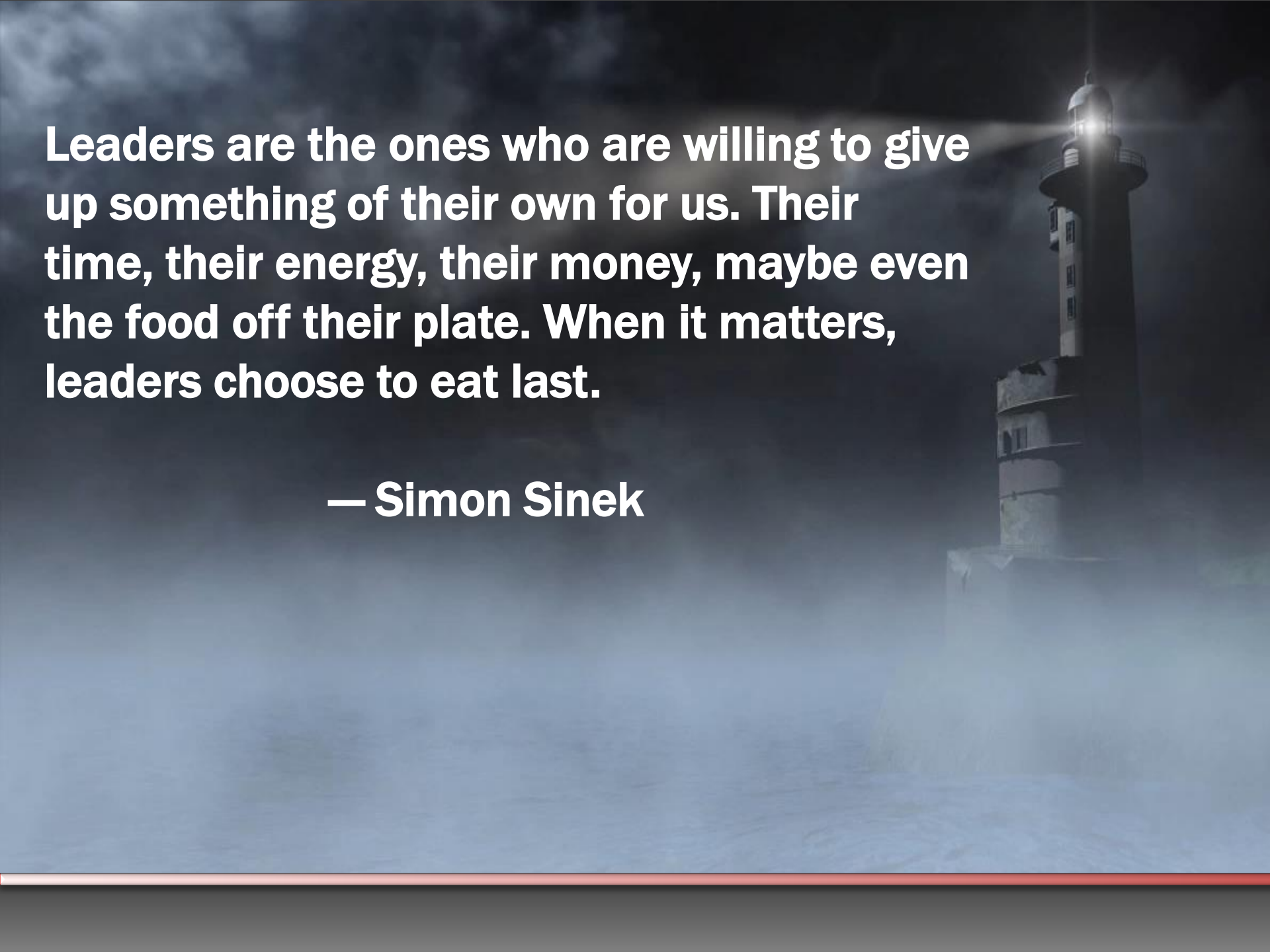

DREAM
AUDACIOUSLY
WONDER
BOLDLY
Risk
CQ
"Courage Quotient"
Struggle
Think Deeply
ADAPT
CHALLENGE
FAIL
Grapple

Skill Set: Character

The character of Woodstock was mute, but we always knew his intentions. His actions spoke volumes. Leaders project an aura you can sense without the need for words.



"If your actions **inspire** others to **dream** more, **learn** more, **do** more & **become** more, you are a **leader.**"


Leaders are the ones who are willing to give up something of their own for us. Their time, their energy, their money, maybe even the food off their plate. When it matters, leaders choose to eat last.
— Simon Sinek

LEADERS EAT LAST

BY SIMON SINEK

One of the best leadership metaphors ever created just happens to be the title of Simon Sinek's latest book: Leaders Eat Last.

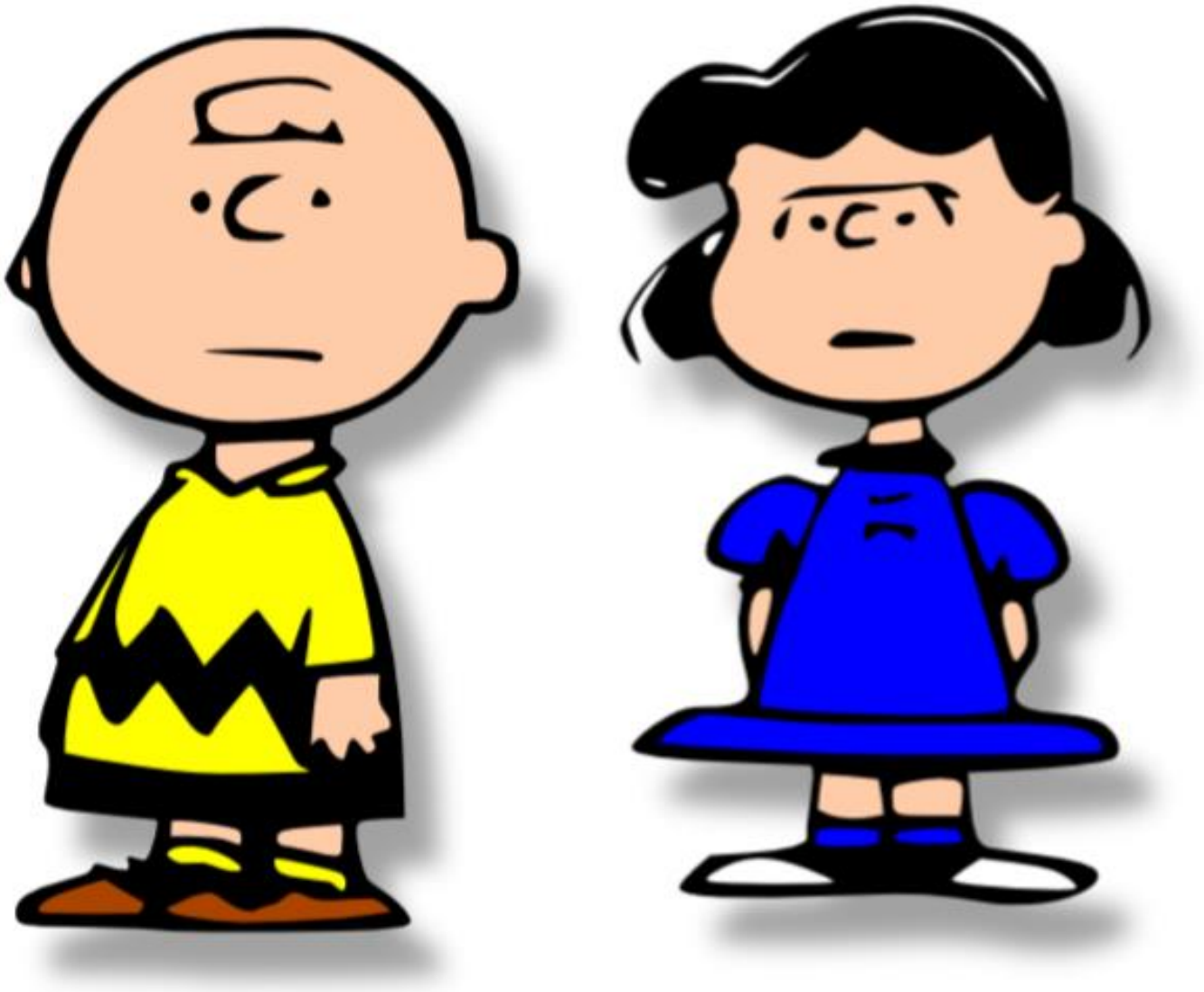
In the Marines (not a place you could accuse of being "warm and fuzzy") the leaders actually do eat last. True leaders, they believe, put the needs of the people they lead above their own.

Stanley McChrystal

TED Talks

Skill Set: Listening & Learning = Connections

Lucy's entrepreneurial spirit led her to a psychiatric practice. The sign on her booth read, "The Doctor is In" and we knew that she would be there to listen. While Lucy rarely gave good advice, she did hear the kids out just like a leader must do with his supporters.

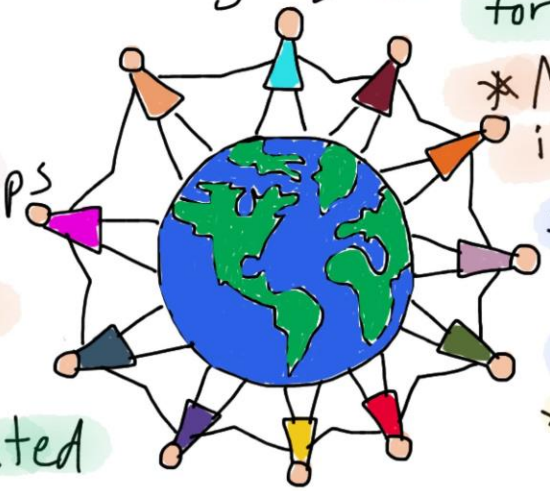


Digital Instructional Leadership

THE CONNECTED EDUCATOR

(PLN = Professional Learning Network)

* Shares ideas & learns global pedagogy
* Networks with PLN around the world
* Cultivates relationships with PLN
* Curates resources to access & share
* Motivates & is motivated by PLN
* Inspires & is inspired by PLN
* Collaborates with PLN
* Gains perspective on other cultures & pedagogy.



* Models connected learning for students & colleagues
* Never runs out of new ideas to try with students
* Can turn to PLN for help at any time of day
* Can connect students globally
* Understands that in a global community, EVERYONE BENEFITS!

@sylviaduckworth

It's not about plugging in to devices, it's about being plugged in to each other.

CONNECT

venspired.com

What characteristics would you use to describe today's students? Why?

MILLENNIALS

A PORTRAIT OF GENERATION NEXT

Confident.
Connected.
Open to Change.

sparks & honey
Meet Generation Z
Forget Everything You Learned
About Millennials

GENERATION

NET GENERATION
CONNECTED
DIGITAL NATIVES
GEEKS
ECONOMIC DECLINE
ONLINE PRESENCE

PLURALIST
MESSENGING
SOCIAL CIRCLES
CAREER ORIENTED
FASHION
MULTI-TASK

INSECURITY / TOLERANCE / GLOBAL

GENERATION Z

★ BORN 1995-2009 ★

ZEES · GLOBAL GEN · GEN Z · iGEN · DIGITAL INTEGRATORS · CLICK 'N GO KIDS · COTTON WOOL KIDS · SCREENAGERS · UPAGERS · BUBBLE WRAP GENERATION · THE ZEDS · TWEENS · TEENS

MOBILITY

17 JOBS

15 HOMES

IN A LIFETIME*

TOP NAMES

William	1	Lily
Jack	2	Chloe
Jacob	3	Isabella
Lachlan	4	Mia
Oliver	5	Olivia

EFFECTIVE ENGAGEMENT

Verbal	→	Visual
Sit & listen	→	Try & see
Teacher	→	Facilitator
Content (what)	→	Process (how)
Curriculum centred	→	Learner centric
Closed book exams	→	Open book world

EDUCATION

1 in 4

1 in 3

1 in 2*

UNIVERSITY EDUCATED

DIGITAL INTEGRATORS

10 HRS 19 MINS TECH. USE/DAY

5,100,000,000 SEARCHES/DAY

4,000,000,000 VIEWS/DAY

1,000,000,000+ ACTIVE USERS

500,000,000 TWEETS/DAY

1,000,000+ APPS

SLANGUAGE

Selfies

Cray cray

Defs

Onesie

YOLO

LOL

WEALTH

Avg. annual earnings in 2063 (as Gen Z retire)*

$222,000

Average capital city house price (2063)*

$2.5 MIL.

