The Leadership Link:

A Connectivist model of Professional Development for Learning and Teaching Leaders
Interest in Leadership Development stems from personal experience as an “Accidental Leader” and lack of relevant or timely professional development support.

That was 10 yrs ago - has anything changed?
OH SO YOU'RE IN LEADERSHIP

PLEASE SOLVE ALL MY PROBLEMS
Project Brief:

Develop an innovative Learning and Teaching Leadership program for mid-level leaders at a multi-sector university in Melbourne.

ENVIRONMENT SCAN

• The Literature
• Potential Participants
• Established Leaders
• Critical Friends

• ...........got lots of advice on what not to do!
Scott et al (2009)

- 513 Australian HE leaders surveyed

- The study identified what is needed to make the support given to university leaders more engaging and productive as they seek to learn their role and develop their leadership capabilities.

- It found that exactly the same flexible, responsive, active, problem-based, just-in-time, just for-me learning methods found to engage university students in productive learning, is what leaders report they want.

- There was overwhelming preference for “role-specific, practice-based, peer-supported and self-managed learning, rather than the more usual one-off, formal and generic workshop-based types of professional learning”
“Through shared and active engagement, distributed leadership can result in the development of leadership capacity to sustain improvements in teaching and learning.

The collaborative action of many people operating within supportive contexts to achieve identified goals, as a means to build leadership capacity in and across institutions”

Jones et al
Leadership Development
LEARNING AND TEACHING

@ RMIT University
The Leadership Link Model

A Professional Learning Network (PLN) was established based on the principles of Connectivism (Siemmens & Downes, 2007) and building on recommendations in the literature.

Connectivism is premised on the notion that

“knowledge is distributed across a reciprocal network of connections, and that learning develops from the ability to construct and traverse those networks”.
Making connections

In connectivism, learning involves creating connections and developing a network. It is a theory for the digital age drawing upon chaos, emergent properties, and self-organised learning.

(It’s not what you know but who you know)

http://www.pestproducts.com

Connectivism: Process of creating network
Professional Learning Network?

To:
- Network(s)
- Information
- Activity
- New Ideas
- Thought leaders

On:
- Knowledge
- Skills
- Capabilities
- Practice

Leadership in Learning and Teaching

Action Plans
- Create
- Reflect
- Connect
- Artifacts to feed forward

On:
- Activities
- Resources
- Experiences
Check out the Leadership Link Website:

https://sites.google.com/a/rmit.edu.au/ttp-leadership/

If you experience difficulties accessing this site please contact me directly at Trish.mccluskey19@gmail.com and I will send you an updated link.
Colleagues, welcome to the Leadership Link!

This site has been designed as a vehicle for you to connect and collaborate with peers in an exploration of Learning and Teaching Leadership in Tertiary Education.

My name is Trish McCluskey and although I have significant experience as a Learning and Teaching Leader, I certainly don’t claim to be an expert! Therefore I will be joining you on your learning journey and my role will be that of a “learning concierge” - If you have done any travelling you will appreciate that a good concierge provides informed support and guidance on access, orientation, tips, and way-finding!

So let’s take a quick tour of the site.

You will note from the tabs above that the site has three separate activity spaces connect, reflect and create. These characterise the connectivist and action learning paradigms that underpin the network and are graphically represented in the diagram below.

On the left hand side of the home page you will see a list of themes that will be negotiated at our first meeting and will hopefully provide a framework for our collaborative exploration. Each theme will be explored over a two week period and focus questions and resources will be added to the pages as we progress.

Below that is another box with links that will take you to a range of interesting resources and artefacts related to leadership. These resources will be further expanded as we share our experience and knowledge.

The content in this site is not intended to be prescriptive and it’s entirely up to you how much you engage with the network. There is no expectation that you will respond or comment on every topic however it would be good to hear your voice occasionally! Feel free to explore the resources provided at your own pace and at a time that suits you.

Towards the bottom of this home page you will find a video introduction to the site - this is for those who couldn’t make the day one meetup. You will also find a Google calendar with key dates of network activities.

