



TECHNOLOGY LEADERSHIP

THE ROLE OF THE TECHNOLOGY DIRECTOR



PASBO 62ND ANNUAL CONFERENCE AND EXHIBITS, PITTSBURGH

March 2017

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THE TITLE

- Past – Tech Master Technician “Go to”
 - Technology was a layer that needed managing from Classroom to Office
- Present – Organizational Leaders
 - Technology has become a foundational role in virtually every product and service in the organization.
 - Technology is looked to as a transformational tool in the organization rather than a cost center to be budgeted for.
 - The Technology Director’s role has had to adapt as well.

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THE ROLE

- Today the Technology Director should be at the cabinet level of the organization.
 - Technology touches every single aspect of the organization
 - Involved in all levels of nearly every project. Planning, Rollout, Maintenance
 - This role can bring vital information on virtually every aspect of the District.

THE ORGANIZATION

- The Technology Director must know the organization from the inside out to be a successful leader.
 - Policy, Fiscal, Cultural, Operations, Curriculum and Technology
- In the past, these categories were split - Tech 50% and the rest 10%.
 - Today these are easily evenly split

CREATIVITY

- Creativity is one of the most valuable skills for the Director
- We often call it innovation.
 - But in education with shrinking budgets and increasing expectations, this becomes more creativity than anything else.
- The key for the Technology Director is to bring creativity to innovation.

COMMUNICATION AND AUTHENTICITY

- This is a critical path element in the Technology Director's skillset.
- We jump from sub-culture to sub-culture within the organization everyday.
 - AM – Working with Elementary faculty on integration
 - Lunch – Cabinet Level meeting with District Leadership
 - Afternoon – Sitting in an IEP meeting to technology consultation
 - Evening – Presenting Technology Budget for the Community and Board
- Being Authentic and building trust is a key task for any success.

TRUST

- What is it Really?
 - Reliability
- This can make or break a technology program and or director.
- From a financial level to an approach level, the District is entrusting you to lead them to better efficiency and outcomes.

ORGANIZATION TYPE

- Three Types or Levels of an Organization
 - Fighting for Survival
 - Maintaining Competitiveness
 - Breaking Away
- The Technology Leader must assess and adjust for this.
- If done properly, the Technology Director is in the position to help elevate the organization to the next level.

TECHNOLOGY LEADER'S 10 PRIORITIES

- Lead, don't just manage
- Understand the Environment
- Vision for technology, building the organization
- Shape and inform Expectations
- Create clear and appropriate governance

10 PRIORITIES CONTINUED

- Weave Technology vision and District Strategy together.
- Build a lean, focused technology organization.
- Nurture a high performing team
- Manage new risks
- Communicate in an environmentally appropriate language

NOT SEQUENTIAL

- The Technology Director has irons in several fires.
 - No one fire is any less critical.
- Working with many small parts at once.
- Everything constantly changing.
 - Technology and Users

COURAGE

- If we are not taking risks, we really are not doing our jobs.
- You were hired to be a director.
 - So you actually need to take the lead and direct the program.
 - This also means taking responsibility for failures.
 - But managing failures should be part of the plan.

THANK YOU

- Resource – The New CIO Leader, Gartner
- Questions - Discussion
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