% IN WORKFORCE · AGE RANGE

NOW	2020	MALE		FEMALE	
1%	0%	1946	1945		69+
34%	17%	1965	1964		50-68
42%	36%	1980	1979		35-49
21%	35%	1995	1994		20-34
2%	12%		2009		5-19

200 150 100 50 0 0 50 100 150 200

POPULATION (THOUSANDS)

HEALTH

% likely to be obese/ overweight when all Gen Z have reached adulthood (2027)*

77.9 61.8

GLOBAL GENERATION

2,000,000,000 2 BILLION GEN Zs

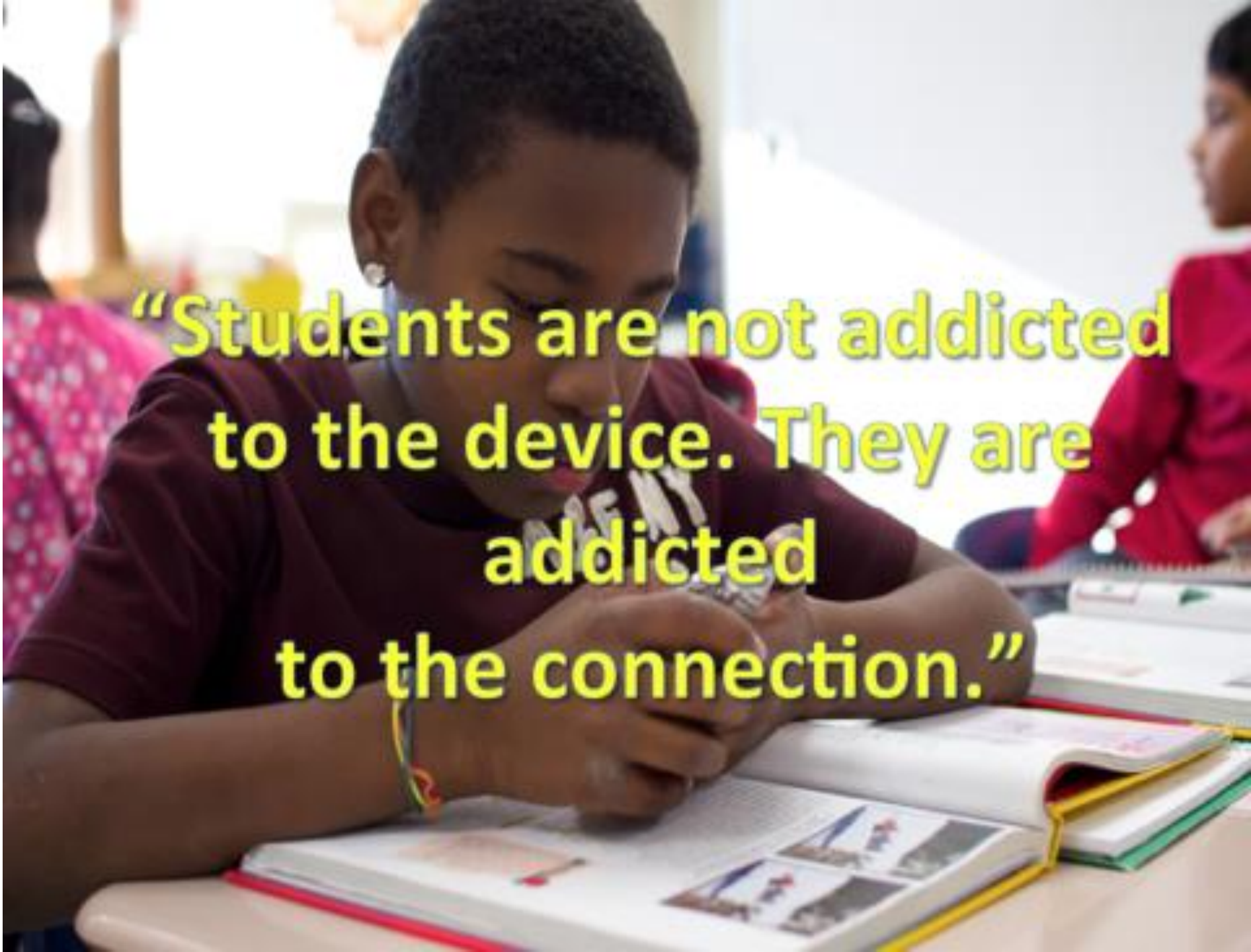
COUNTRIES WITH LARGEST NUMBER

1 2 3

REDEFINED LIFESTAGES

It's a Matter of Perspective
Problem
Opportunity
#problemtunities

New Learners of the 21st Century


“Students are not addicted
to the device. They are
addicted
to the connection.”

social blogs
pictures
internet forums
wikis
SOCIAL MEDIA
video
rating
weblogs
microblogging
social bookmarking
podcasts

in
You
Tube

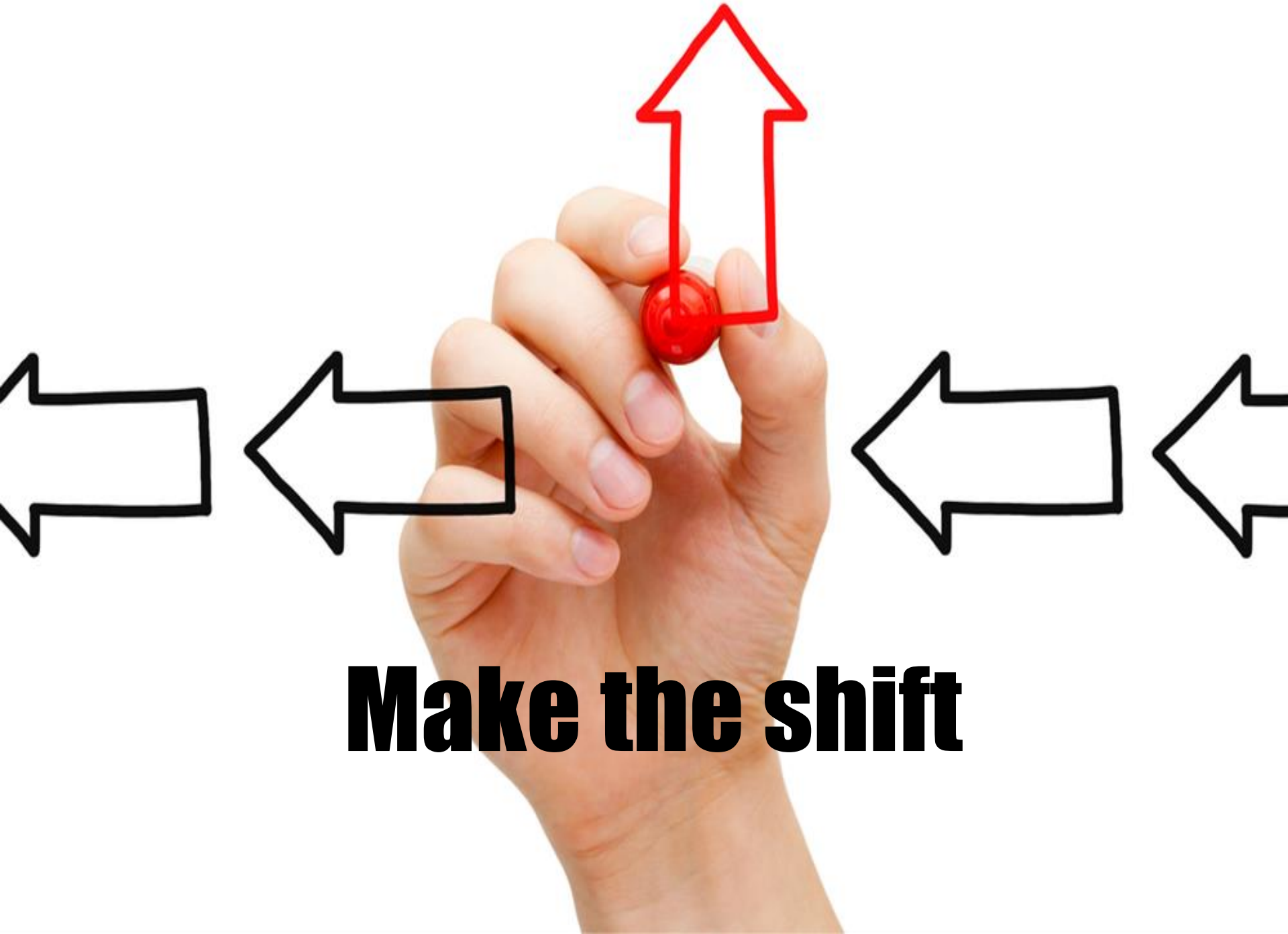
Skill Set: Communication in a Digital World

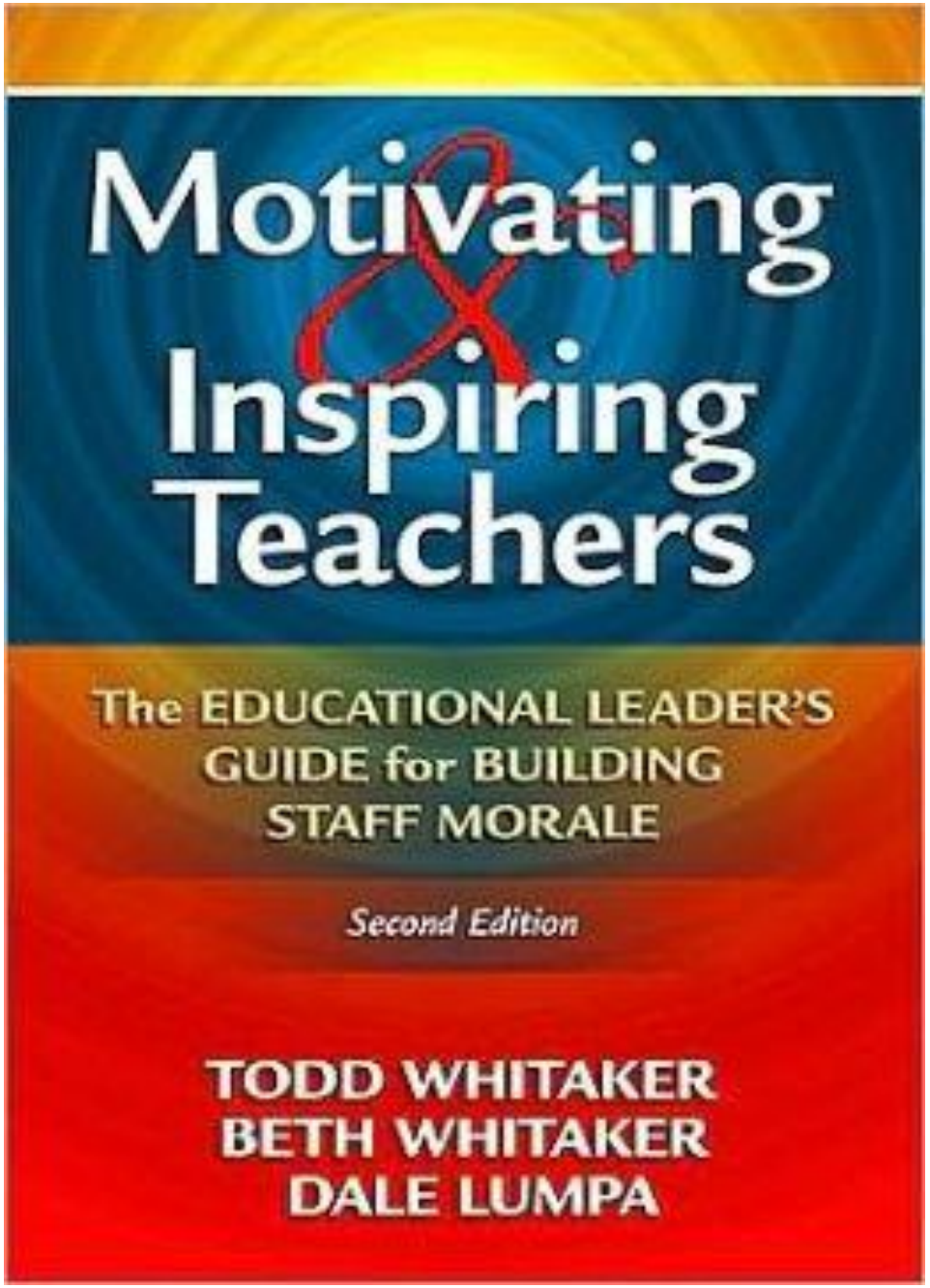
The adults in the world of Charlie Brown could not be understood by readers. In the TV specials their voices were represented by the familiar "wah,wah,wah" sound. To effectively lead one must be able to clearly communicate with the team.

