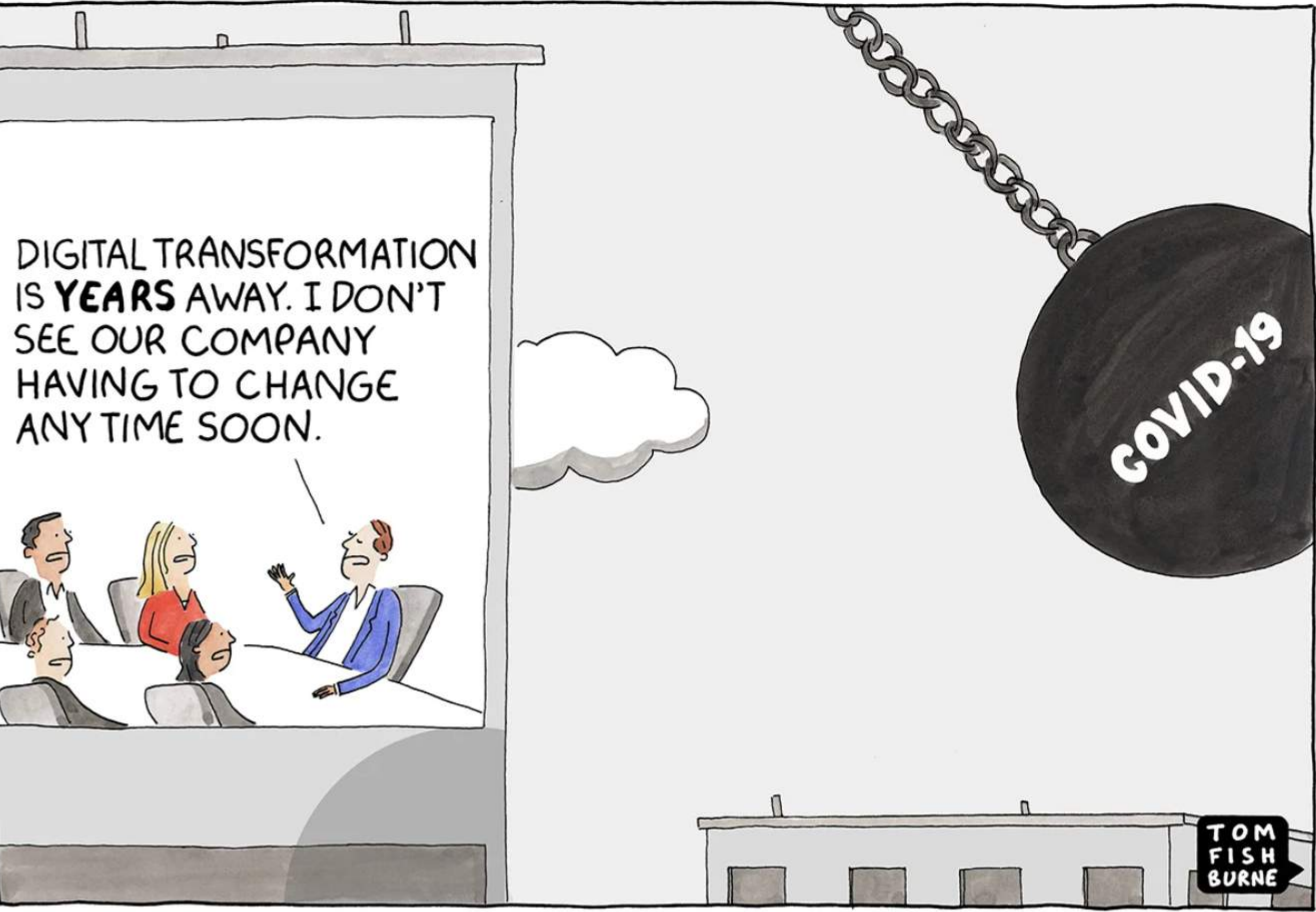




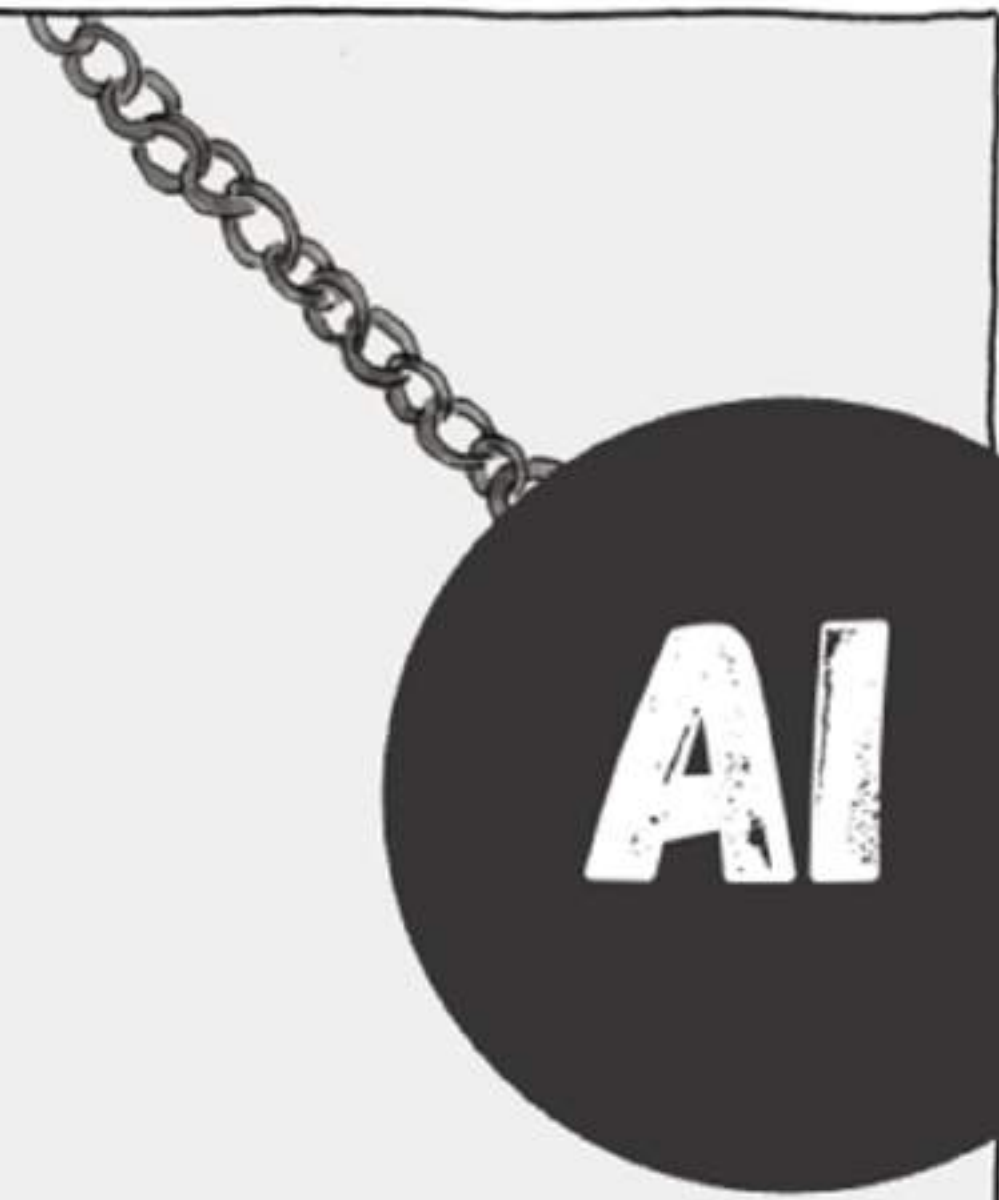
Why **Leadership** is the missing piece in most **AI** conversations in Education

Navigating the new wave

Ale Nieves



DIGITAL TRANSFORMATION IS **YEARS** AWAY. I DON'T SEE OUR COMPANY HAVING TO CHANGE ANY TIME SOON.

