

# Blue Sky Thinkers



**Relationship Intelligence** – Part of the work I do at TEAL and Co is with the tool [CoreStrengths](#). Just this week I was with a group of Human Resource professionals as they went through the program. I know a number of schools are doing, or have done [CoreStrengths](#), but if you haven't heard of it, it is an amazing tool to do with your Senior Leadership Team, your next tier leaders, or even student leaders. If you are interested in the program, I can connect you, and maybe facilitate a single day, or half day with Teal and Co. Check it out @... [CoreStrengths](#)

## Blue Sky Workplace Culture

	<p><b>From INC. – “McKinsey Just Dropped a Report on the 6 Employee Archetypes. Good News for Some Organizations, Terrible for Others. What type of (dis)engaged employee is on your team?” (<a href="#">Click here</a>)</b></p> <p><b>Article outlines McKinsey study, as title suggests, the archetypes of employees. “The Quitters; The Disrupters; The Mildly Disengaged; The Double Dippers; The Reliable and Committed; The Thriving Stars”. The article also provides the percentage of each generally.</b></p> <p>This is a great article to use as you examine the effectiveness of your people. How do we move people from the first four categories either out, or up into one of the top two categories. How do we keep the top two categories, and continue to inspire them and have them help us lead others. A great exercise for Heads to consider their staff, and how to support people toward greater and more positive outcomes.</p>
	<p><b>From Decision Wise – “12 Ways to Evaluate Your Organization’s Attributes of Culture” (<a href="#">Click Here</a>)</b></p> <p><b>Article provides 12 critical questions that need to be asked in order to evaluate your workplace’s culture. Not for Heads to answer, but for the people in an organization to address.</b></p> <p>Decisions Wise has pre-set questions that you can use to gauge workplace culture. Using questions from them, or specifically tailored questions that are specific to your organization, then having a third-party come in and deliver the questions and come back with results to LT, Board, and Staff can show that this is a priority. It’s also the first step to showing people you care about workplace culture. I am happy to engage in that work at your school.</p>
	<p><b>From MIT – Sloan Management Review – “10 Things Your Corporate Culture Needs to Get Right” (<a href="#">Click here</a>)</b></p> <p><b>“Most often, an organization’s official core values signal top executives’ cultural aspirations, rather than reflecting the elements of corporate culture that matter most to</b></p>

**employees.” This study of 1.4 million employees gives an incredible analysis of the good, the bad and the ugly of workplace culture and relationships.**

The question for Heads is, who is doing the work in your organization to ensure that workplace culture is one of your top priorities. Everything starts with culture. Have your HR department make this a priority, or bring someone in to ensure it is an institutional priority. The optics and the actual work are incredibly important.

## Blue Sky Mentorship and Leadership



**From Carney Sandhoe – “Best Practices in Mentorship and Leadership Development” ([Click here](#))**

**Article outlines elements of One-on-One Leadership, School-Based Programs, Outside Leadership Programs, provides advice to Women in Leadership and has a nice “Skills to Cultivate” at the end.** Every Head might want to print these out and have them on their desk as reminders.

Article has twin priorities of outlining general “best practice” for leadership and mentorship, with a general focus on all leaders, but also speaks specifically to the challenge for women in leadership as well. Both are excellent. Check out the link “separate pieces” in the article for more on women in leadership.



**From Mindframe – “How to Ask Good Questions: Questions Frameworks Every Mentor Should Know” ([Click here](#))**

**Ian Chisholm from the Roy Group talks about Mentorship, and the Power of Questions. Becoming a “Questions Engine” and avoiding giving advice. In the video he outlines his HELI model for effective mentorship conversations.**

I assume most, or everyone knows Ian Chisholm from The Roy Group. If not, you should. Ian is amazing. The page where this video resides (Mindframe) has all kinds of other resources on Mentorship. A must browse.