“Everybody can and IS Talking”

1 NEW DEFINITION IS ADDED ON Urban
1,600+ READS ON Scribd.
13,000+ HOURS MUSIC STREAMING ON PANDORA
12,000+ NEW ADS POSTED ON craigslist
370,000+ MINUTES VOICE CALLS ON skype
98,000+ TWEETS
20,000+ NEW POSTS ON tumblr.
LARGEST
320+ NEW twitter ACCOUNTS
13,000+ iPhone APPLICATIONS DOWNLOADED
100+ NEW Linked in ACCOUNTS
1 associatedcontent NEW ARTICLE IS PUBLISHED
IN 60 SECONDS_
QUESTIONS ASKED ON THE INTERNET...
100+ Answers.com
40+ YAHOO!
600+ NEW VIDEOS
6,600+ NEW PICTURES ARE UPLOADED ON flickr
50+ WordPress DOWNLOADS
25+ HOURS TOTAL DURATION
70+ DOMAINS REGISTERED
60+ NEW BLOGS
168 MILLION EMAILS ARE SENT
694,445 SEARCH QUERIES
1,700+ Firefox DOWNLOADS
695,000+ facebook STATUS UPDATES
1,500+ BLOG POSTS
79,364 WALL POSTS
510,040 COMMENTS
Google
Google Search
GO-Globe.com

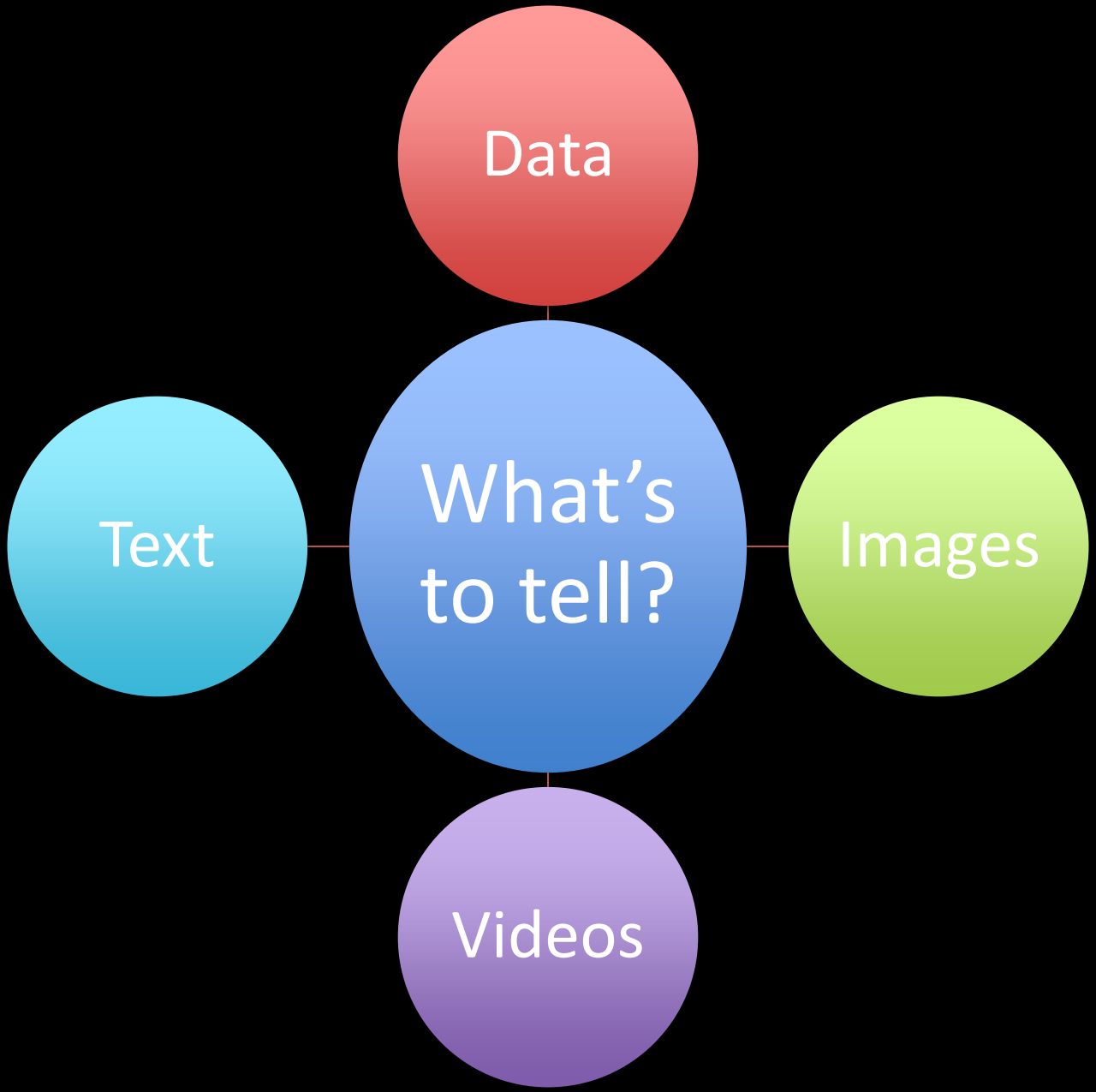
...it is important that we (educators), as the saying goes, "be the change we want to see in the world" by taking advantage of the multitude of opportunities that abound for us to tell our stories—the real stories—of the difficult yet rewarding work we do of nurturing the development, the engagement, and the curiosity of our future citizens. - Shawna Coppola


Make the shift



"Raise the praise. Minimize the criticize."

#1-Tell You District's Story

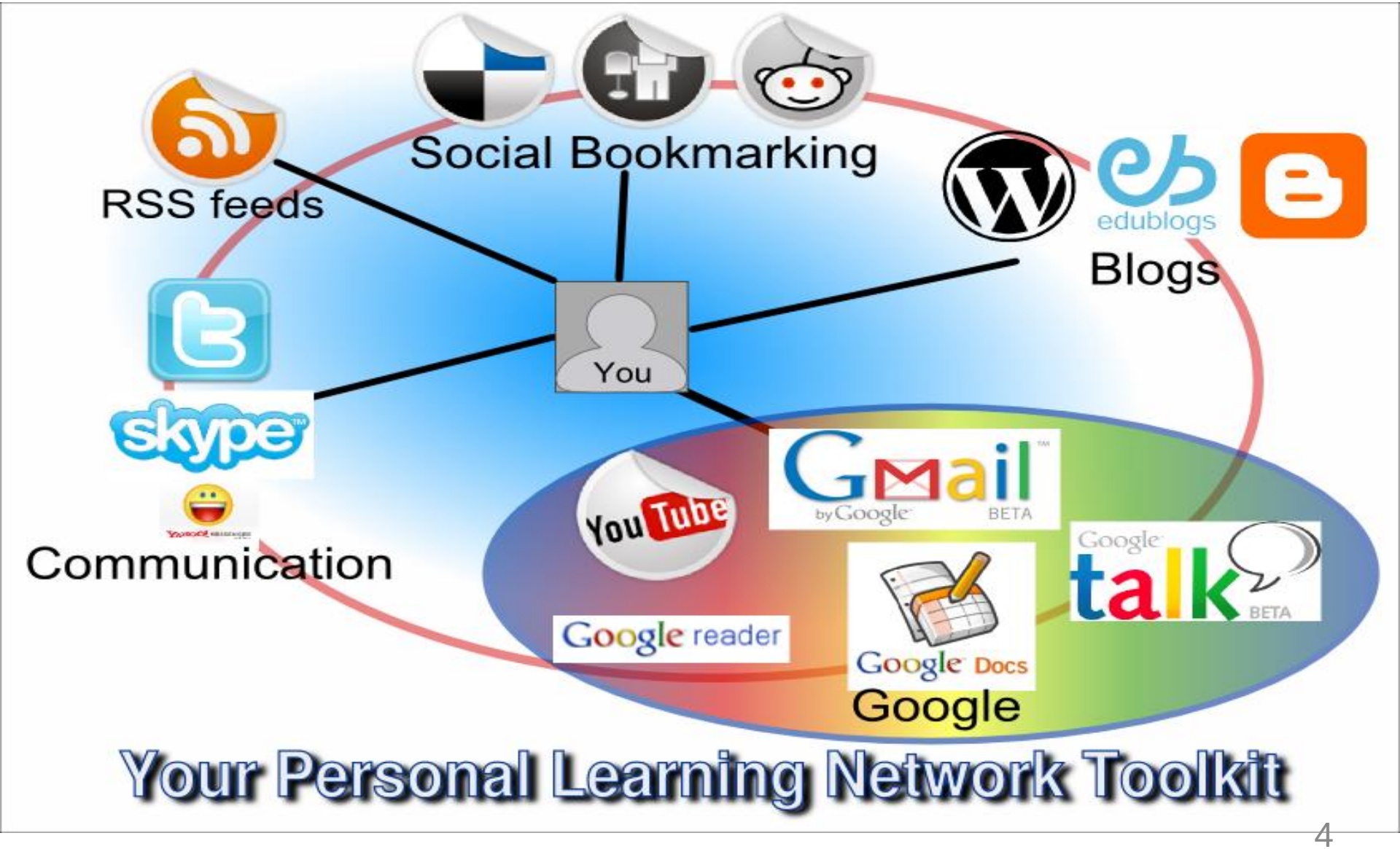

Data
Text
What's to tell?
Images
Videos

VISION

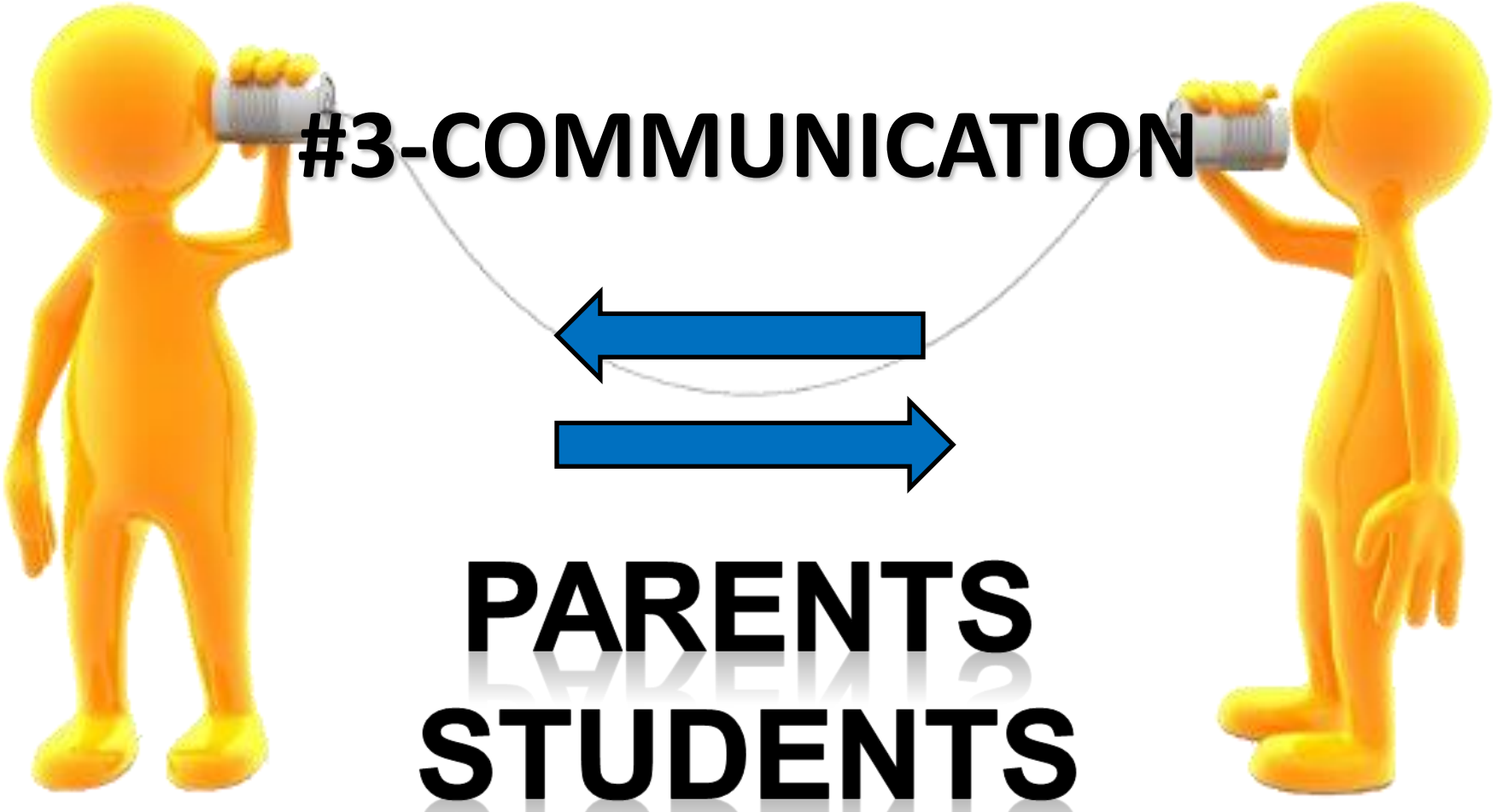
Storify

IF YOU DON'T TELL YOUR STORY
SOMEONE ELSE WILL!