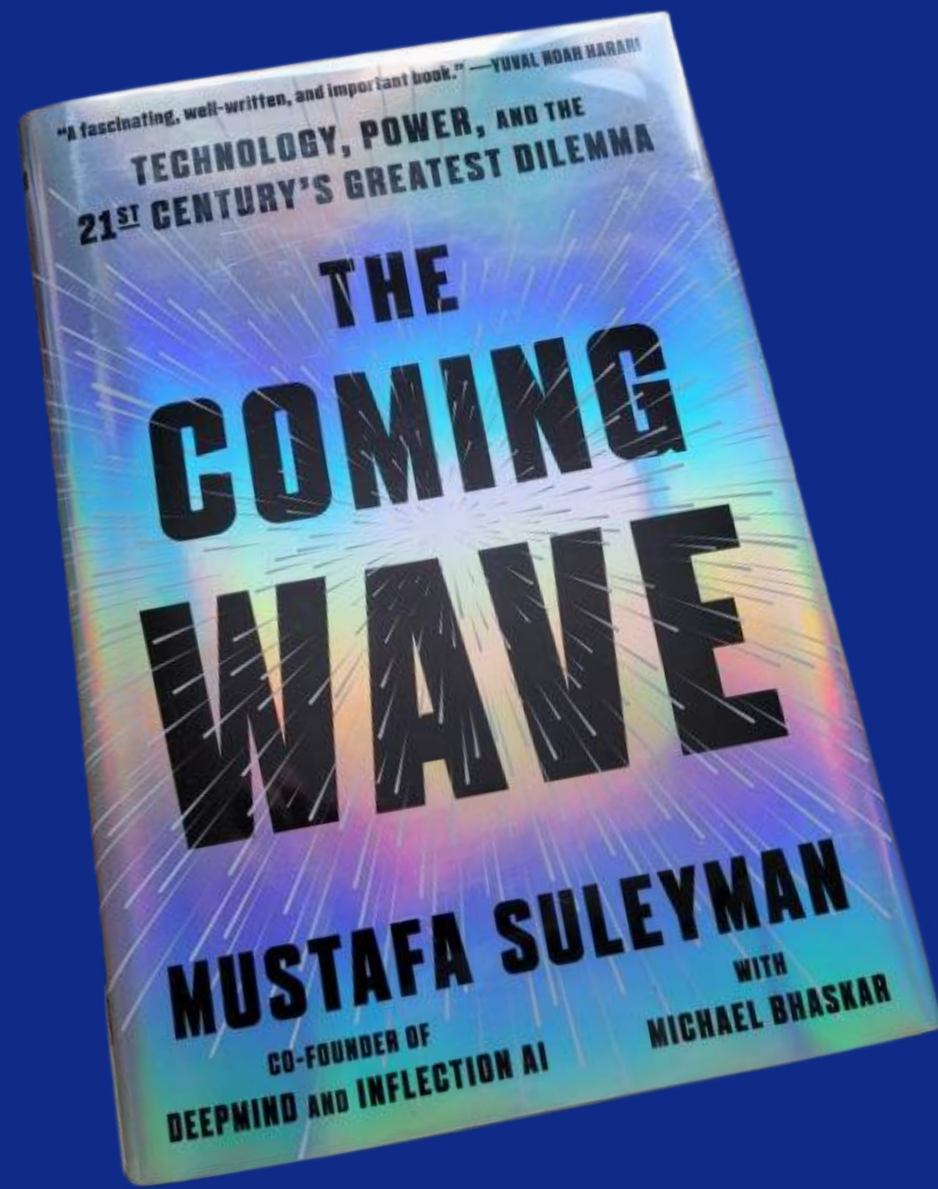


TOM
FISH
BURNE

© marketoonist.com



The coming wave



Mustafa Suleyman

Founder of
DeepMind
(now Google
DeepMind)

&

CEO of **Microsoft AI**





THE PRINTING PRESS
(1440s)



THE STEAM ENGINE
(18th-19th c.)



THE INTERNET
(late 20th c.)



**The 25th
Great
Wave of
human
history**

**Where does your
school stand
today regarding
AI (especially
GenAI)?**



Instead of
seeing **AI** as a
storm, we need
to position it as
a new engine
inside the ship.

