

# Leading Transformational Change

In a Changing World

Michael Fullan  
Joanne Quinn

ISTE 2012



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## Today...

- Change Savvy Leadership
- System Improvement Framework
- The New Pedagogical Partnership
- Tools for Moving to Action



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## Building a Community of Learners



- What is your change, focus or innovation?
- What do you want to learn at this conference?

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## Change Savvy Leadership



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**The Moral  
Imperative  
Realized**



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## Moral Imperative

- My moral imperative is....
- How does my moral imperative link to the school/system moral imperative....
- What is the evidence that my moral imperative is being realized...
- Next steps: What more could I do to realize my moral imperative in my school AND system...



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## Choosing the Wrong/Right Drivers



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## A Driver

- A policy and associated set of strategies that are designed to effect positively 'whole system reform'.
- A wrong driver is one that all evidence points to the fact that it does not have a positive effect.
- A right driver is one that the evidence confirms that it does have the desired effect.

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## Four Criteria

- Foster intrinsic motivation
- Engage teachers and students in continuous improvement
- Inspires collective or teamwork
- Affects all teachers and students

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## Wrong vs Right Drivers: A Matter of Right Brain Dominance

Accountability	Capacity building
Individual teacher and leadership quality	Collaborative work
Technology	Instruction
Fragment strategies	Systemness

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## Good Accountability

- A function of good data, used as a strategy for improvement
- Non-judgmentalism
- Widespread transparency
- All of which produces strong 'internal accountability' which in turn produces strong public accountability
- We fuse assessment and instruction  
(Putting the FACES on Data, Corwin)

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## Capacity Building



- Capacity building is the process of developing the ability of the individual or organization to make the changes required to improve learning for all students.
- It integrates the development of knowledge, skills and commitments.

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## Collective Capacity Building



Collective capacity building involves the **increased ability of educators at all levels** of the system **to learn from and with one another with a focus and a coherent strategy for improving learning.**

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## Human vs Social Capital

- Team work trumps individual work (do both)
- Be careful: focusing on school principal competencies and professional development of teachers is **NOT** the driver (it is an enabler)
- 'Learning is the work' is the driver, not personnel decisions



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## Technology vs Pedagogy

- ♦ Technology is seductive
- ♦ It outraces pedagogy every time
- ♦ The digital revolution is now unstoppable: Technology for learning becomes 24/7; roles of student and teacher are flipped



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## Fragmented vs Systemic



- It's a system thing
- You need inspirational focus, good diagnosis and a coherent plan of action (the latter based on the four right drivers, using the so called wrong drivers judiciously)

—Mourshed, et al, 2010

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## Coherence Making

- Alignment is about structures; coherence is about mindsets.
- System coherence is about *shared mindsets*.
- A tool is only as good as the mindset using it.

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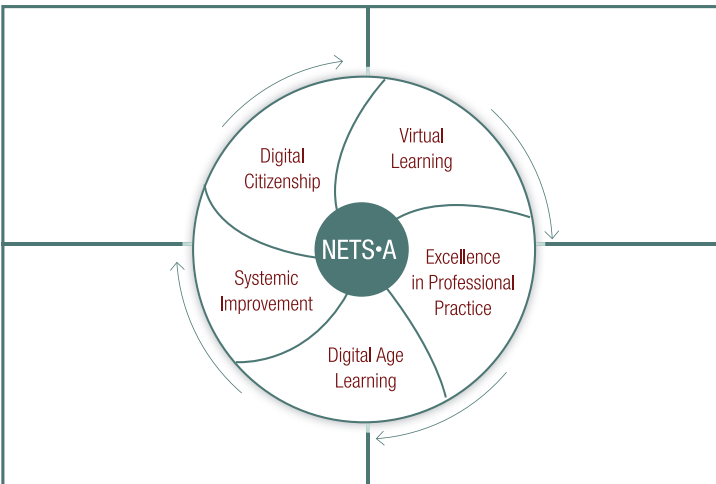
## How do we make the change happen?