#2- LEARNING


RSS feeds
Social Bookmarking
Blogs
edublogs
You
skype
Communication
YouTube
Gmail by Google BETA
Google reader
Google Docs
Google talk BETA
Google
Your Personal Learning Network Toolkit

#3-COMMUNICATION



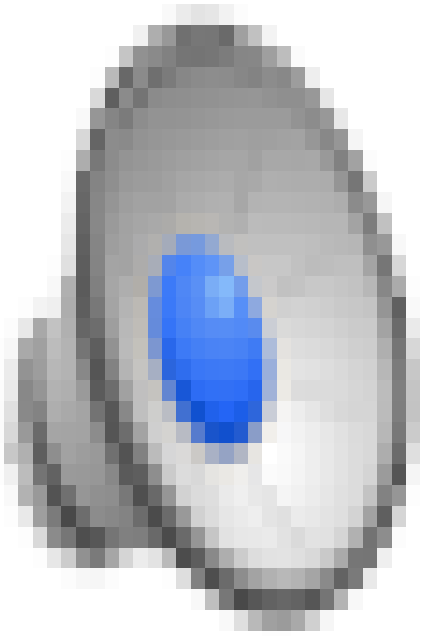
PARENTS
STUDENTS
COMMUNITY
EDUCATORS

#4-BRANDING

STORY = YOUR BRAND

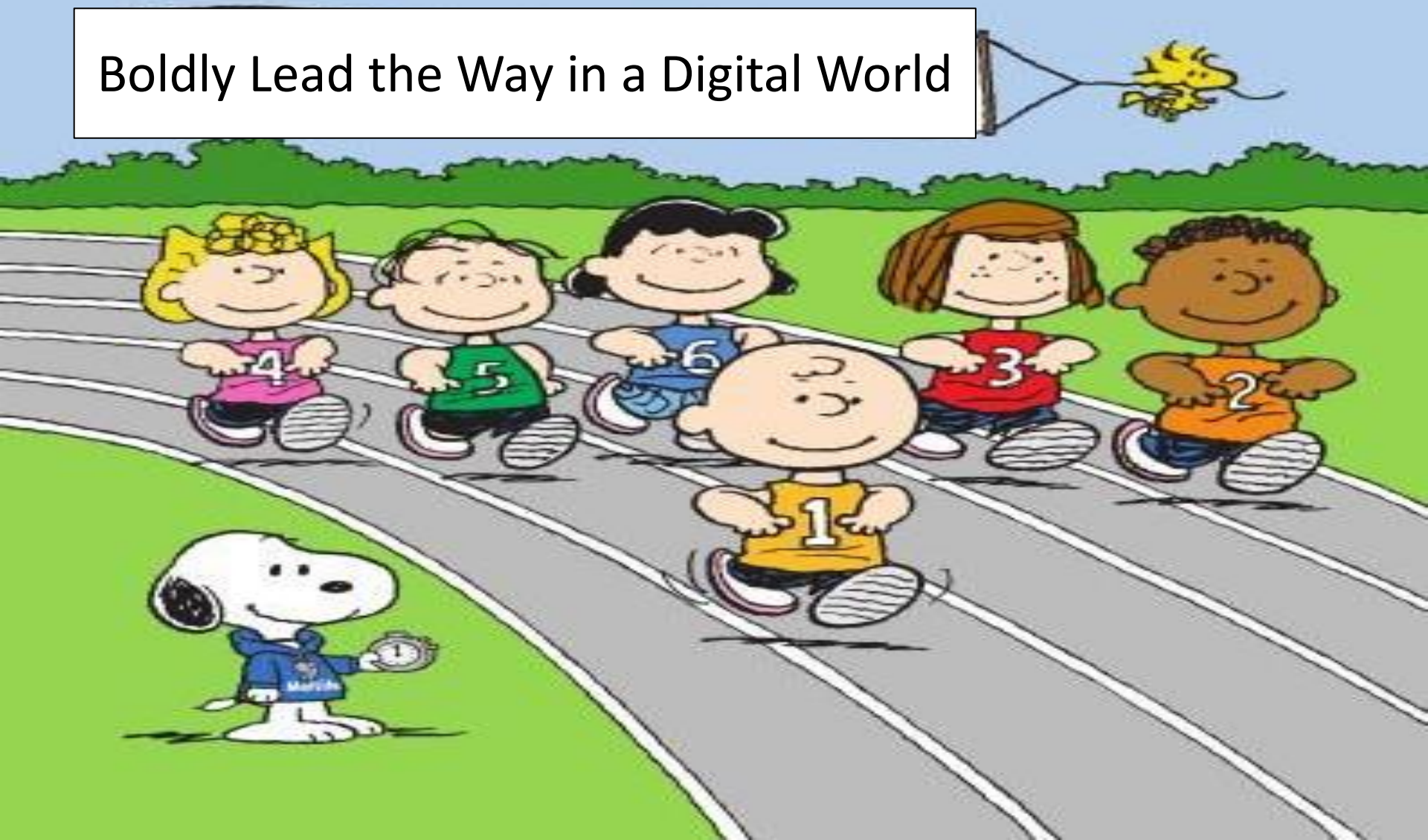
INNOVATION

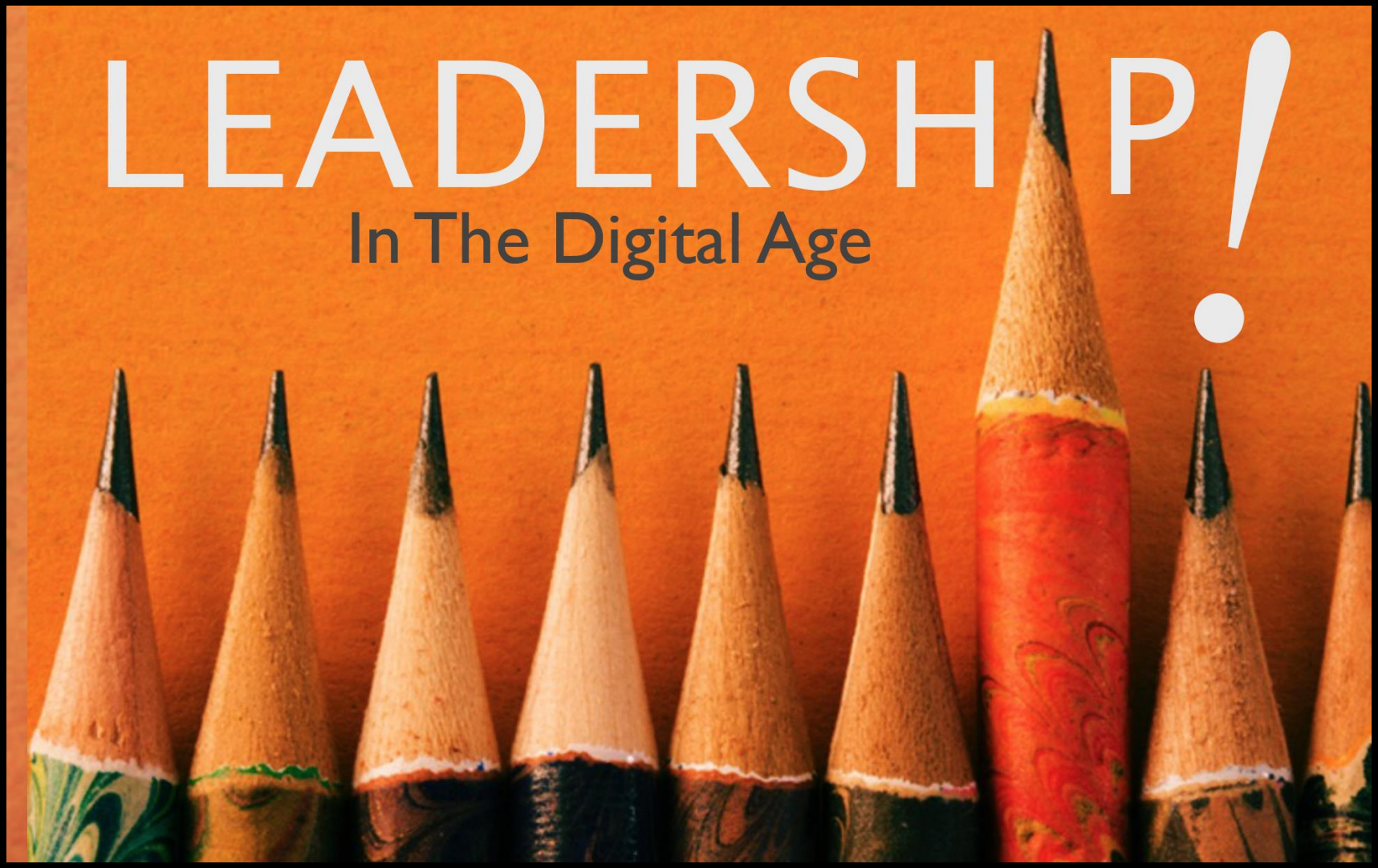
inspiration

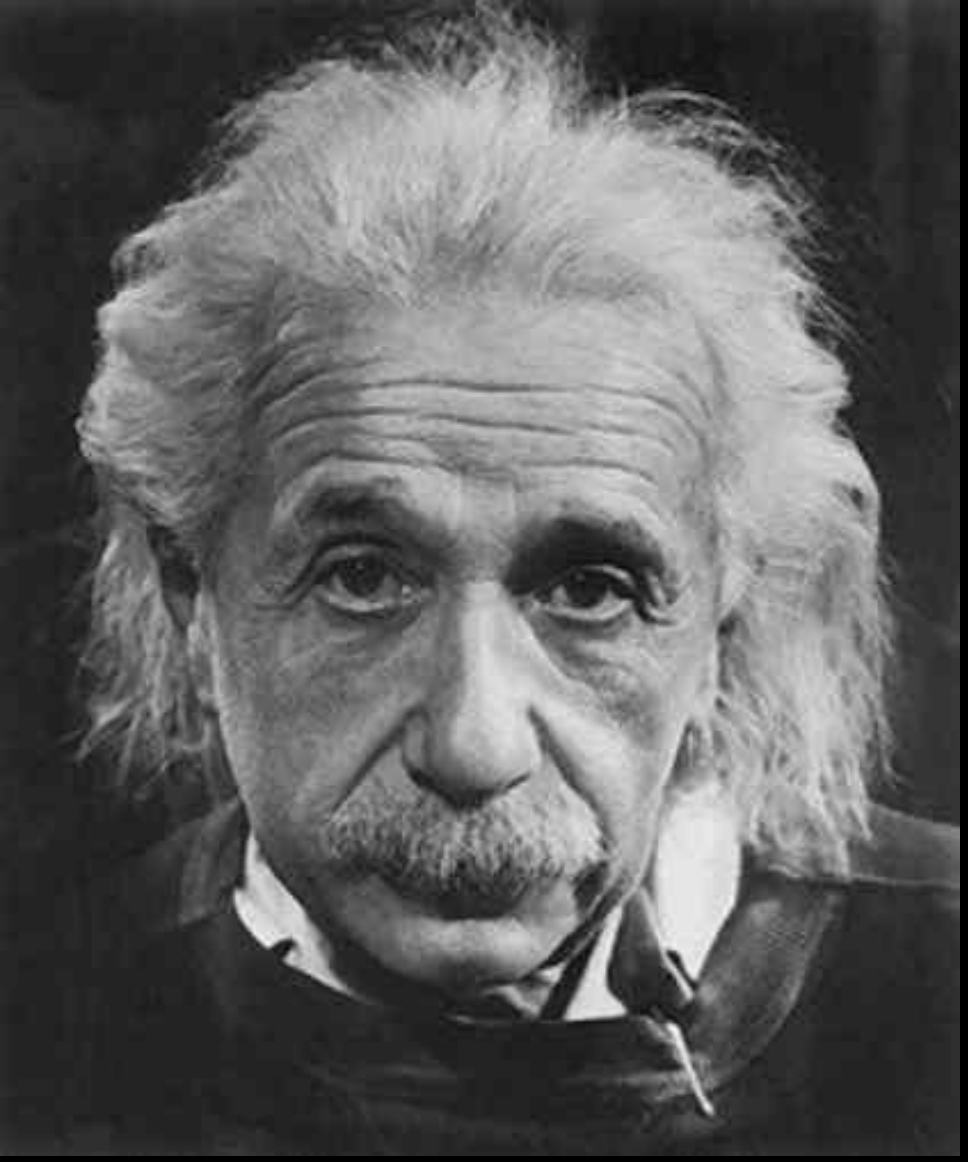


Skill Set: Balance Continuity & Change

A leader maintains the relationships and procedures that "work" and are efficient in design, and also adapts to and embraces change – leading the way for her or his followers.