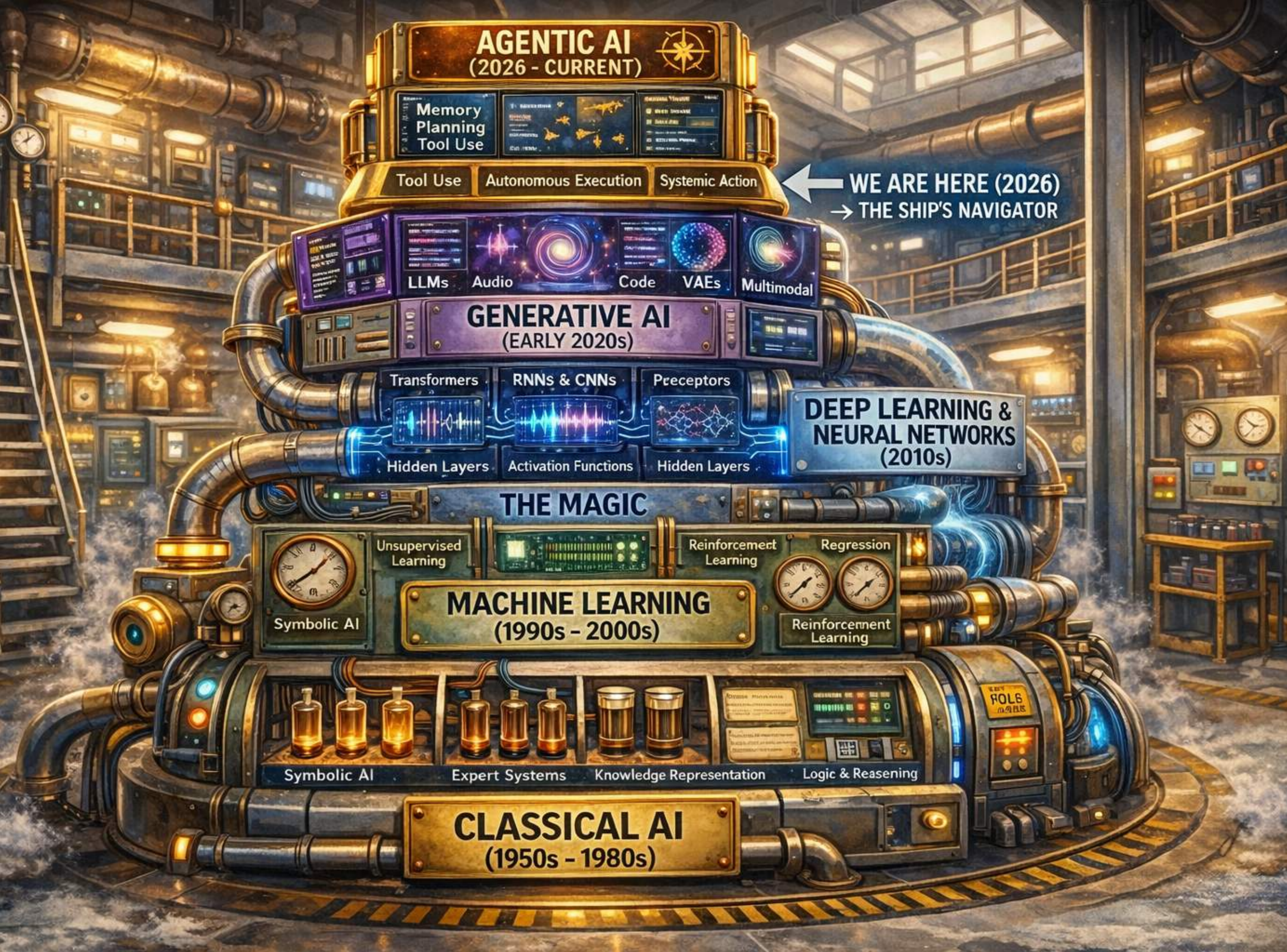


Our old systems and approaches



**The world
today**

Multiply



AGENTIC AI
(2026 - CURRENT)

Memory Planning
Tool Use

Tool Use Autonomous Execution Systemic Action

← WE ARE HERE (2026)
→ THE SHIP'S NAVIGATOR

LLMs Audio Code VAEs Multimodal

GENERATIVE AI
(EARLY 2020s)

Transformers RNNs & CNNs Preceptors
Hidden Layers Activation Functions Hidden Layers

DEEP LEARNING & NEURAL NETWORKS
(2010s)

THE MAGIC

Unsupervised Learning Reinforcement Learning Regression
MACHINE LEARNING
(1990s - 2000s)
Symbolic AI Reinforcement Learning

Symbolic AI Expert Systems Knowledge Representation Logic & Reasoning

CLASSICAL AI
(1950s - 1980s)

The Engine room



Succeeding in the AI era has to do with getting comfortable with discomfort, and surfing that discomfort to fuel our strategy.

Multiply

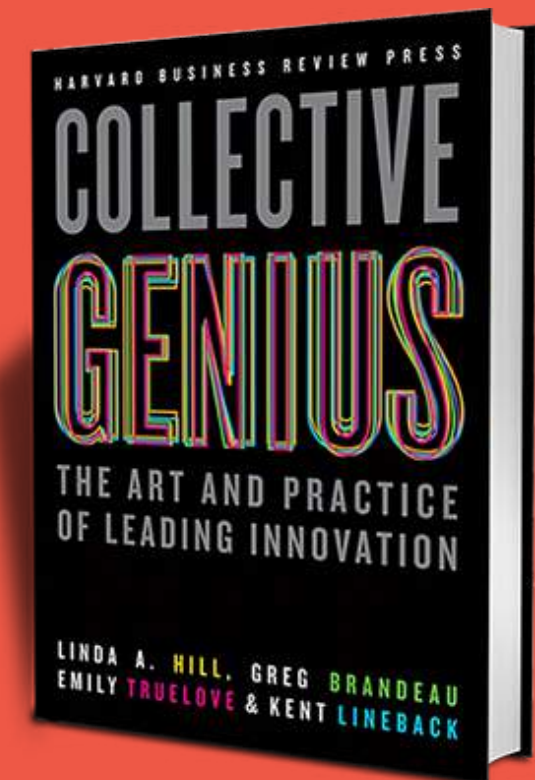


“Digital transformation is less about technology and more about people”.



Linda Hill

Harvard professor of Leadership and Innovation



**It's not about the tech.
It's about the leader.**

**For companies investing in AI, the
biggest driver for adoption isn't
just the tools. It's whether the
leader is actually championing it.**

GALLUP



Multiply



When leaders lean into AI, the impact is massive. Employees are:

- **8.7x more likely to feel their work has truly transformed.**
- **7.4x more likely to say AI helps them excel at what they do best.**



Multiply



Less than a third of employees say
their leader actively supports AI use.



**Companies are
purchasing technology
faster than they are
preparing their leaders
to translate it into real
adoption.**





Well-Being

SEL

Purpose

Humanistic
Leadership

What leadership skills do we need to strengthen?



7

CORE SKILLS OF AN AI-AUGMENTED LEADER

Telling the WHY story, calming the system

Narrative Leadership & Change Resilience

Projects

AI Literacy & Digital Fluency

Mixed teams

Orchestration

Managing human-AI workflows

Outcomes

Decision

Agency & Accountability

Owning the outcomes

Compassion

Advanced EQ

Focus on Empathy and Human connection

Exposure

Stewardship

Data Sensemaking

Deriving strategic meaning from AI outputs

Ethical Stewardship

Moral compass, data privacy, bias prevention

**AI has the
power to
amplify
processes.**



**The AI
Augmented
Leader**



Multiply

5 STAGES OF AI ADOPTION

TOM
FISH
BURNE

I'll never
use AI.



denial

I'm tired
of being
pushed to
use AI.



anger

I guess AI
can help
with some
things.



bargaining

How will
my work
change
with AI?!?



depression

How will
my work
change
with AI?!?