I look forward to collaborating with you so that together we can grow a positive and networked leadership culture at RMIT University.
We needed some scaffolding and structure to support learning and connection which was totally negotiable and navigable.

Starting at the beginning, middle or end - or even outside the box is OK, but it’s critical for the growth of the PLN to share what you discover and learn so it can be fed forward.
Updates and announcements will be posted on this page.

**OOPs!**
posted Mar 27, 2014, 11:57 PM by Trish McCluskey  [ updated a minute ago ]

Happy New Year and welcome back to the Leadership Professional Learning Network

Hi all,

I trust you have landed safely and softly in 2014 and are still feeling somewhat refreshed and re-energised after the holiday break.

I expect however, that like me, most of you are already surfing the deluge of tasks and deadlines that have infiltrated your inbox and which seem to be par for the course in contemporary tertiary education.

This year I've been conscripted into the "Global Learning by Design" project which I expect you will be hearing a lot more about in the coming months. However, I am also committed to completing this Leadership pilot project and would like to ensure that we build a collaborative and sustainable support network for Deputy Deans and Deputy Heads of School.
This page is where you can connect with other colleagues in the network and with leadership resources for each theme.

Additional resources will be added during the weeks allocated to the theme (see Google calendar on home page) and you will be notified when each new theme begins. Remember that a network is all about sharing and reciprocity so please forward me any links or references that you think may be of interest to others.

It would also be great if we could get a short bio and pic of each person to add to this page - if you send them to me Trish.mccluskey@rmit.edu.au I will upload.
Feel free to post your reflections and questions in the comments box at the bottom of this page. Colleagues will then be able to respond to your comments - (I think! - I'm still testing this feature on Google sites so if anyone has more experience or advice it would be welcome).

I have also added a link below to the closed Yammer group which has been set up for this network. The Yammer group page is designed to give you a voice in the conversation about leadership. Feel free to start a conversation, share your opinions or pose a question to your network.

Leadership Link
- Private Group
CONNECT-REFLECT-CREATE This group is for participants in the professional development module for leadership in tertiary teaching practice.
This page is for sharing ideas and for posting artefacts and other evidence of how you plan to contribute to leadership in tertiary teaching practice.

You may want to use this opportunity to set up your own google site and share links to it or share a link to an existing web page or e-portfolio. Below is a short presentation on how to set up your own google site.

**Google sites**

**Copying and personalizing your templates**

[Open PD series - Google sites copying a template]
0. Plotting the Route

Plotting the route

At our first meet-up on Nov 14th we will explore how we conduct the network to best enable us to extend and enrich our leadership capabilities.

Some of the things we might consider are:

- Rules of Engagement
- Drivers for leadership capability development at RMIT
- Self Organisation
- Existing needs and challenges
- Webinar topics
- Tools for sharing and learning
- Scenic routes and roadblocks

We will explore the range of leadership experience that exists within the network and discuss the challenges and demands of our leadership roles. The proposed leadership capability framework and position descriptions will also be discussed.

Resources

Check out the following RMIT strategic resources that relate to plotting the leadership route.
1. The 'I' in Leadership

This theme will be explored during week 2 and 3 (Nov 18th - 29th). Activities and resources will be posted below.

What will we do here?

Over the next two weeks we will explore the role and impact of "I" in Leadership.

Leaders have a range of tools in their leadership toolkit but by far the most valuable and effective tool is the awareness and use of self.

Self-awareness is critical to effective leadership as it enables the leader to plan, anticipate, regulate, evaluate and synthesize behaviour and communication.

Being self-aware means being conscious of personal characteristics, idiosyncrasies, strengths and limitations and this consciousness will possibly have been shaped by a lifetime of interaction with others. However, some behaviours and ways of being which may previously have been reinforced as desirable may not be appropriate within a leadership context and therefore may need to be unlearned or modified.

Of course, as with all good tools, they will perform better if they are cared for and treated well so we will explore strategies for self care and sanity preservation to enable us to navigate the turbulent and rapidly changing Tertiary Education environment.
Thank you for your attention...

Now let’s connect and exchange views