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### FRAMEWORK FOR SYSTEMIC IMPROVEMENT

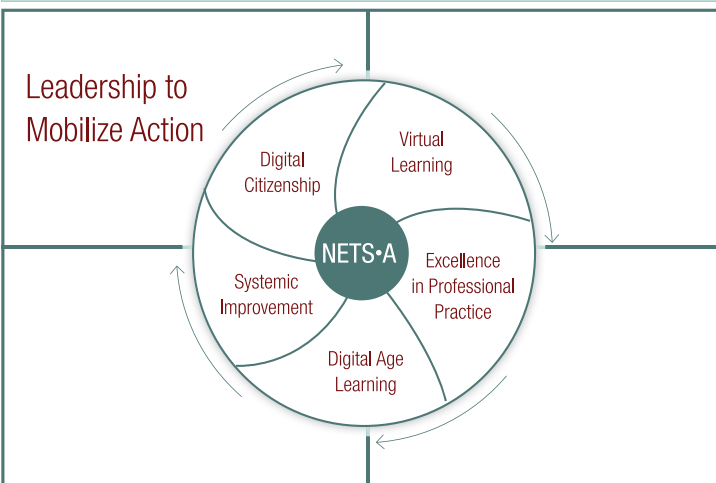


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### FRAMEWORK FOR SYSTEMIC IMPROVEMENT

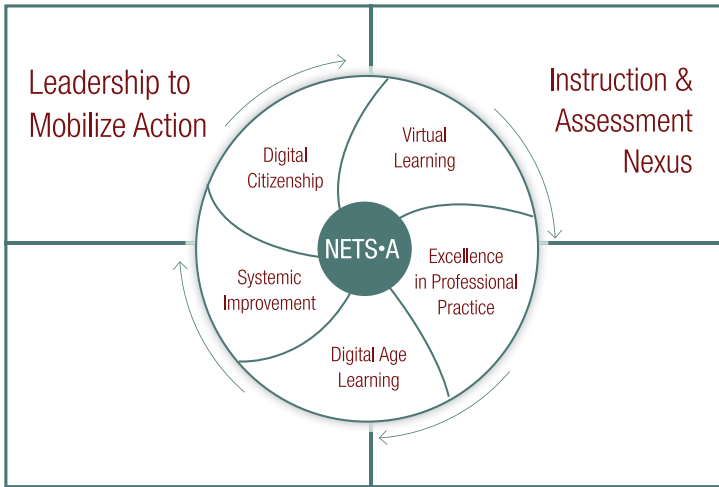


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## FRAMEWORK FOR SYSTEMIC IMPROVEMENT



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## Don't be the Next Beta-Max

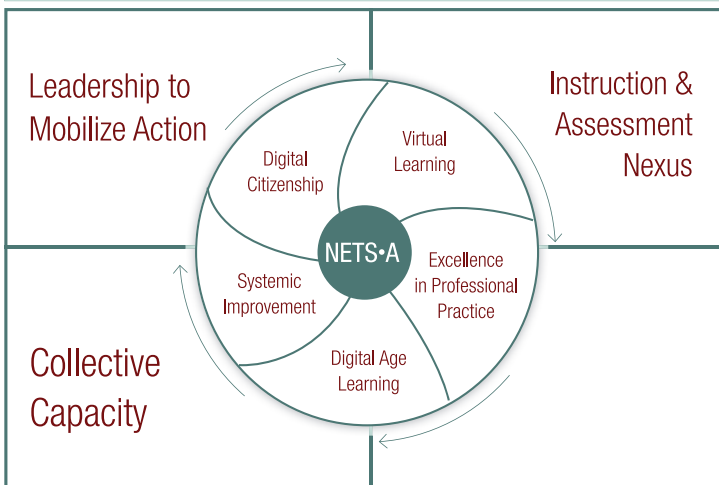


—From Beth & Shawn McCusker on Edudemic

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## FRAMEWORK FOR SYSTEMIC IMPROVEMENT