[AI+] Great
question!
Here are
5 ways...



acceptance





**Personally, in your
role as an Executive
leader, how do you
feel about AI?**

**AI adoption starts with
a mindset shift...**

**Sarah Connor
watching me use AI.**



**AI
first**



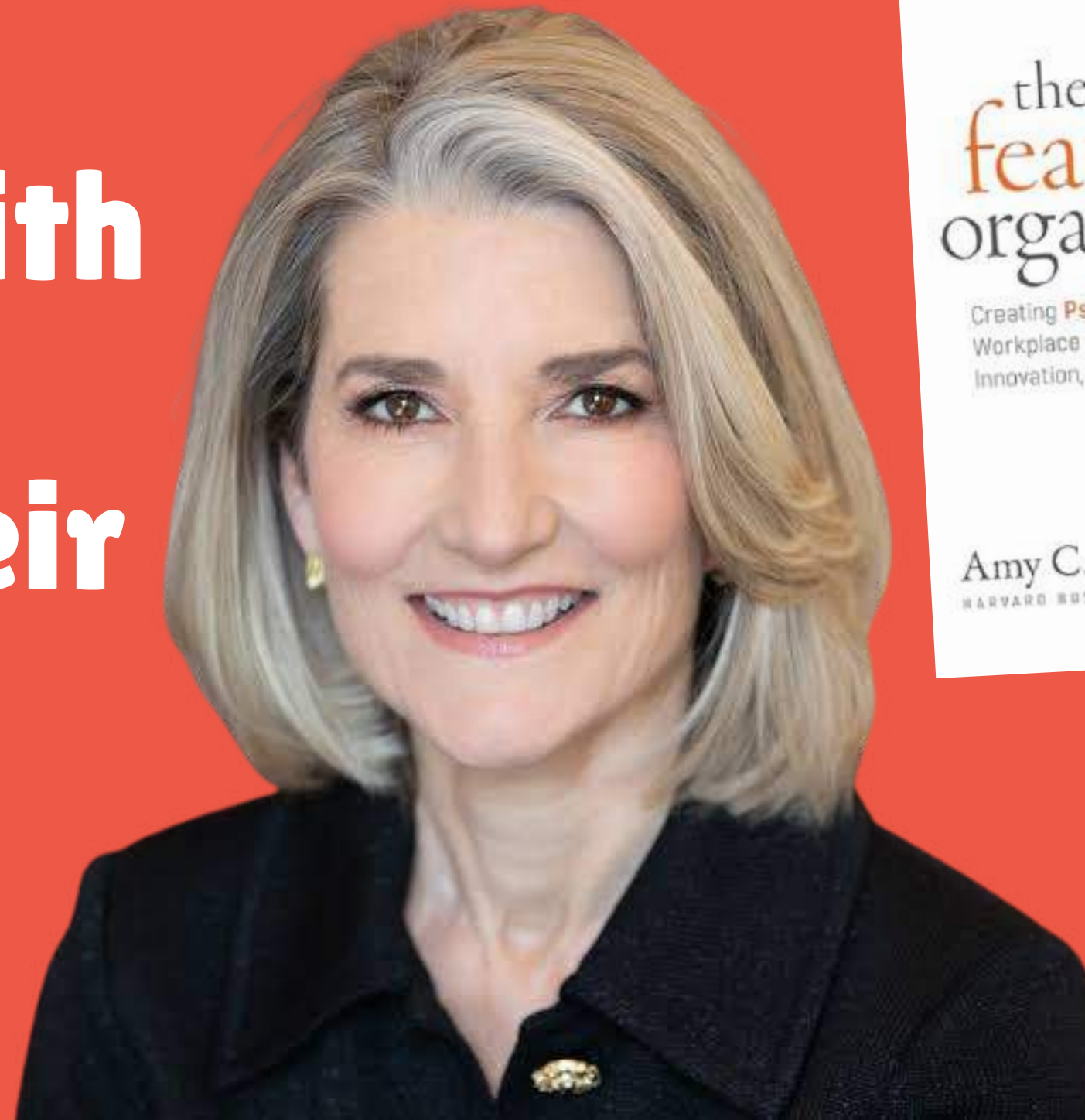
Multiply

**Culture
first**

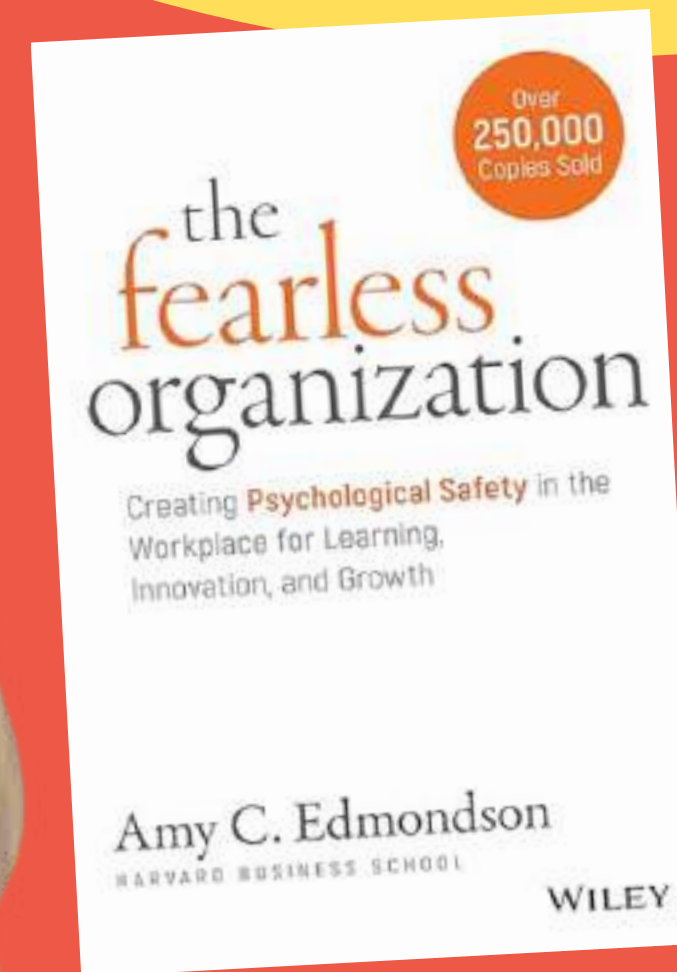


**Create a culture
where team
members **feel**
safe to
experiment with
AI without
fearing for their
jobs.**

Amy Edmondson
Harvard Professor



Psychological Safety



Establish a culture in which premortems and other feedback mechanisms are the norm rather than the exception.





3 INTEGRATED RETURNS FOR TOTAL LEADERSHIP IMPACT