LEADERSHIP!
In The Digital Age



Albert Einstein

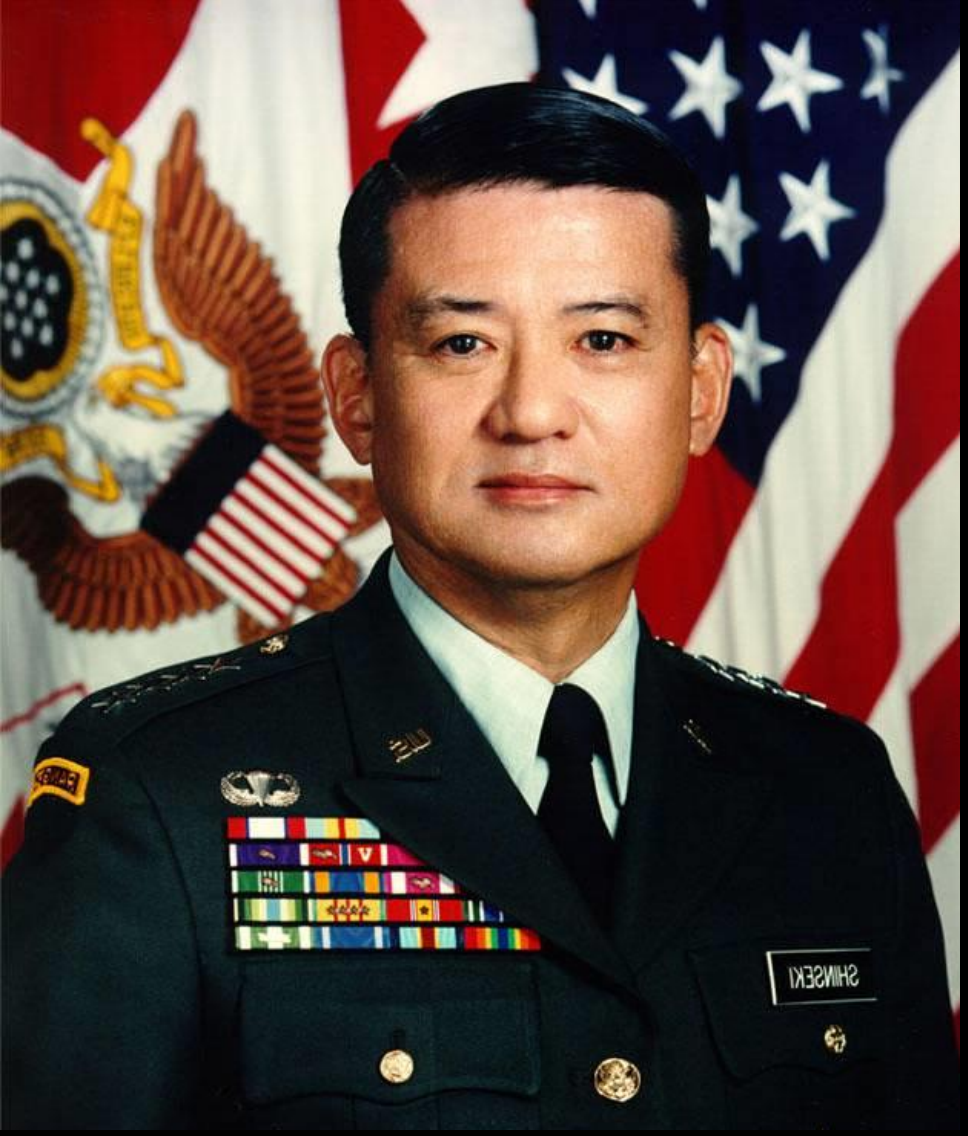
"Insanity: doing the same thing over and over again and expecting different results."

If there is one thing that is certain about the future it is this:

Sticking with the status quo will grow increasingly expensive.

SAFE

is the riskiest thing we can be.

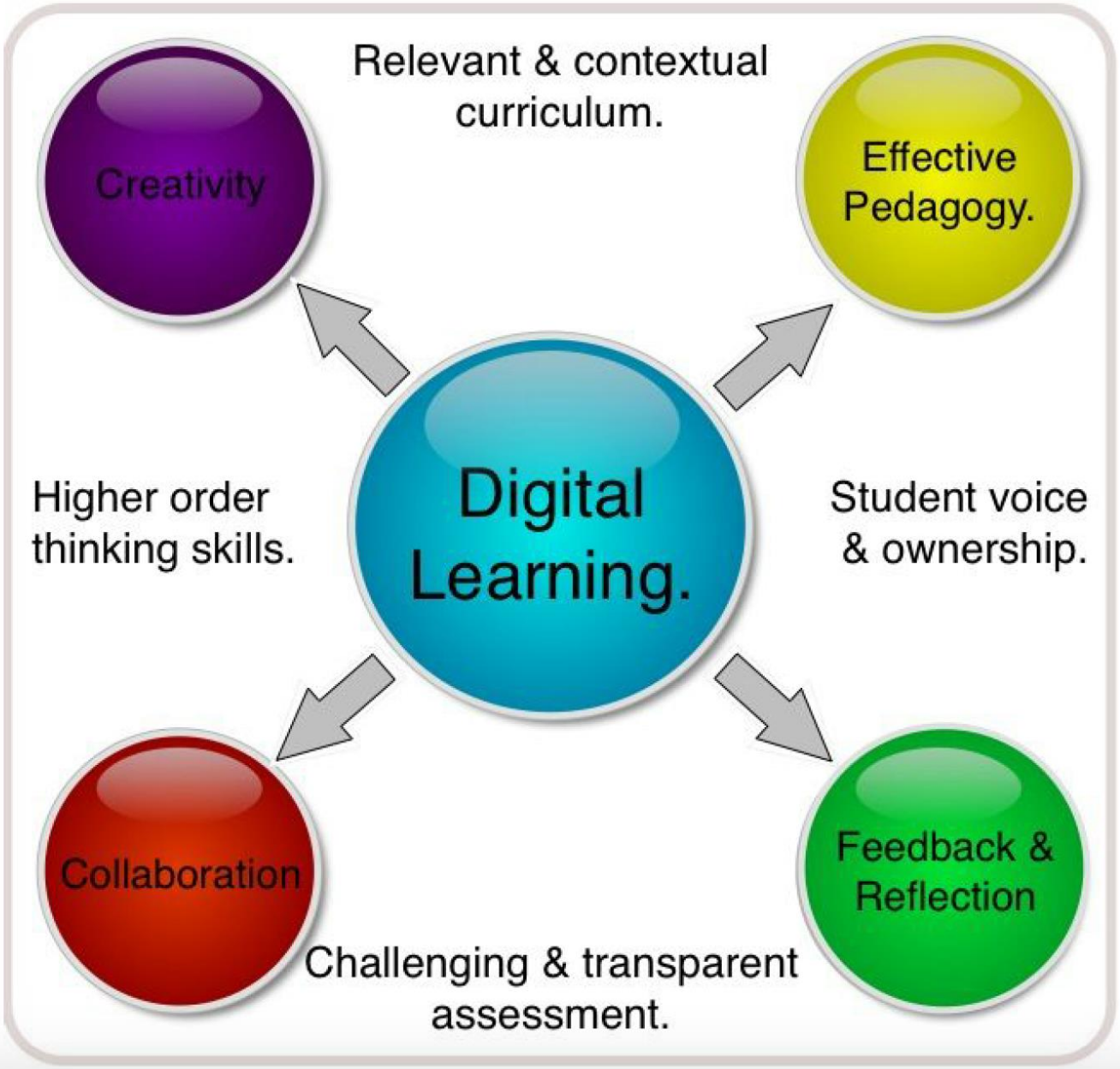


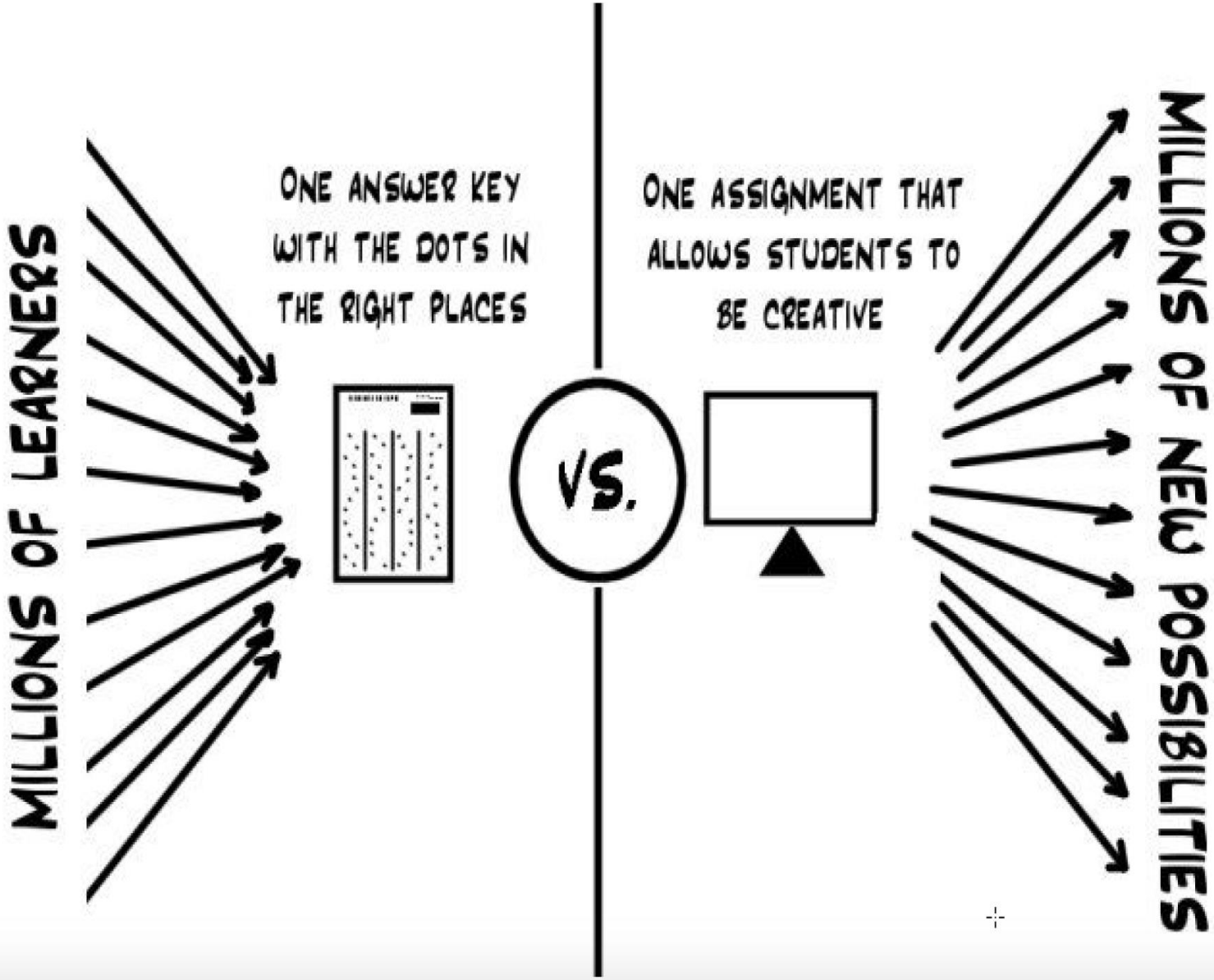
General
Eric Shinseki

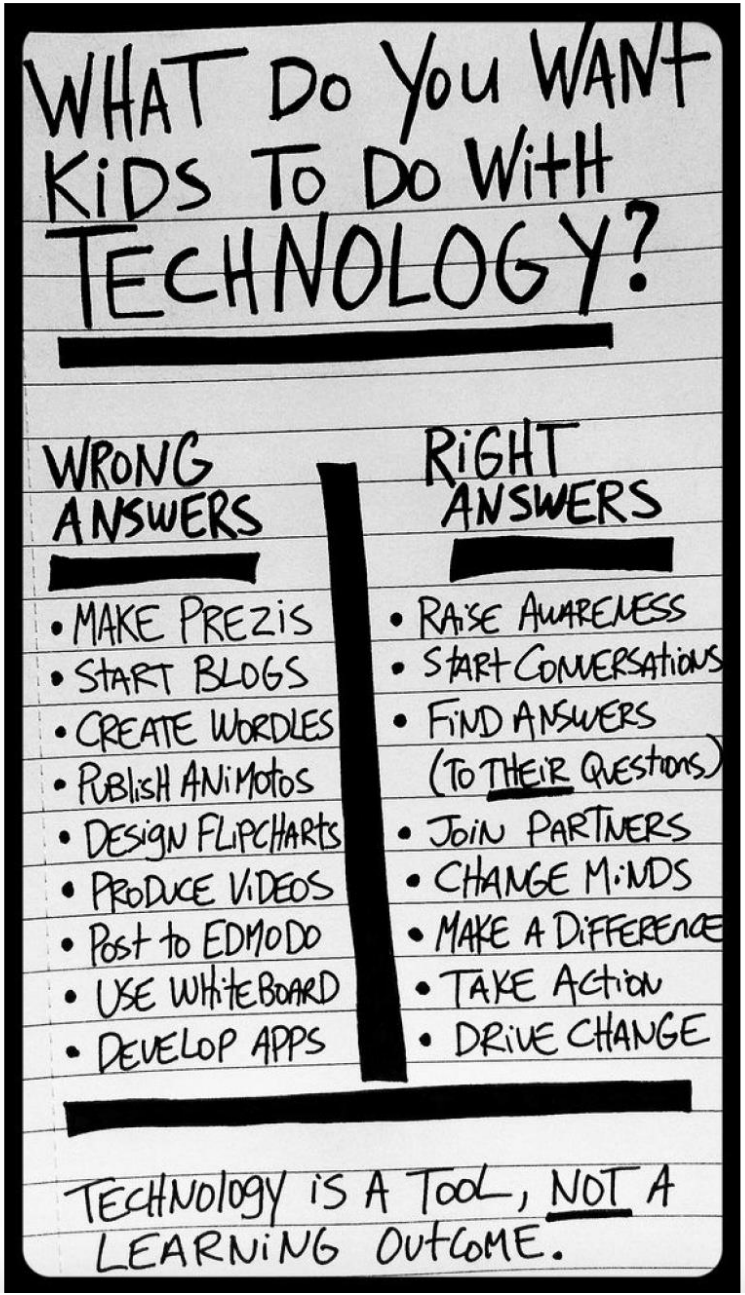
"If you don't like change, you're going to like irrelevance even less."

