



**If you are not shaping AI**  
**Then it is shaping you**

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# Are you still “experimenting’..?

Delegation is already happening

Judgement is quietly shifting

There is no neutral technology



# Key Tough Questions: Who's Shaping Whom?

- Where in your school is judgement already being delegated to AI, without explicit leadership intent?
- If AI disappeared tomorrow, which professional decisions would your staff struggle to reclaim?

# The Illusion of Neutral Technology

A futuristic robot with a glowing blue eye and a halo, dressed in a tuxedo and a red cape, performs a magic trick in a theater. The robot holds a glowing wand in its right hand and a top hat in its left. A white rabbit is sitting on the top hat, surrounded by a cloud of white smoke. Several playing cards are floating in the air around the rabbit. The background is a dark theater with red curtains and warm lighting. In the foreground, the backs of several audience members' heads are visible, looking towards the stage.

**Ai Embeds Incentives**

**Optimisation Drives Behaviour**

**Values Shape Outcomes**

# Key Tough Questions: Who's Shaping Whom?

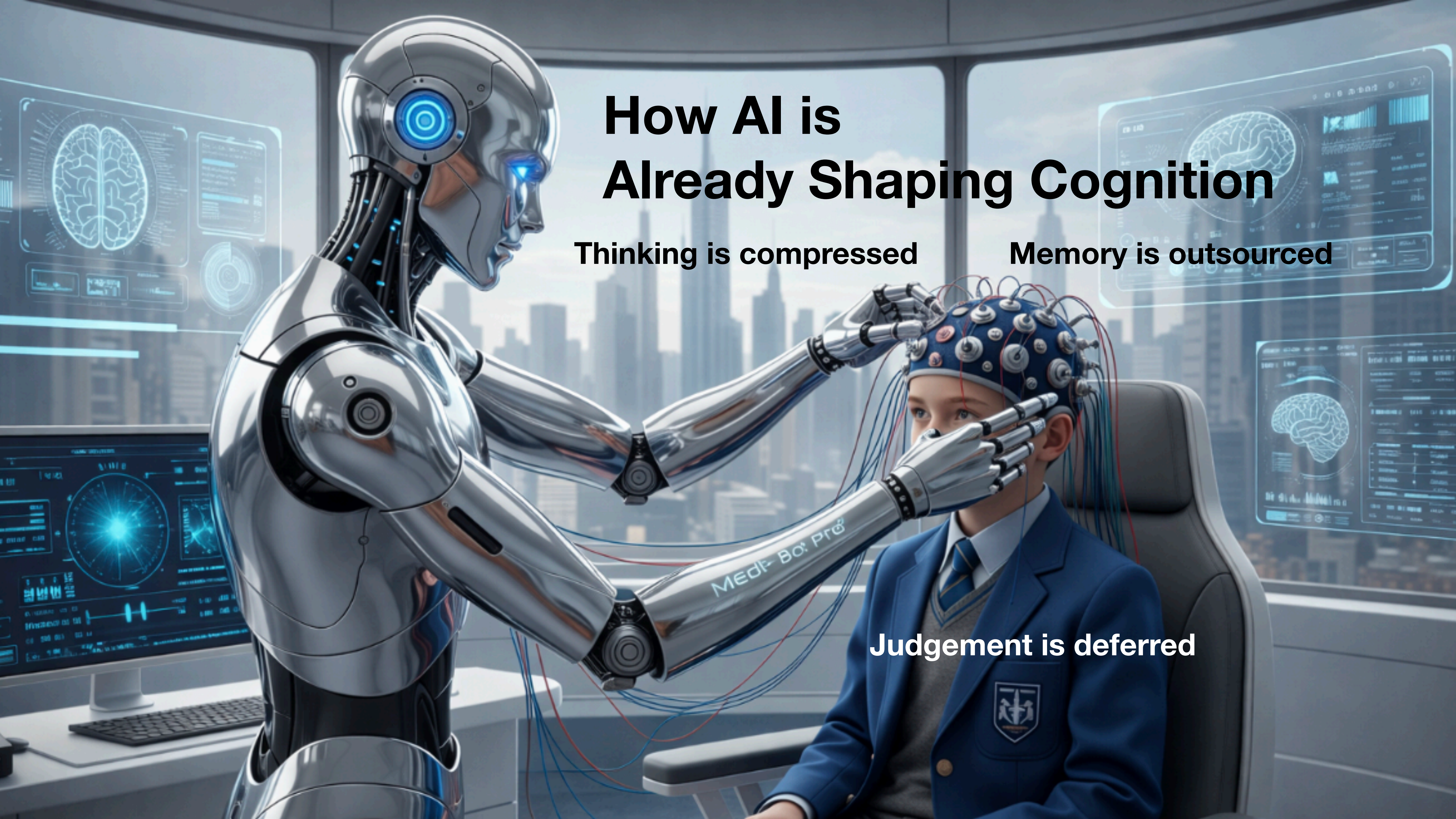
- What exactly are your platforms optimising for — and are those *your* educational values?
- If your systems shape behaviour, who designed those incentives — you or your vendors?