$$\left[\text{RETURN ON FINANCIALS (ROF)} \right] + \left[\text{RETURN ON EMPLOYEE (ROE)} \right] + \left[\text{RETURN ON FUTURE (ROFt)} \right] = \left[\text{TOTAL LEADERSHIP IMPACT} \right]$$

RETURN ON FINANCIALS (ROF)



1 PROFITABILITY & COST OPTIMIZATION
Optimizing resource use
MEASURING FINANCIAL EFFICIENCY

2 BUDGET MANAGEMENT
Secure funding & optimized cash flow
MEASURING FINANCIAL HEALTH

3 INVESTMENT CAPITAL
Securing capital for future investment
MEASURING FINANCIAL SECURITY

RETURN ON EMPLOYEE (ROE)

1 SKILLS & PERFORMANCE
MASTURING DIGITAL TASKS & CENTPUT
MEASURING COMPETENCE & OUTPUT

2 WELL-BEING & RETENTION
MEASURING MORALE & TENURE
MEASURING MORALE & TENURE

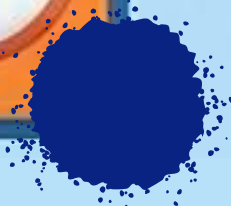
3 INNOVATION & CAPITAL
MEASURING CREATIVE IMPACT

RETURN ON FUTURE (ROFt)