SCHOOL

LIFE


Relevant & contextual curriculum.
Creativity
Effective Pedagogy.
Higher order thinking skills.
Digital Learning.
Student voice & ownership.
Collaboration
Feedback & Reflection
Challenging & transparent assessment.


MILLIONS OF LEARNERS
ONE ANSWER KEY WITH THE DOTS IN THE RIGHT PLACES
VS.
ONE ASSIGNMENT THAT ALLOWS STUDENTS TO BE CREATIVE
MILLIONS OF NEW POSSIBILITIES


WHAT DO YOU WANT KIDS TO DO WITH TECHNOLOGY?
WRONG ANSWERS
• MAKE PREZIS
• START BLOGS
• CREATE WORDLES
• PUBLISH ANIMOTOS
• DESIGN FLIPCHARTS
• PRODUCE VIDEOS
• POST TO EDMODO
• USE WHITEBOARD
• DEVELOP APPS
RIGHT ANSWERS
• RAISE AWARENESS
• START CONVERSATIONS
• FIND ANSWERS (TO THEIR QUESTIONS)
• JOIN PARTNERS
• CHANGE MINDS
• MAKE A DIFFERENCE
• TAKE ACTION
• DRIVE CHANGE
TECHNOLOGY IS A TOOL, NOT A LEARNING OUTCOME.

The Conversation
The Art of Listening, Learning, and Sharing
Brought to you by
Brian Solis and JESS3
Social Bookmarks
Comment & Reputation
Crowdsourced Content
Pictures
Blog Platforms
LiveCasting - Video and Audio
Blogs/Conversations
Wiki
Blog Communities
Music
Micromedia
Events
Lifestreams
Documents
Specific to Twitter
Video Aggregation
SMS/Voice
Video
Social Networks
Location
Niche Networks
Customers Service Networks

Can you...

Remember
Understand
Apply
Analyze
Evaluate
Create
fotobabble
read
skype
Wordle
shelfu
voicethread
wikispaces
PIC LITS
starfall
KIDBLOG
Go!
Tube
http://learntechnology.com
Kelly Tenkely 2010

21st Century Skills & Literacy

21st Century Skills & Literacy

Where are we today?

Browse horizontally across the *21st Century Skill & Literacy.*

***Put* a *'checkmark'* if you are familiar with the skill.**

Go through the 6 Skills from top to bottom.

Sum up the total and see your Score!.

✓✓

✓✓✓

✓✓✓

✓✓✓✓

✓✓✓✓

✓✓✓

Total: 19

Your 21th Century Skills & Literacy score is as below,

(Total)19 X 100%
54

Literacy Score = 35%

What is digital leadership?

ERIC SHENINGER

DIGITAL LEADERSHIP

Changing Paradigms for Changing Times

Foreword by YONG ZHAO

A JOINT PUBLICATION

CORWIN
A SAGE Company

ONTARIO PRINCIPALS' COUNCIL

International Center for Leadership in Education

Pillars of Digital Leadership

Eric Sheninger

As schools change, leadership must as well.

With society becoming more and more reliant on technology, it is incumbent upon leaders to harness the power of digital technologies in order to create school cultures that are transparent, relevant, meaningful, engaging, and inspiring. In order to set the stage for increasing achievement and to establish a greater sense of community pride for the work being done in our schools, we must begin to change the way we lead. To do this, leaders must understand the origins of fear and misconceptions that often surround the use of technology, such as social media and mobile devices.

So how would one define digital leadership? I think it is important to first look at the concept of leadership in general. Wikipedia defines leadership as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Kevin Kruse defines it as "a process of social influence, which maximizes the efforts of others, towards the achievement of a

changing entity are school buildings and many of the leaders that reside within their walls.

Digital leadership takes into account recent changes such as ubiquitous connectivity, open-source technology, mobile devices, and personalization. It represents a dramatic shift from how schools have been run and structured for over a century. What started out as a personal use of technology has

where to begin. Digital leadership is not about flashy tools, but a strategic mindset that leverages available resources to improve what we do, while anticipating the changes needed to cultivate a school culture focused on engagement and achievement. It is a transformed construct of leadership that

> The basic tenets of leadership are still valuable and needed for our schools to succeed. These foundational elements will never change. However, the changing times, as well as society's reliance on technology, demand an evolution of leadership practices to create schools that our learners deserve and need to succeed in today's world. It all begins with trust. Digital leaders must give up control and trust students and teachers to use real-world tools to unleash creativity and a passion for learning. The time is now,

use real-world tools to unleash creativity and a passion for learning. The time is now, whether you are a district, building level or teacher leader, to boldly move schools forward into the digital age. Only then will we be able to create and sustain a digital learning culture that is relevant, meaningful, applicable, and provides all students with the skills to succeed.

Once the fears and misconceptions are placed on the table, leaders can begin to establish a vision for the effective use of technology to improve numerous facets of leadership. The challenge for school leaders is why, how, and

7 Pillars of Digital Leadership in Education

1. Communication

Leaders can now provide stakeholders with relevant information in real time through a variety of devices. No longer do static, one-way methods such as newsletters and websites suffice. Important information can be communicated through various free social media tools and simple implementation strategies in order to meet stakeholders in the digital age. Digital leadership is about engaging all stakeholders in two-way communication.

Moving from Digital Citizenship to Digital Leadership

Digital Citizenship: Using the Internet and Social Media in a responsible and ethical way

Digital Leadership: Using the Internet and Social Media to improve the lives, well-being and circumstances of others - George Couros

I am a responsible **Digital Citizen.**
I use the internet and Social Media...

1. To share appropriate stories, images, videos and ideas with friends and family.
2. I have a positive digital footprint.
3. I give due credit when I share an idea, image or video.
4. I treat others the way I would like to be treated.
5. I report inappropriate online behaviour.

I am an inspirational **Digital Leader.**
I use the internet and Social Media...

1. To learn and share learning.
2. To empower others with no voice.
3. To address societal inequality.
4. To promote important causes.
5. To be a more positive influence in the lives of others.

How to make the transition? Find a passion and start influencing others to make a positive change!

By @sylviaduckworth & @JCasaTodd

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RIGOROUS LEARNING FOR ALL STUDENTS

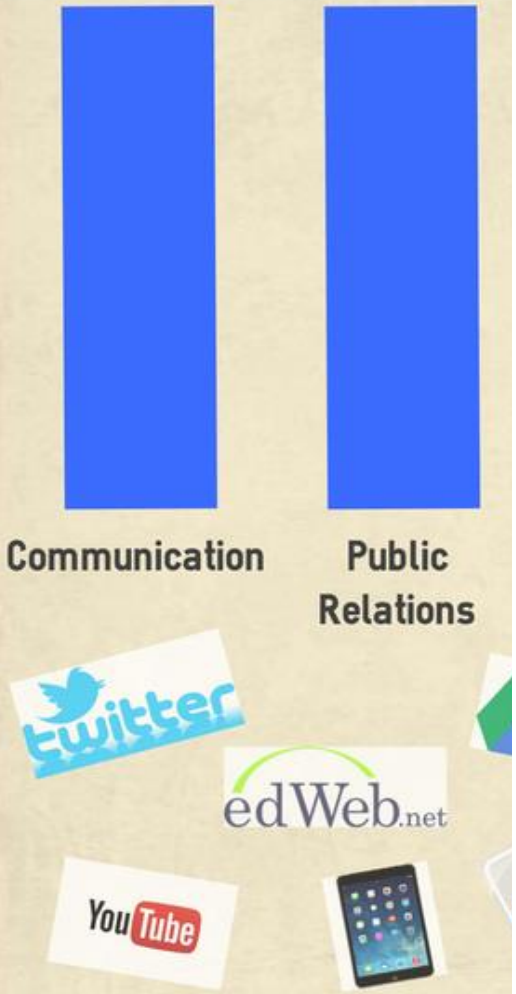
Digital Leadership

Communication

1. Communication

Leaders can now provide stakeholders with relevant information in real time through a variety of devices. No longer do static, one-way methods such as newsletters and websites suffice. Important information can be communicated through various free social media tools and simple implementation strategies in order to meet stakeholders in the digital age. Digital leadership is about engaging all stakeholders in two-way communication.

Digital Leadership



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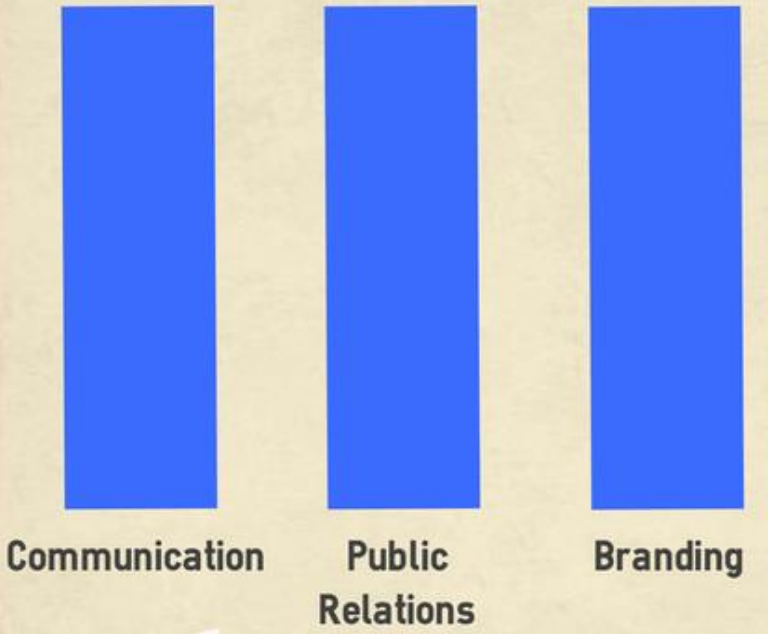
2. Public Relations

If we don't tell our story, someone else will, and more often than not, another's version will not be the one we want told. Leaders need to become storytellers-in-chief. We can now form the foundation of a positive public relations platform using free social media tools where we control the content. By doing so, we create the means by which we share all of the positives associated with our schools, and create a much needed level of transparency in an age of negative rhetoric toward education.

Infographic by @stretcheducate

Concepts from Eric Sheninger's book "Digital Leadership"

Digital Leadership



3. Branding

Businesses have long understood the value of branding and its impact on current and potential consumers. Leaders can leverage social media tools to create a positive brand presence that emphasizes the positive aspects of school culture, increases community pride, and helps to attract/retain families when looking for a place to send their children to school.

Infographic by @stretcheducate

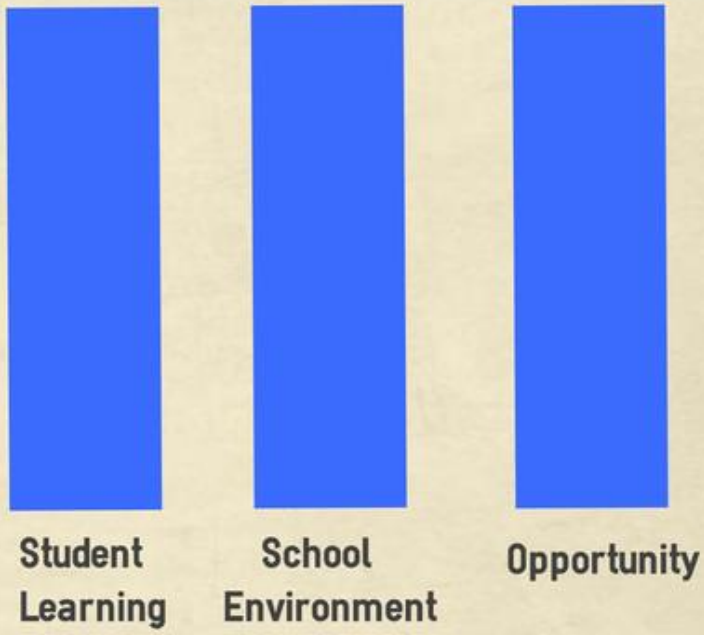
Concepts from Eric Sheninger's book "Digital Leadership"

Digital Leadership

4. Student Engagement/Learning

We cannot expect to see increases in achievement if students are not learning. Students that are not engaged are not likely to be learning. Leaders need to understand that schools should reflect real life and allow students to apply what they have learned through the use of the tools they are using outside of school.

