

Behaviorism, cognitivism, constructivism (know – chen’s class, Christie presentation)

Diffusion of innovation-

Outline – key issues.

Annotated Bibliography

Leadership (Me)

Bolman, L. & Deal, T (2001). *Leading with soul: An uncommon journey of spirit*. Jossey-Bass.

Maria – advisor Steven – doing soul searching – John – Steve’s boss. Maria dies at the end after giving Steve advice and helping him on the road to being a better and successful leader after being given a promotion and his old tactics failed.

Book is broken down in the following sections: **Search** – discovering that your leadership style doesn’t work and need a new one. There are no instant solutions and often come when least expected. **Conviction** – Finding a place to start, find what your skills are what you are capable of. **Gifts of Leadership** – Authorship, Love, Power, Significance. **Sharing** – Using what you know to change your life and begin influencing by others by seeing your change for the better. **A New Life** – Steve became the person who began giving advice once he found himself.

Bolman, L. & Deal, T (2002, February). Leading with soul and spirit: Effective leadership in challenging times boils down to qualities such as focus, passion and integrity. *Administrator*. Retrieved February 6, 2006 from:
http://articles.findarticles.com/p/articles/mi_m0JSD/is_59_2/ai_82492230.

High level of frustration and burnout at American schools. Key qualities in effective teachers and leaders: **Focus** – have an internal compass and know where you’re going and don’t simply go with the flow. **Passion** – care about their work and making a difference. Don’t simply push papers and avoid trouble. **Wisdom** – learn from experience (both success and failure). See pattern an order where others can’t. **Courage** – make choices even with incomplete or contradictory information. Right or Wrong learn from outcome, there will always be opponents and naysayers. Sometime you won’t know outcome for years. Courage lets you move ahead. **Integrity** – source of honesty, depth, and moral compass that inspires trust and loyalty. Have core beliefs or a personal philosophy that influence everything else.

Spiritual Journey – always been central to human experience. A personal Journey to self betterment and overcoming life hazards, what ever they may be. Completion of journey to discover what makes you will allow you to also inspire others.

Leadership gifts – **Self authorship** – sense of pride and satisfaction when creating something that is uniquely ours. **Love/Caring** – compassion and concern for others. Social and ethical glue that holds any group or community together. **Power** – ability to give power to others to have others contribute and free personal energy for other projects. Influence and encourage others to do things (give others authorship). **Significance** – building shares and mutual respect in others. Shared faith and commitment to common purpose.

Meadows, D. H., & Wright, D. (2008). *Thinking in systems: A primer*. White River Junction, VT.: Chelsea Green Publishers.

The book has the following sections: **Part 1: System Structures and Behavior** - We must see the relationship between structure and behavior to see how systems (a set of things like people, cells, molecules that are all interconnected) work. A system is also more than the sum of its parts. Each component does something for the system which produces something greater than the small component. Systems have stocks that serve as buffers to change in a system. Which leads to feedback (loop) to increase or decrease flow into or out of a system to keep stock stable. **Part 2: Systems and Us** – Systems need to be managed for productivity and resilience. Everything is arranged hieratically (Corporate systems, military systems, ecological systems, living organisms). Systems are part of growing (book ex: self employed person gets too much work and begins hiring works and if successful start and organization with more workers and subsections (acct, HR, etc) **Part 3: Creating Change in Systems and in Our Philosophy** – Leverage Points. To stabilize a system often simply requires increasing the capacity of the buffer (stock). Delays in feedback loops causes system to respond to slowly to change (in a business you would either over or under inventory based on delayed information) Rules – to incentivize, punish or constraint systems. Self-Organization gives systems to power to change and evolve as needed to respond to outside factors by creating new or increasing/decreasing subsystems. Systems are not fully controllable or can be figured out, but we “can dance with them.” Information holds systems together. To effect change you need to be interdisciplinary, get the input and work with others from different disciplines.

Schwahn , C. & Spady, W. (1988, April). Why change doesn't happen and how to make sure it does. *Educational Leadership*. 55 (7), 45-7.

A concrete and detailed vision statement detailing what the organization will look like under ideal circumstances and how it will accomplish its goals. Reasons that there was is no change: **1.** The purpose isn't compelling and clear enough (all staff must know reasons for change and be able to phrase it in their own words). *People change only if there is a compelling reason.* **2.** Plan wasn't developed right. (All stakeholders and interested parties should be present and all have a voice/opinion.) *People don't change*

unless they have ownership in the change. 3. Must implement plan immediately! If plan is delayed it will die and not work. People don't change unless their leaders model that they are serious about the change. 4. People must be aligned for change. Plan is not optional all must be in. (In business if a change is established Fri all people will be doing do on Mon. this doesn't happen often in schools). People are unlikely to change unless they have a concrete picture of what the change will look like for them personally. 5. The organization wasn't aligned. All policies and procedures must be changed to reflect change. People can't make a change – or make it last – unless they receive organizational support for the change.

Wheatley, M.(2006). *Leadership and the new science: Discovering order in a chaotic world*. San Francisco: Berrett-Koehler.

The author found that in science order and change, autonomy and control aren't mortal opposites how they are often viewed in business or organizations. In science and nature these are necessary systems to where change and constant creation are ways to sustain order and capacity and does not work against that. For scientists it's generally accepted that things will change and something that is considered fact now might not be so in a few years, chaos must be accepted if they are continue to thrive. In business when change occurs either through mergers, reorganization, downsizing these are life-changing events and often catch people off guard and as a result try to prevent change. The book tries to get the reader to accept that change is inevitable and should be accounted for. The comparison between science and real life is that relationships between things are a key factor in how everything work. Everything is interconnected even if the connections aren't obvious. Organizations lack the view that they can accomplish things in multiple different ways instead of just one. As has been a point of the other readings, we need more data, more views and interpretations to make sense of the world. Ownership - "People support what they create." This leads to explaining what true leadership is: "not to make sure that people know exactly what to do... Instead ensure that there is strong and evolving clarity about who the organization is."