STRATEGIC ALIGNMENT
MEASURING MARKET GOAL
MEASURING ADAPTIVE VISION

5 AGILITY & ADAPTABILITY
MEASURING ORGANIZATIONAL FLEXIBILITY
MEASURING ORGAN FLEXIBILITY

6 CULTURAL RESILIENCE
LONG-TERM VITALITY



**Carrying
buckets**

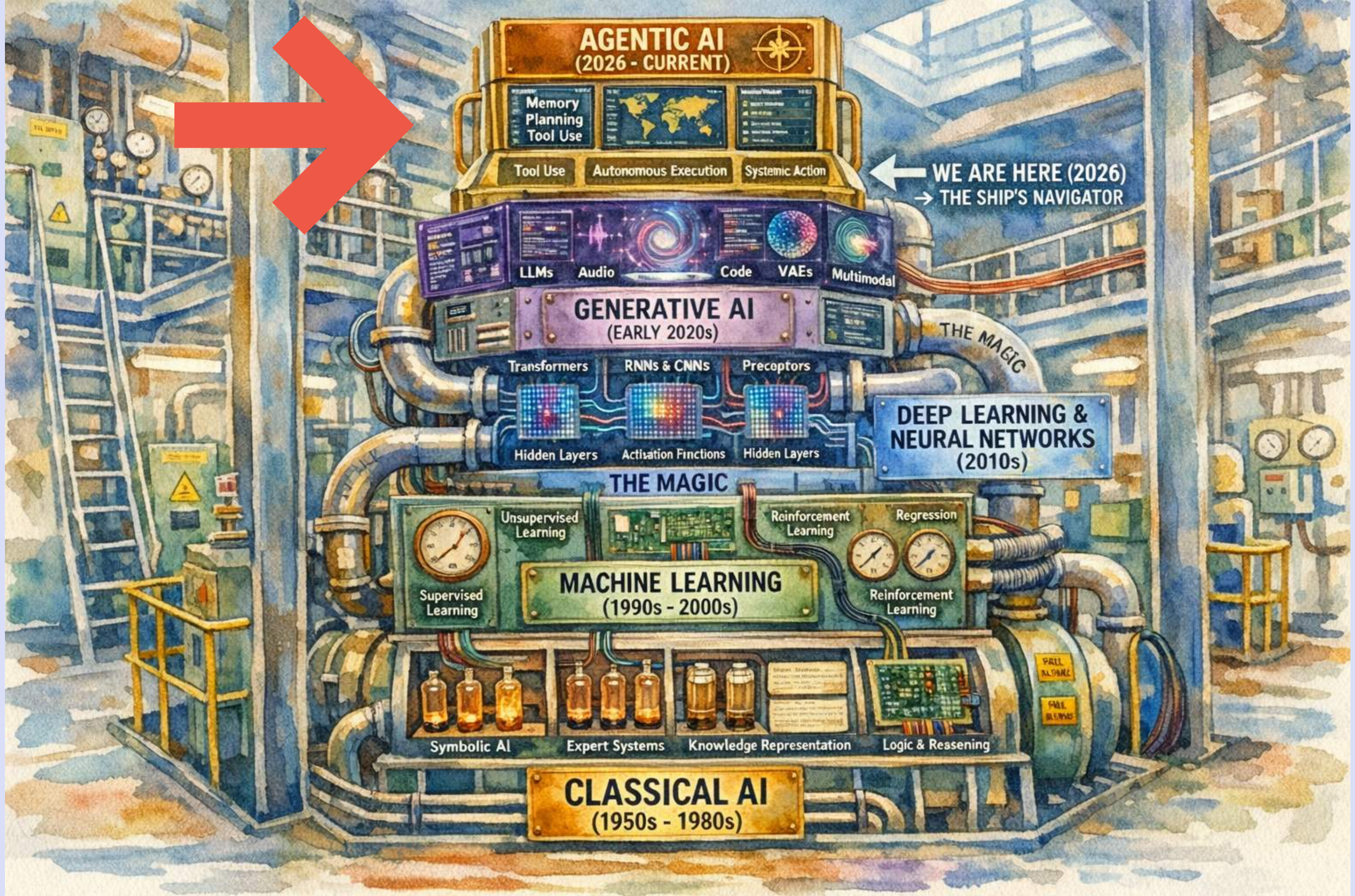


We're not here to

**Irrigation
system**



automate buckets



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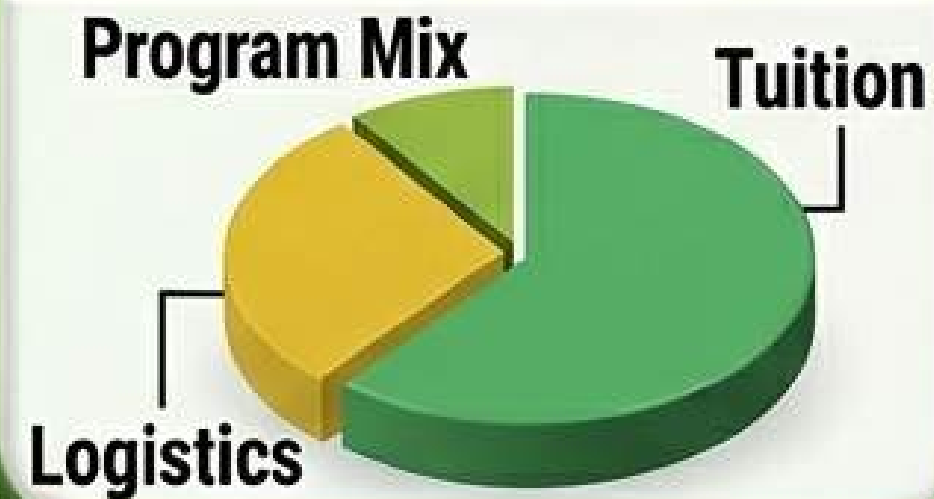
CLASSICAL AI (1950s - 1980s)

ADMISSIONS & FAMILY ATTRACTION – “THE CONVERSION COMPASS”

Total Families Joining: 300 Families



REASONS NOT JOINED



ADMISSIONS FORECAST



ADMISSIONS FORECAST



FOLLOW UP with
‘Logistics’ Families
Agent Action: Target 32 families for route options.

HUMAN RESOURCES (ROE) DASHBOARD – “WELL-BEING SONAR”