Digital leaders understand that we must put real-world tools in the hands of students and allow them to create artifacts of learning that demonstrate conceptual mastery. This is an important pedagogical shift as it focuses on enhancing essential skill sets—communication, collaboration, creativity, media literacy, global connectedness, critical thinking, and problem solving – that society demands. With a solid pedagogical



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USTREAM
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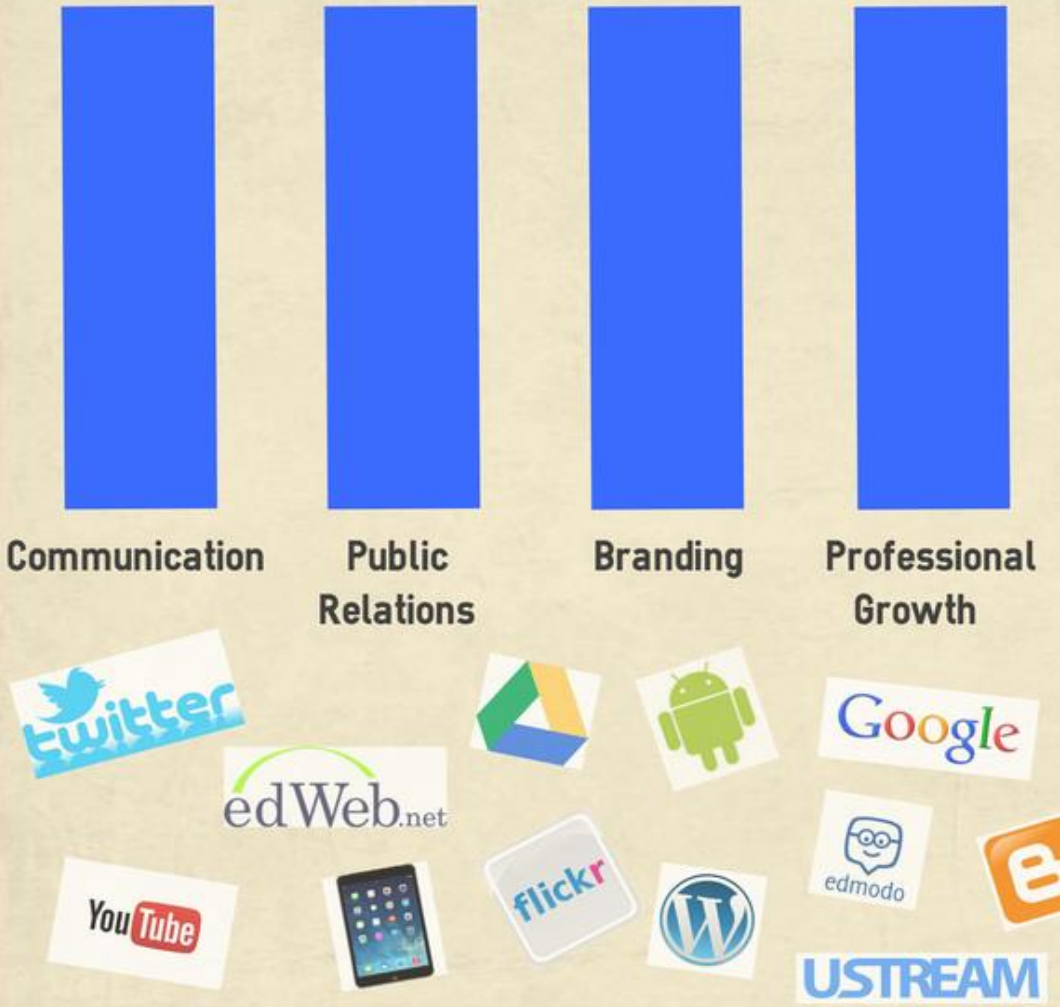

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5. Professional Growth/Development

With the rise of social media, schools no longer have to be silos of information and leaders do not have to feel like they are on isolated islands that lack support and feedback. Leaders can form their own Personal Learning Network (PLN) to meet our diverse learning needs, acquire resources, access knowledge, receive feedback, connect with both experts in the field of education as well as practitioners, and discuss proven strategies to improve teaching, learning, and leadership. There are also new and exciting ways to acknowledge both formal and informal learning through the use of digital badges, as opposed to more antiquated systems that focus on contact hours instead of learning. To remain relevant and on the cutting edge, leaders need to be cognizant of how to harness and leverage a slew of free tools to follow their learning passions.

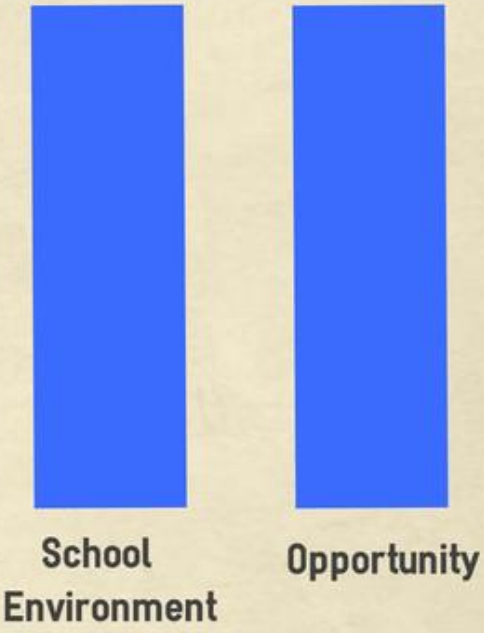
Infographic by @stretcheducate

Concepts from Eric Sheninger's book "Digital Leadership"

Digital Leadership

6. Re-envisioning Learning Spaces and Environments

Once leaders understand the pillars and how to use them to initiate sustainable change, the next step is to begin to transform learning spaces and environments that support essential skill sets and are aligned with the real world. Leaders must begin to establish a vision and strategic plan to create an entire school building dedicated to learning in a more digital world. In order to do so, leaders must be knowledgeable of the characteristics and dynamics that embody innovative learning spaces and environments such as Bring Your Own Device (BYOD), blended learning, the flipped classroom, gamification, makerspaces, and virtual learning.



Digital Leadership

7. Opportunity

It is important for leaders to consistently seek out ways to improve existing programs, resources, and professional development. Digital leaders leverage connections made through technology and increase opportunities to make improvements across multiple areas of school culture.

Opportunity

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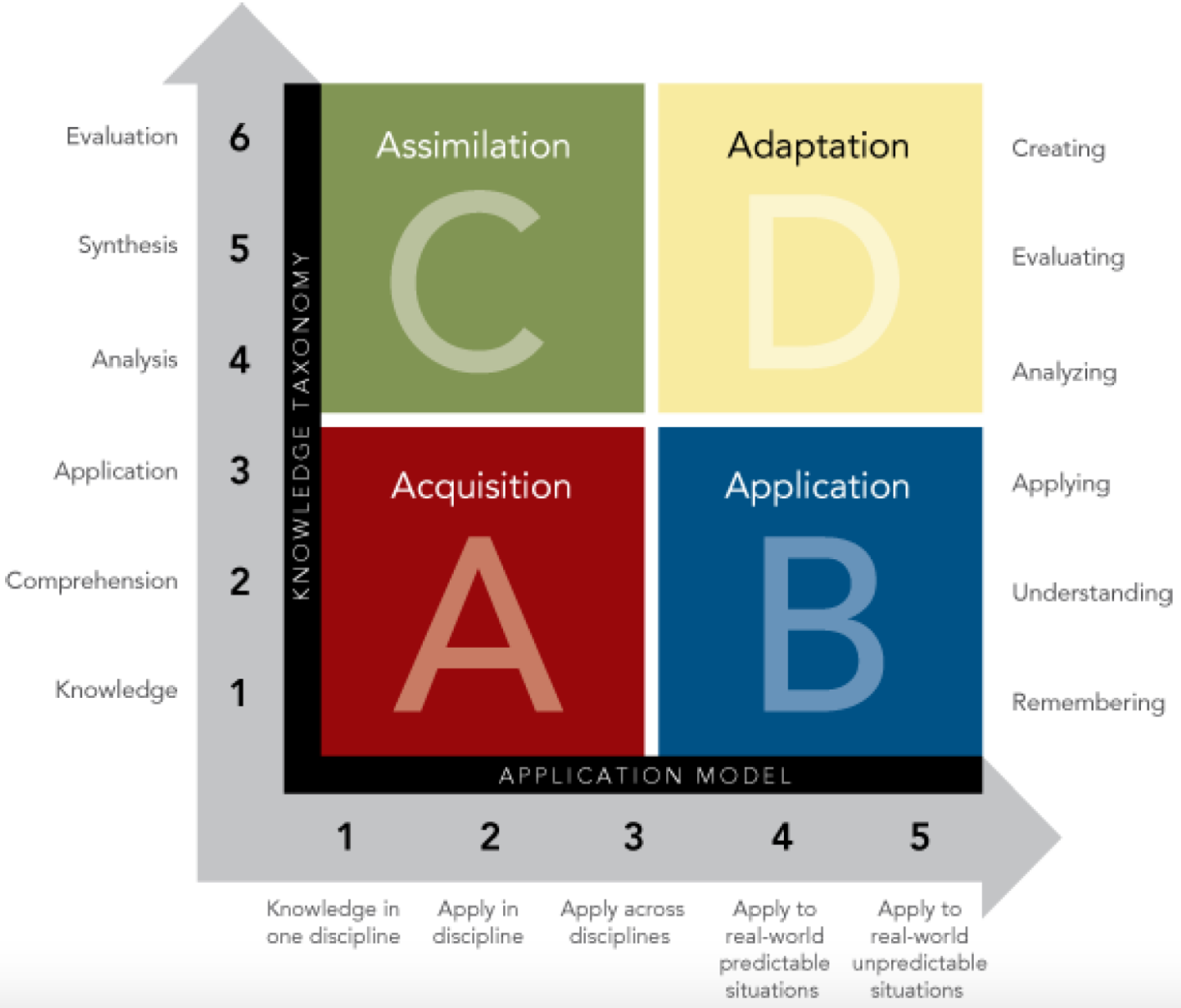

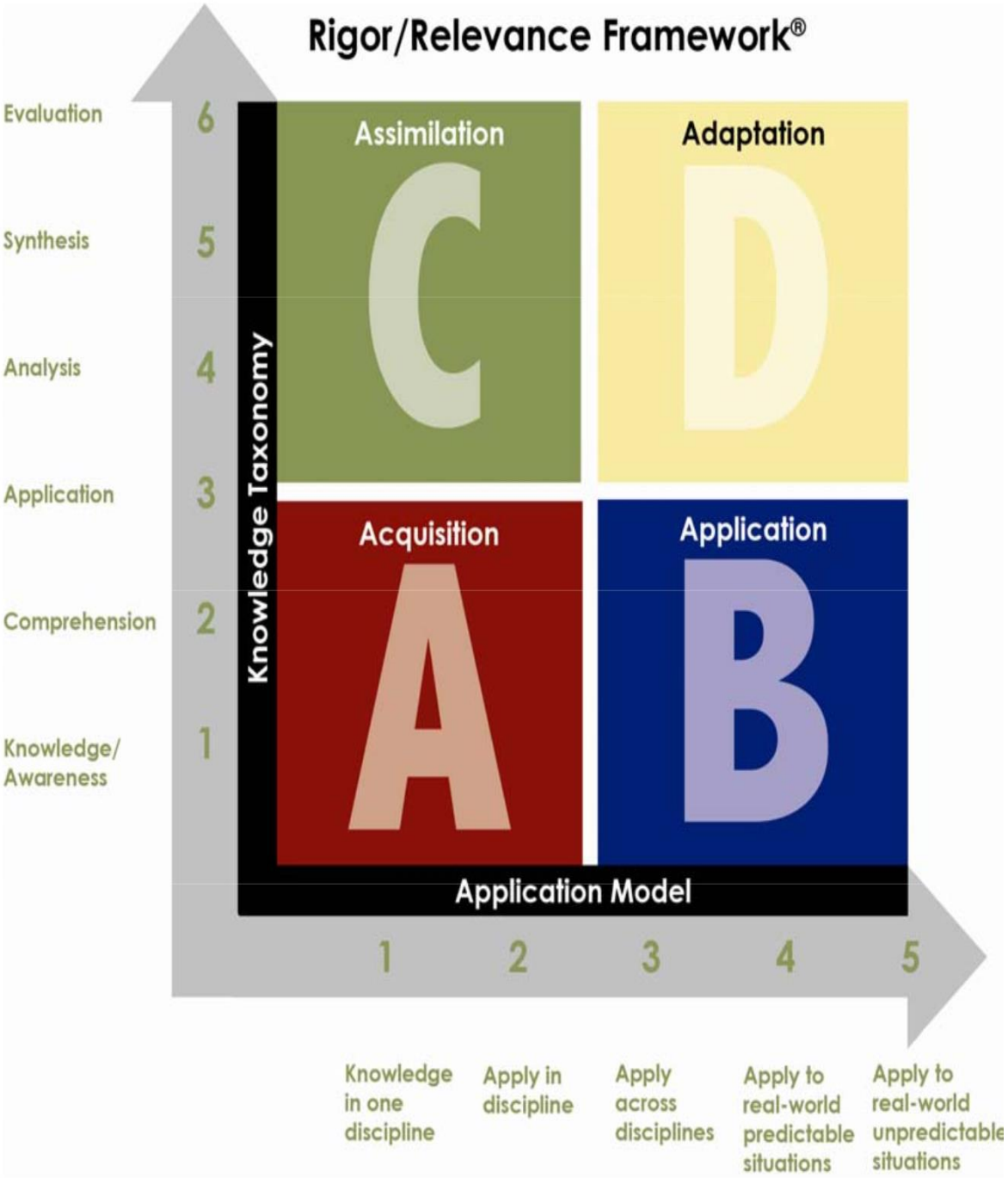

Technology Use by Quadrant

Quadrant C	Quadrant D
• Programming • Editing • Monitoring • Testing • Hyperlinking • Validating resources • Media clipping/cropping • Photos/Video • Reverse engineering • Cracking	• Mashing-mixing/remixing • Broadcasting • Podcasting • Composing • Audio casting • Digital storytelling • Blog comments • Reviewing • Collaborating • Networking • Directing • Photo/video blogging • Animating
Quadrant A	**Quadrant B**
• Word doc • Bullets and lists • Internet searching • Highlight-selecting • Creating and naming folders • Using a mouse • Typing • Editing • Loading	• Google docs • Blogs • Posting – social media • Web authoring • Advanced searching • Tagging • Subscribing to RSS feed • Annotating • Replying – commenting • Social bookmarking • Texting • Sharing