# How AI is Already Shaping Cognition

Thinking is compressed

Memory is outsourced

Judgement is deferred



# Key Tough Questions: Who's Shaping Whom?

- Where in your school are students producing work without fully understanding it?
- Which cognitive habits are your systems unintentionally weakening?

# The Real Risk: Cognitive Surrender



Efficiency replaces mastery

Convince erodes judgement

Automation weakens capability

# Key Tough Questions: Who's Shaping Whom?

- Which professional capabilities in your staff are currently being deskilled by automation?
- Where have you prioritised convenience over cognitive integrity?

# The Leadership Shift

**From Adoption to Architecture**

**From Tools to Values**

**From Reaction to Design**



# Key Tough Questions: Who's Shaping Whom?



- Which parts of thinking in your school are non-negotiably human?
- Have you explicitly designed your AI boundaries — or allowed them to emerge accidentally?

# Schools as Cognitive Ecosystems

Culture Shapes Cognition

Systems Shape Habits

Leadership Shapes Futures



# Key Tough Questions: Who's Shaping Whom?

- What kind of thinkers is your system currently producing?
- Would you recognise cognitive dependency if it emerged slowly?

# Governance and Control

Ownership Must Be Clear

Risk Must Be Explicit

Accountability Must Exist



# Key Tough Questions: Who's Shaping Whom?

- **Who in your organisation owns AI risk today — in reality?**
- **Could you evidence full AI governance to inspectors tomorrow?**

# From Passive Adoption to Sovereignty



**Protect Human Agency**

**Own Your Architecture**

**Design Deliberately**



# Key Tough Questions: Who's Shaping Whom?

- Are you architects of your systems — or consumers of platforms?
- If your vendor changed tomorrow, would your pedagogy survive?