**PERSONNEL
VITALITY
& EMOTION**

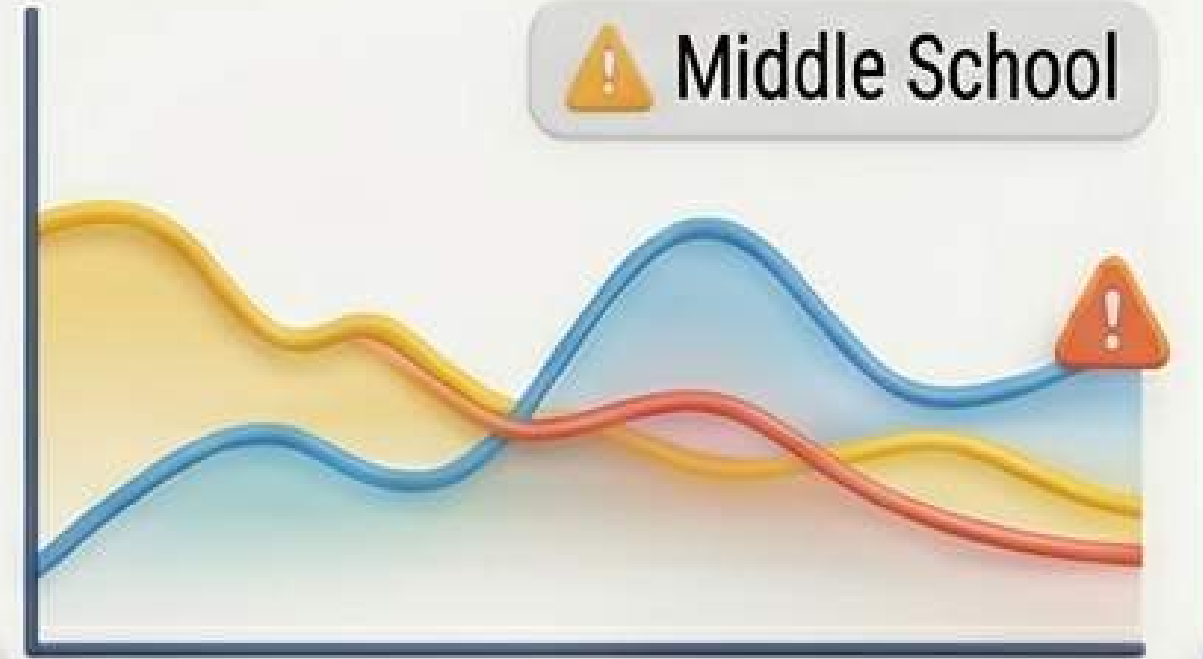
SCHOOL VITALITY INDEX



SCHOOL VITALITY INDEX
Aggregated, Anonymized
Well-being Data

FRICION & RETENTION

⚠ Middle School



APPRECIATED
COLLABORATIVE
ENGAGED
A bit tired

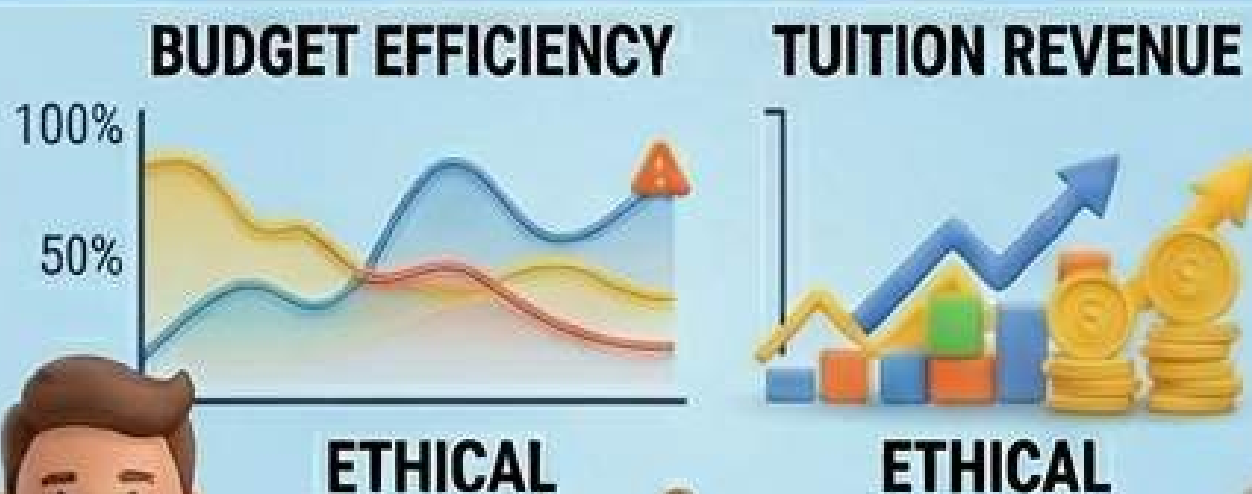
AI AGENT:
PROACTIVE SUPPORT
Schedule a coffee break for
the Middle School team.

Multiply

$$[ROI] + [ROE] + [ROF] = [TOTAL LEADERSHIP IMPACT]$$

THE CAPTAIN'S CONSOLIDATED BRIDGE

1. FINANCIAL HEALTH



2. PERSONNEL WELL-BEING



3. STRATEGIC GROWTH



Orchestration
mixed team

AI Agent: Strategic Overview.

Request summary on Q3 Personnel Resilience and Q4 Enrollment Risk.



****THE HYBRID MARKETING CREATIVE CREW:**

NARRATIVE ORCHESTRATION STACK



AI can enhance our **Engine Room**, and we need to take advantage of that.



The **Culture** is the Hull. If our school culture lacks **psychological safety**, we have a leak and no amount of AI power will save a sinking ship.

Our **Human Skills** are the Compass. AI can calculate the most efficient route (the how), **we need to decide the destination (our why).**



The Bucket Audit: Meet with your teams by functions and identify processes that feel like "carrying water".

Reflection time: Schedule 30 minutes of quiet time to reflect on your leadership.

You don't need to learn how to code yourself, but you do need to be aware of all the possibilities AI brings.



Multiply

**"To reach a port, we must sail
—sail, not tie at anchor—sail,
not drift."**



Franklin D. Roosevelt



Multiply

Happy Sailing!



**Some leaders divide.
Others subtract.
Good leaders add.
Extraordinary leaders Multiply.**



Alejandra Nieves
Founder & Director