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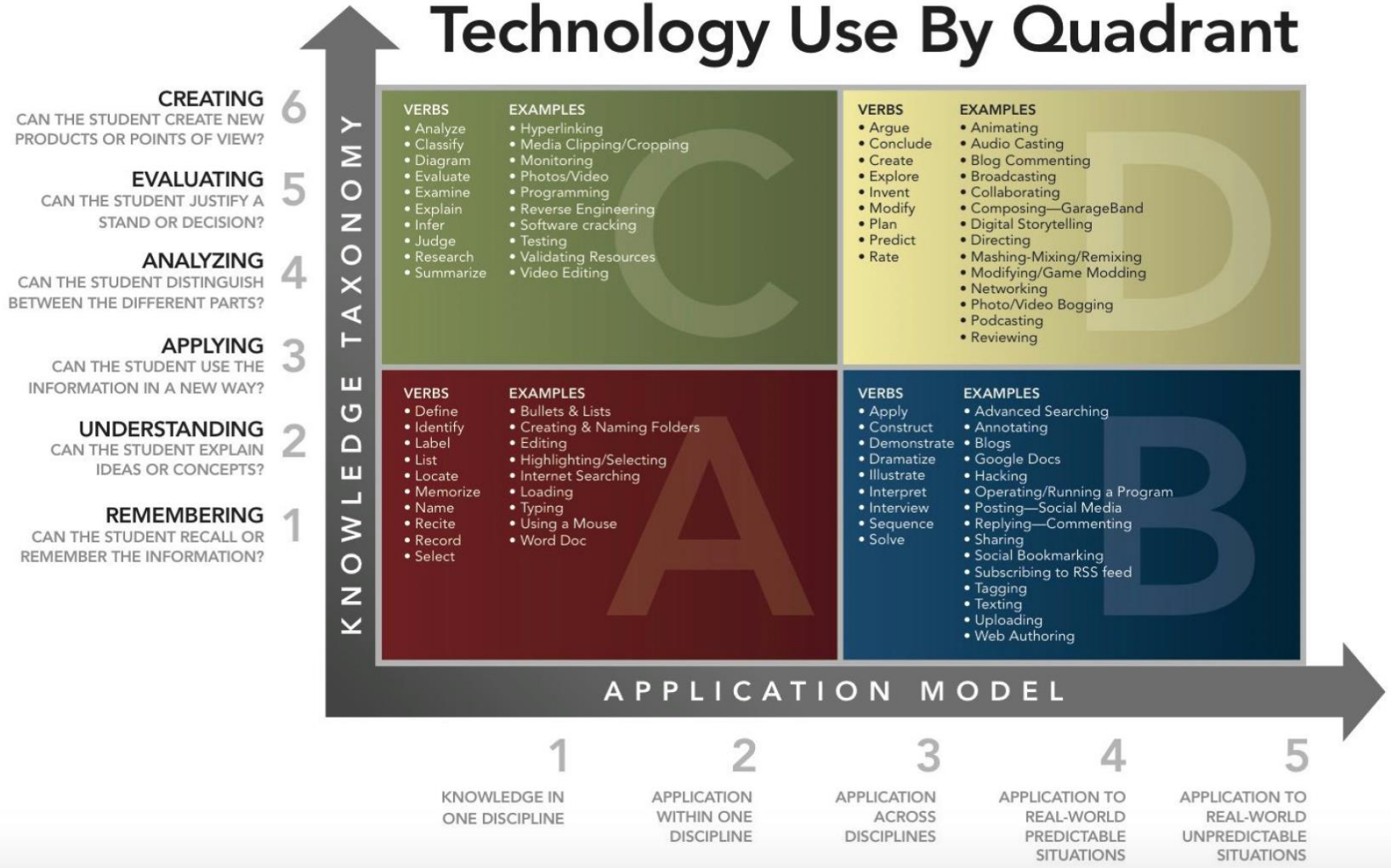
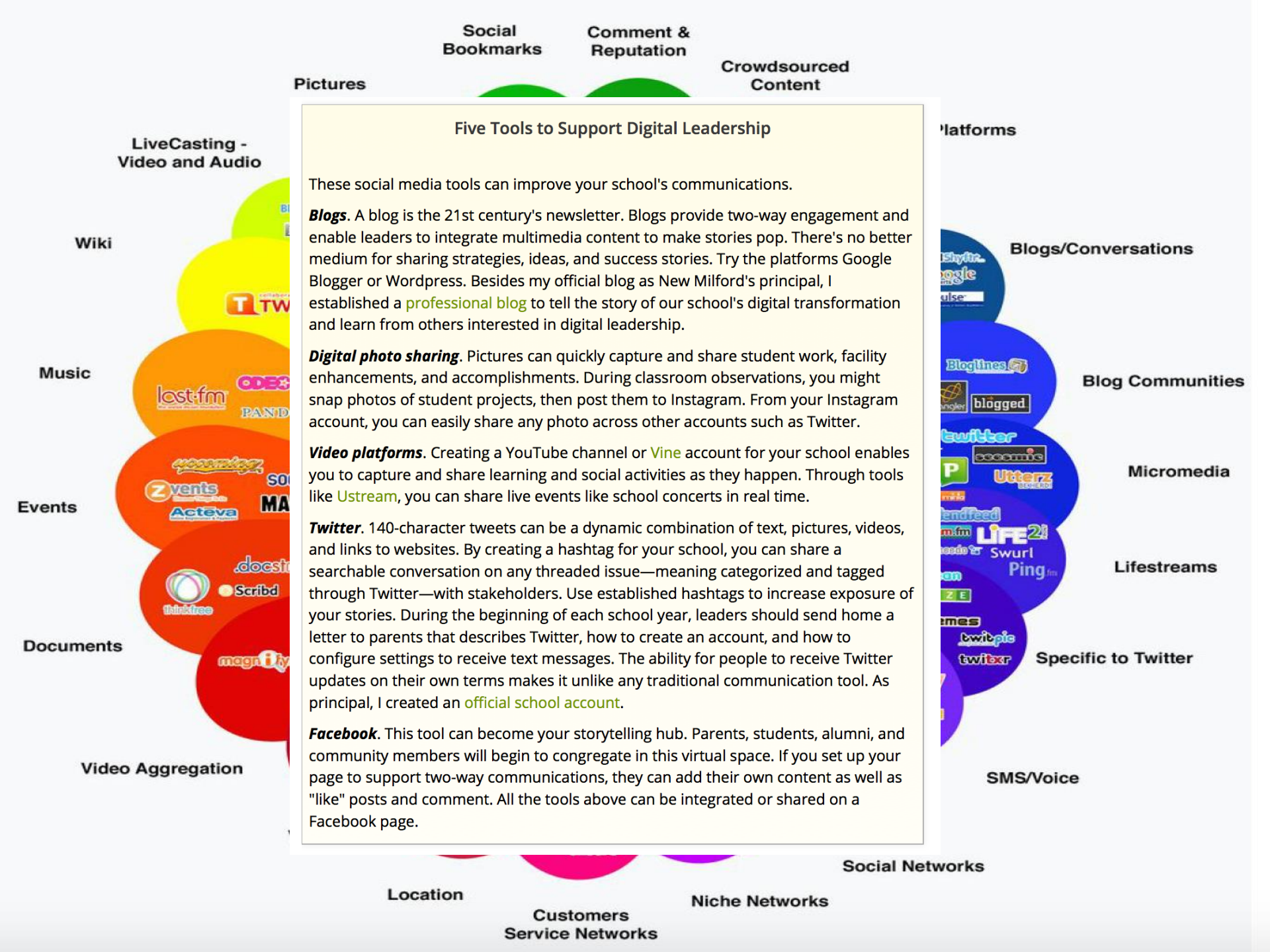
Technology Use By Quadrant





Five Tools to Support Digital Leadership

These social media tools can improve your school's communications.

Blogs. A blog is the 21st century's newsletter. Blogs provide two-way engagement and enable leaders to integrate multimedia content to make stories pop. There's no better medium for sharing strategies, ideas, and success stories. Try the platforms Google Blogger or Wordpress. Besides my official blog as New Milford's principal, I established a professional blog to tell the story of our school's digital transformation and learn from others interested in digital leadership.

Digital photo sharing. Pictures can quickly capture and share student work, facility enhancements, and accomplishments. During classroom observations, you might snap photos of student projects, then post them to Instagram. From your Instagram account, you can easily share any photo across other accounts such as Twitter.

Video platforms. Creating a YouTube channel or Vine account for your school enables you to capture and share learning and social activities as they happen. Through tools like Ustream, you can share live events like school concerts in real time.

Twitter. 140-character tweets can be a dynamic combination of text, pictures, videos, and links to websites. By creating a hashtag for your school, you can share a searchable conversation on any threaded issue—meaning categorized and tagged through Twitter—with stakeholders. Use established hashtags to increase exposure of your stories. During the beginning of each school year, leaders should send home a letter to parents that describes Twitter, how to create an account, and how to configure settings to receive text messages. The ability for people to receive Twitter updates on their own terms makes it unlike any traditional communication tool. As principal, I created an official school account.

Facebook. This tool can become your storytelling hub. Parents, students, alumni, and community members will begin to congregate in this virtual space. If you set up your page to support two-way communications, they can add their own content as well as "like" posts and comment. All the tools above can be integrated or shared on a Facebook page.

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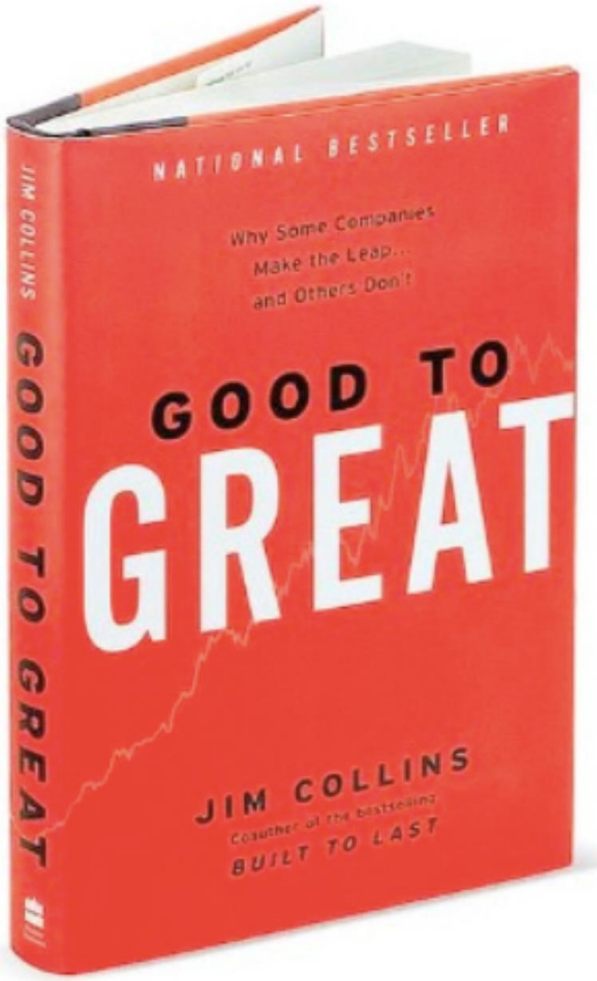
WHAT'S YOUR NEXT STEP?

COURAGE?

COMFORT!



Good is the enemy of Great.

When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up.

I wrote down 'happy'.

They told me I didn't understand the assignment, and I told them they didn't understand life.

John Lennon