# Shaping is Unavoidable

Drift is Leadership Failure

- Accidental

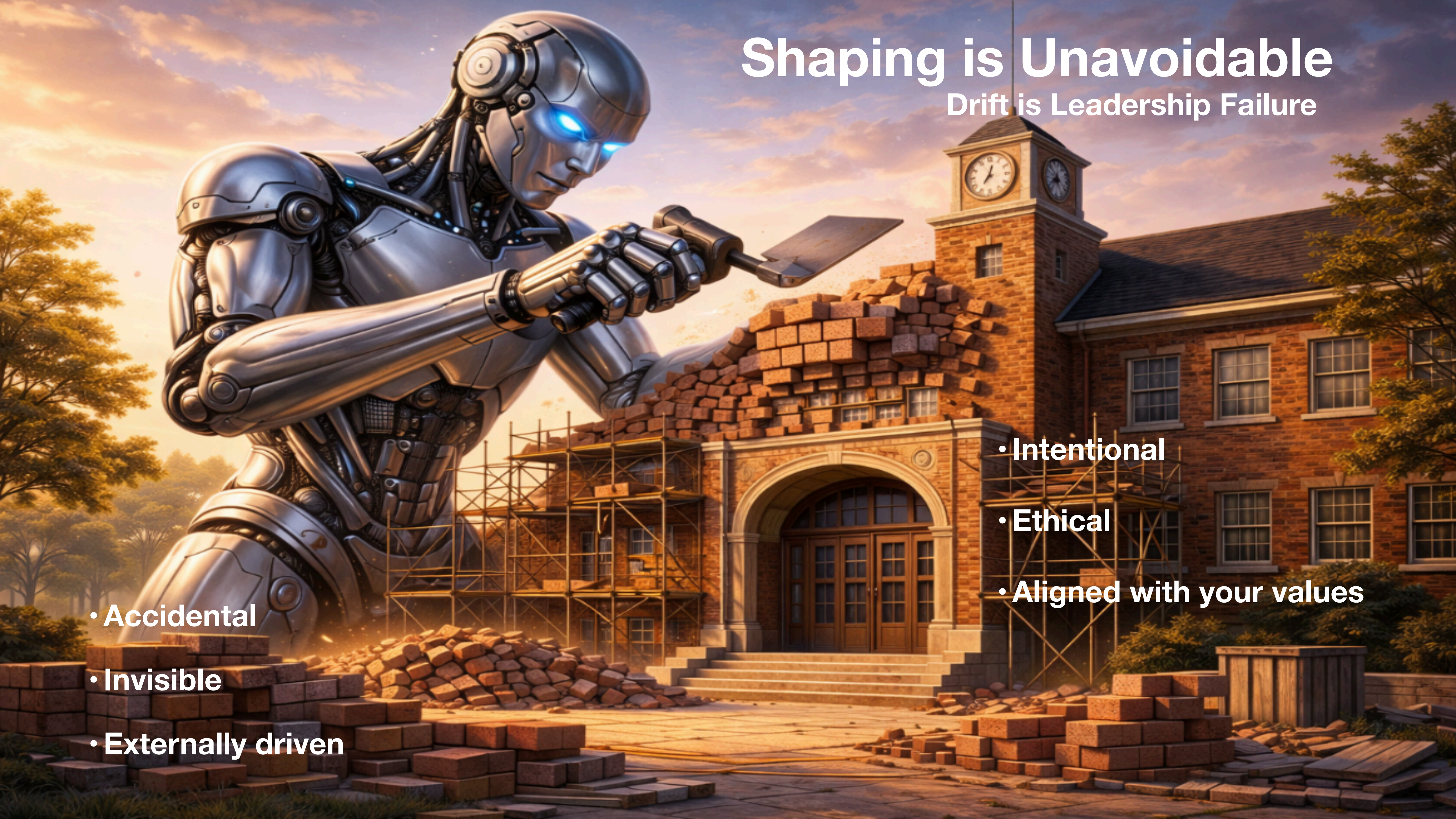
- Invisible

- Externally driven

- Intentional

- Ethical

- Aligned with your values



# Key Tough Questions: Who's Shaping Whom?

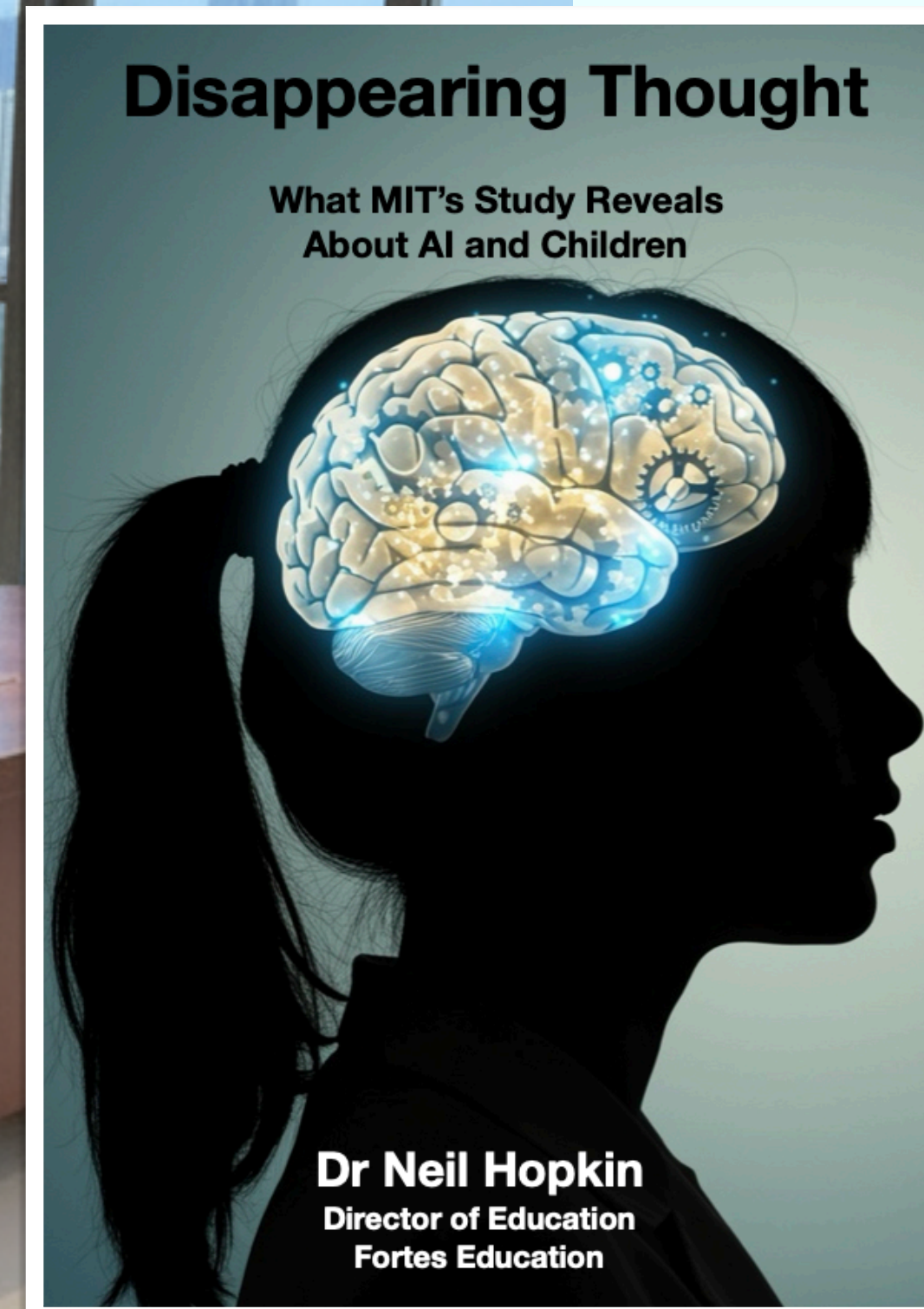
- Five years from now, will your school have stronger human thinkers because of your choices?
- What leadership responsibility are you currently avoiding?



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**or scan here**



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