THREE LEADERSHIP STYLES WORTH CONSIDERING AS INDIANA EDUCATIONAL TECHNOLOGY LEADERS

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FRIDAY MAY 16, 2014
WELCOME

• School/district directors or leaders of technology!
• Chief technology officers.
• If you’re in involved in technology leadership in any way.
OBJECTIVES

• By the end of this session, you will be able to:
  • 1). Clearly identify what technology leadership means to you.
  • 2). Evaluate yourself as a change leader: do I have what it takes?
  • 3). Perceive yourself as a servant leader: do I know why I am here doing what I am doing?
  • 4). Affirm yourself as a moral leader: do I do what I do because it is the right thing to do?
How did I get to be a technology leader?

• Some of us were AV directors who provided record players, overhead projectors, slide projectors and 16 mm film projectors.

• Some of us were English, Math, Science or Computer Lab teachers.

• Some of us were Librarians or had a degree in computers.

• Share your story of how you became a tech leader with the person beside you.
What does it mean to be a leader?

- Review the handout: Thoughts on Leadership.
- Which quote speaks to your experience?
- What kind of technology leader are you?
- Share this with a person beside you.
Why Technology Leaders are Important?

• The efficacy of the Technology department and its leaders affects every student, teacher, staff member, administrator and parent in the district.

• Therefore we need to be careful about the selection, the placement in the organizational structure, the job description and performance expectations of this position in our schools. (Doug Johnson, Ed Leadership, April 2013)
As a technology leader, if you get questions about the following issues, raise your hands

• Large data systems
• Classroom voice amplification systems
• Interactive whiteboards
• Every type of computing hardware system
• Social networking uses and abuses
• Acceptable use policies
• Technology ethics and digital citizenship
As a technology leader, if you get questions about the following issues, raise your hands

• Application of hardware and software in every curricular area and grade level
• Collective purchasing programs
• State and federal laws surrounding technology data privacy
• E-rate eligibility
• E-books and digital textbooks
• Security systems.
• Other issues?
THREE THEORIES OF LEADERSHIP THAT IDENTIFY TECHNOLOGY LEADERSHIP TODAY

• Change Leadership, Fullan, 2013
THREE THEORIES OF LEADERSHIP THAT IDENTIFY TECNOLOGY LEADERSHIP TODAY.

Servant Leadership
Greenleaf, 1970

Moral Leadership
Sergiovanni, 1992
• Fullan (1982, 1991) proposed that there are four broad phases in the change process: initiation, implementation, continuation, and outcome.  Image from [Sarah Fitzpatrick's site](#)
INITIATION

• The factors that affect the initiation phases include:
  • Existence and quality of innovations
  • Access to innovations
  • Advocacy from central administration
  • Teacher advocacy
  • External change agents SUCH AS?
## IMPLEMENTATION

### Characteristics of Change
- Need of change
- Clarity about goals and needs
- Complexity: the extent of change required to those responsible for implementation
- Quality and practicality of the program

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<tr>
<th>Characteristics of Change</th>
<th>Local Factors</th>
<th>External Factors</th>
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<td>The school district</td>
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- The school district
- Board of community
- Principal
- Teacher
- Government and other agencies
Continuation is a decision about institutionalization of an innovation based on the reaction to the change, which may be negative or positive. Continuation depends on whether or not:

- The change gets embedded/built into the structure (through policy/budget/timetable)
- The change has generated a critical mass of administrators or teachers who are skilled and committed to
- The change has established procedures for continuing assistance
OUTCOMES

• Outcomes
  Attention to the following perspectives on the change process may support the achievement of a positive or successful change outcome:
  • Active initiation & participation: change does not end in recognizing or initial context with the innovation, but starts with the contact and evolves along with the continuous interaction with it and the environmental changes that it brings forth
  • Pressure, support and negotiation
  • Changes in skills, thinking, and committed actions
  • Overriding problem of ownership
As Technology Leaders, What Can We Learn About Change?

• 1). See handout
  • A). Eight Basic Lessons About Change
  • B). How do these lessons apply to your technology leadership experiences?
Servant Leadership

• The concept of servant leadership was first introduced by Robert K. Greenleaf in 1970 and has reaped success for companies such as Southwest Airlines, ServiceMaster Company, U.S. Cellular and TTI Industries.

• Greenleaf wrote that a servant leader carefully makes sure that the highest priority needs of others are being met, leading to those people becoming "healthier, wiser, freer, more autonomous, more likely themselves to become servants."
Servant Leadership

The focus of Servant Leadership is on sharing information, building a common vision, self-management, high levels of interdependence, learning from mistakes, encouraging creative input from every team member, and questioning present assumptions and mental models."
What do Servant Leaders do?

- Devote themselves to serving the needs of organization members.
- Focus on meeting the needs of those they lead.
- Develop employees to bring out the best in them.
- Coach others and encourage their self expression.
- Facilitate personal growth in all who work with them.
- Listen and build a sense of community.
CHARACTERISTICS OF SERVANT LEADERSHIP: DO YOU HAVE A SENSE OF THESE AS AN INDIANA EDUCATIONAL TECHNOLOGY LEADER?

1. Calling
2. Listening
3. Empathy
4. Healing
5. Awareness
6. Persuasion
7. Conceptualization
8. Foresight
9. Stewardship
10. Growth
11. Building Community
12. Servant Leadership Development
REFERENCES


MORAL LEADERSHIP

• The HEART OF LEADERSHIP
  Has to do with what a person believes, values, dreams about and is committed to, the person’s personal vision. It is the person’s interior world, which becomes the foundation of his or her reality.
MORAL LEADERSHIP

• The HEAD OF LEADERSHIP

The head of leadership has to do with mindscapes or theories of practice that leaders develop over time to reflect on the situations they face.
MORAL LEADERSHIP

• The HAND OF LEADERSHIP

The hand of leadership is my decisions, actions and behaviors.
MORAL LEADERSHIP

• As Indiana Educational Technology Leaders, how do we balance the needs of the:
  • HEART
  • HEAD
  • HEART?
Some of the Moral Leadership Issues for Tech Leaders

• Privacy versus law.
• Categorizing Technology Use:
  • A). LoTI (Levels of Teaching Innovation) framework measures teachers implementation of the components of digital age technology.
  • B). SAMR (Substitution, Argumentation, Modification and Redefinition): is the learning enhancement or transformation?
More Moral Issues

• PLN’s (Professional Learning Networks): how are we continuing to learn? A good example is ASCD Smart Briefs or ASCD Edge. Other examples include blogs, podcasts and membership in the *Consortium for School Networking (CoSN)*: providing you with timely resources, materials, publications and information on technology and learning issues that matter to you.

• “*Constantly Learning. Courageously Leading.*”
More Moral Issues

• How do we make good technology choices?
• A). Which website to block?
• B). Should we allow You Tube?
• C). What strict passwords should be enforced?
• D). What PD should we offer for students, parents, teachers, staff and school leaders?
• E). What tech skills should we expect all students to master?
More Moral Issues

• A). How do we give electronic feedback to students and parents? (Edline and other programs)
• B). Use of iPads and student distractions.
• C). The new School library: How do we develop these social learning spaces into presentation and learning spaces?
• D). Other issues?
To be a Technology Leader today means:

• A). Being a change agent.
• B). Being a servant leader.
• C). Being a moral leader.

• THANKS for leading your fellow educators in change, as servants and as moral leaders!
Please complete the following KWL chart in your packet

**Topic:** What did you learn about yourself as an Indiana Educational Technology Leader?

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