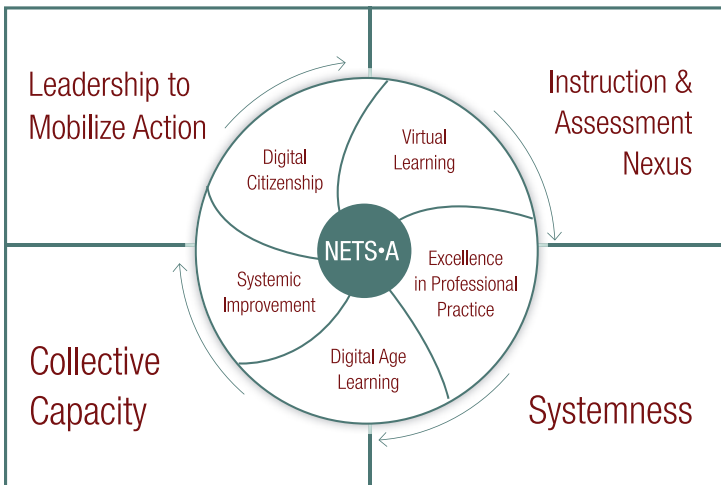


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## FRAMEWORK FOR SYSTEMIC IMPROVEMENT



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## Stratosphere

Integrating Technology, Pedagogy and Change Knowledge

Michael Fullan

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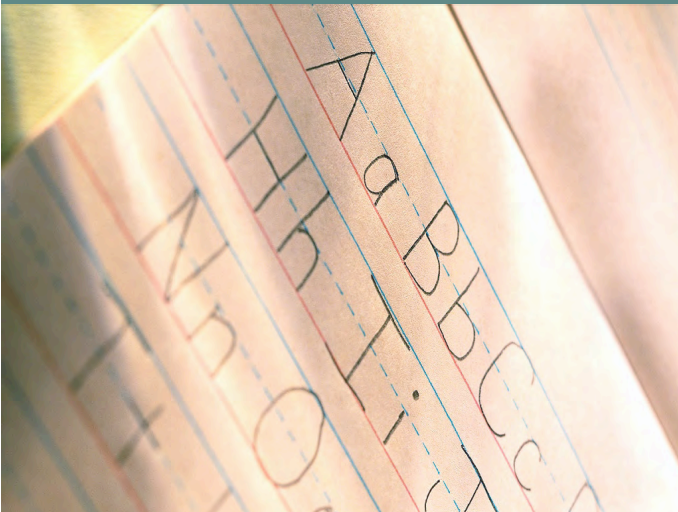
## The New Pedagogical Partnership



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## Technology in Schools

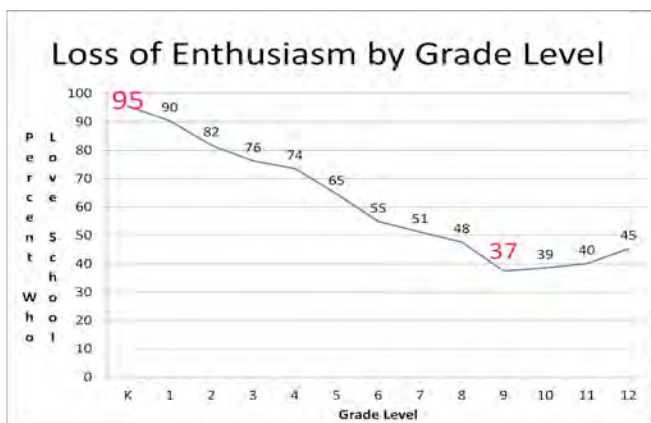


**Technology has  
dramatically  
affected  
virtually every  
sector in  
society that you  
can think of  
except  
education.**

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## It is getting worse...



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## The Challenge for Education

- It is time that gadget goes to school and schools go to gadget 24/7.
- It is teachers with technology who will make the difference.
- Students are partners.



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## The New Pedagogy

- Teacher as 'Facilitator' .17
- Teachers as 'Activator' .60



—John Hattie<sub>32</sub>

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## Facilitator vs Activator

- ▶ Facilitator (.17)
  - Simulations and gaming; inquiry based; smaller class sizes; individualized instruction; problem-based learning; web based; inductive teaching.
- ▶ Activator (.60)
  - Reciprocal teaching; feedback; teacher-student self-verbalization; metacognition; goals-challenging; frequent effects of teaching.