**From Harvard Graduate School of Education – “What I Learned About Mentoring Principals” - Phyllis Gimbel ([Click Here](#))**

**“...mentoring for principals is a rarer — but very necessary — thing, says Phyllis Gimbel, Ed.M.’95, author of the new book, Leadership Through Mentoring, The Key to Improving the Confidence and Skill of Principals.**



A little taste of Gimbel’s new book – Highlights include:

- “School leaders are second only to teachers when it comes to having an impact on student achievement.”
- “The biggest way a mentor can help a mentee is by providing a relationship whose primary goal is to create perspective.”
- “The most effective mentors create instructive challenges.”
- “A good mentor listens empathically, offers a safe space to vent, to air, to complain and to feel shame.”

## Blue Sky Strategic and Creative Thinking

	<p><b>Strategy in Independent Schools <a href="#">(Click Here)</a></b></p> <p><b>Nick Cheyne – “I believe that educational leaders are motivated by the legacy they leave, not for our own ego, but the value we hope to add to students, colleagues, and emerging leaders.”</b></p> <p>Cheyne first reviews a few approaches used in Strategic Planning processes, PESTEL, Porter’s “Five Forces” and SWOT analysis, and sees something lacking in each. He then turns to a more important focus on Strategic Thinking processes and “future-focused scenario planning. A fabulous read that has a Head consider why a traditional approach might not be the best approach.</p>
	<p><b>3 Unmistakable Signs That You Are A Strategic Thinker <a href="#">(Click Here)</a></b></p> <p><b>Strategic thinking is a highly sought after skill. Whether you are the executive trying to put together a strategic leadership team or the applicant on the prowl for your next position or promotion, this is useful information for you.</b></p> <p>The author outlines the three elements of a strategic thinker.</p> <ul style="list-style-type: none"><li>• 1. Strategic Thinkers Make Better Decisions by Being More Reflective</li><li>• 2. Strategic Thinkers Advance Their Careers by Being Better Leaders</li><li>• 3. Strategic Thinkers Demonstrate Organizational Value by Creating More Strategic Thinkers</li></ul>
	<p><b>NAIS - Boardroom: A Process for Strategic Thinking <a href="#">(Click Here)</a></b></p> <p><b>“One of the most important duties of an independent school board is to hold the school in trust not only for this generation of students but also for future ones. Thus, an independent school board leads by focusing on long-range strategy.”</b></p> <p>This article from NAIS outlines a five step process boards should take “to help reduce bias and support strategic thinking when making an important decision.”</p>

## Blue Sky AI and Education

	<p><b>From the Office of Educational Technology – “Artificial Intelligence and the Future of Teaching and Learning” <a href="#">(Click Here)</a></b></p> <p><b>Published in May 2023, this is a 71 page comprehensive examination of AI and teaching and learning is full of insights and recommendations.</b></p> <p>This document might serve as a starting point conversation of an in-school team examining AI and its impact on your classrooms. Page 52 begins the recommendations.</p>
	<p><b>American Psychological Association – “How to use ChatGPT as a learning tool” <a href="#">(Click Here)</a></b></p>

**“Rather than weaken student effort, artificial intelligence can help prepare students for the real world by encouraging critical thinking—with a few caveats. Here’s advice from psychology instructors about how to use ChatGPT and other AI technology wisely.”**

In an article full of other resources (Duckworth and others), the APA lays out some critical things to consider in contemplating AI in schools: Consider Course Goals, Encourage Critical Thinking, Be Aware of the Cons, Communicate Expectations, and Try it Out....



UNESCO – “Artificial intelligence in education” ([Click Here](#))

**“UNESCO’s mandate calls inherently for a human-centred approach to AI. It aims to shift the conversation to include AI’s role in addressing current inequalities regarding access to knowledge, research and the diversity of cultural expressions and to ensure AI does not widen the technological divides within and between countries.”**

Another great resource with all kinds of links and other documentation to dig into this topic at length and from a variety of perspectives.

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