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## New Learning

Exciting innovating learning experiences for *all* students need to be:

- \* **irresistibly engaging for both students and teachers**
- \* **elegantly efficient and easy to use**
- \* **technologically ubiquitous 24/7**
- \* **steeped in real-life problem solving**



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## Stratosphere



- \* **Best of all students learn collaboratively, consolidating connections with others locally and afar.**
- \* **Citizenship, human solidarity, collective problem-solving and sustainability are thereby served.**

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## The New Pedagogy



- ➔ **Teachers and students as pedagogical partners**
- ➔ **Student Engagement**
- ➔ **Instructional Precision**

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## Expert Teachers

- Possess high levels of knowledge and understanding of the subjects they teach.
- Can guide learning to surface and deep outcomes.
- Can successfully monitor learning and provide feedback that assists students in progress.
- Can attend to more attitudinal attributes of learning.
- Can provide defensible evidence of positive impacts of the teaching on learning.

—John Hattie, p. 48

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## Instructional Precision



- Treating students as learning partners.
- Employing students' own tools for learning.
- Use more peer to peer teaching.
- Offering students far more choices rather than mandates.

—Marc Prensky

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## Instructional Precision



- Allowing students to be the primary users of classroom technology.
- Sharing success via short videos
- Regularly connecting students with the world using technology.

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## Technology and Pedagogy



- Sound instructional design, skilled teaching, and quality implementation will be required.
- Most of all, partnership between teachers and students will be essential.  
pg. 39

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## Taking Action: Whole System Reform

The solution lies in the concentration of the three forces of pedagogy, technology and change knowledge.

- ▶ Make it all about learning.
- ▶ Let technology permeate.
- ▶ Engage the whole system.

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## Why will it be easy?



1. The old technology of tell and test does not work.
2. Examples of the new pedagogy partnering with students are rapidly under development
3. There will be great appetite for new ways
4. People will like doing what they like and many will be helping.

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## The New Pedagogical Partnership

Share your point of view...



**What does it mean to  
have a learning  
partnership with  
students?**

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## The New Pedagogical Partnership

1. Discuss the question with your table group
2. Choose one idea to contribute to the larger discussion
3. Select one person to submit the idea to the Google Form on the Wiki

Direct: <http://tinyurl.com/fullanform>

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## The New Pedagogical Partnership

To access the Google form: Direct: <http://tinyurl.com/fullanform>  
or

1. Go to the program wiki home page:  
<http://isteleadershipforum.org/wiki>
2. Click on the General Sessions navigation link
3. Select the During Conference link under Opening Session

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Tools for  
capturing  
insights,  
resources and  
tips.



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## Note-taking Tool

The screenshot shows a digital note-taking interface. At the top, there are fields for 'Session Title', 'Presenters', and 'Session Type' (with radio buttons for 'BYOD', 'Digital Age Leadership Session', 'Panel', 'Industry Meet-up', and 'Other'). To the right, there's a 'NETS-A Focus' section with checkboxes for 'Visionary Leadership', 'Systemic Improvement', 'Digital Age Culture', 'Excellence in Professional Practice', and 'Digital Citizenship'. The main area is divided into three sections: 'Notes' (a large text area), 'Websites' (a list area), and 'Tools+Resources' (a list area). At the bottom, a yellow banner reads 'USE YOUR FRAMEWORK BOOKMARK TO INFORM & GUIDE YOUR NOTES'.

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## Note-taking Tool

### NETS-A Focus

- Visionary Leadership
- Systemic Improvement
- Digital Age Culture
- Excellence in Professional Practice
- Digital Citizenship

This graphic shows three overlapping, rounded rectangular cards. The top card is light blue and has a checkmark icon followed by the text 'Websites'. The middle card is light red and has a checkmark icon followed by the text 'Tools+Resources'. The bottom card is also light red and is partially obscured by the others.

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## Tools and Tips



- ✓ Note-taking tools
- ✓ Sessions information
- ✓ Consultants

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Change problems have one thing in common...  
they are mired in inertia. —Michael Fullan

Join us Tuesday 2:30 – 4:00  
for  
Taking Action

- \* Experts
- \* Peer feedback
- \* 5 Step Action Planning Framework

Leave with an actionable plan for change  
for your school, district or system!



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