O San Francisco



Leader LEARNING TO DO WHAT MATTERS MOST

Leaders, "use your brain before it's too late", rather than using valuable time, energy and resources sifting through theory and advice (2011, p.xiii). Practice-driven leadership will help you gain insight into how you can become more effective at what you do!

Helping you achieve your leadership goals

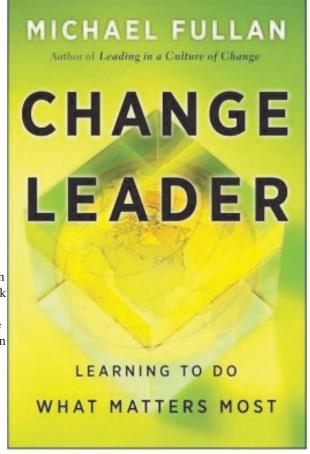
Overview of CHANGE LEADER

In this book, Fullan sets the foundation for leading change through a seven part framework. These frameworks or insights should guide the leader through substantial change leading to sustainable improvement of practice.

The book begins with a preface summary of Fullan's two previous books: Leading in a Culture of Change and The Six Secrets of Change. It

would be worth the readers time to read these two books before Change Leader as they serve as a foundation for this book. The components of each book are located on page 2 of this book review

The next 7 chapters guide the reader through a framework that Fullan describes as a "reflective process of leading change" (p. 2). This entire process, done through deliberate practice/experience, is examined through the lens of 7 key insights.





PRACTICE WATCH

"...practice, especially deliberative practice, drives better practice. Practice is our best bet for finding solutions and for liberating innovation" (p. 155).

Fullan, M. (2011). Change leader: Learning to do what matters most. San Francisco: Jossey-Bass.

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Practice Drives
Theory: Doing is the
Crucible of Change

Be Resolute: Act with Purpose and Empathy

Motivate the Masses:
Experience is
Believing



BOOK 1

LEADING IN A CULTURE OF

CHANGE

- 1. Moral Purpose
- 2. Understanding Change
- 3. Relationship Building
- 4. Knowledge Creation and Sharing
 - 5. Coherence Making

Collaborate to
Compete: Multiply
Capacity and Win

Learn Confidently:
Change Requires
Confidence (true
confidence requires
humility)

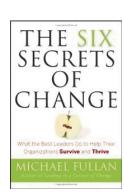


Know Your Impact:
Drowning in Data,
Thirsty for Knowledge



- 1. Love Your Employees
- 2. Connect Peers with Purpose
 - 3. Capacity Building
 - 4. Learning is the Work
 - 5. Transparency Rules
 - 6. Systems Learn

Sustain Simplexity: Just Right Simple





Theory is focused and context specific. What works in one jurisdiction may or may not work in another. What works in one school may not work in another. Exploring multiple approaches, experimenting and learning from one's own experience has the most value. Trying to fit theory into practice may not positively move change forward. The Vietnam case study exemplifies the importance of starting with practice and ending with theory!

Chapter 1 Practice Drives Theory

"The effective change leader actively participates as a learner in helping the organization improve" (p. 5).

Jerry Sternin—Save The Children—fight malnutrition in Vietnam

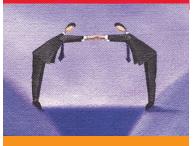
Jerry got to-"Learn from gether a group vour of local mothexperience" ers, put to-(p. 3). gether teams to weigh and measure every child in the village. He then followed the healthier children in the village and noticed three things. 1. Moms were feeding the healthier kids four meals a day instead of two (same amount of food though). 2. They fed the kids more ac-

tively. 3. They collected tiny crabs and shrimp and mixed them in with the rice. Six

months later, 65% of the kids in the villages were better nourished and the change was sustained. Fullan argued, "For change to occur the mothers would have ce it and thereby see

to practice it and thereby see the benefits" (p. 16). Walking the walk "doesn't just mean actions speaking louder than words, but that you actually learn a lot more by doing" (p. 16).

SMARTER LEADING: Experience vs. Theory



"...change leaders learn to rely on themselves, including questioning themselves as they learn" (p. 11).



GROUND OUR LEARNING IN PRACTICE—WHY??? (P. 3-5)

Findings of Brain Research

- We are not always in control of our own thoughts because they come from the subconscious
- If we are unpredictable and unaware of what motivates us, so is everyone else
- We are selfishly driven and wired to connect
- Our brains can be reshaped

Why Practice Needs to Drive Us (p. 5-19)

Theorists have looked at the same problem and come up with exactly opposite truths. What is the lesson?

- Figure out for yourself what is right. Fullan tells us to examine our own practice and other similar practices and identify what is missing.
- Try out something new.
- Reflect, assess, conclude and synthesize what you have done and learned.
- The results of your experience drive your new theory leading change forward.

"...your best source of
learning is day-to-day
learning is day-to-day
practice because it is only
experience that can enexperience that can engage and reshape the
brain" (p. 5).



Behavior is learned. Behavior is habitual. Fullan asserted, "...if you want behavior to change you must change the situation" (p. 45). Great leaders recognize peoples' behaviors can change ...their behavior is situation based. Empathetic leaders are more likely to recognize this fact and direct small changes in situation to change behavior.

Chapter 2 Be Resolute

"Effective change leaders combine resolute moral purpose with impressive empathy" (p. 29).

(p. 32).

The talk of moral purpose is one of Fullan's greatest strengths in his work but also one of the most overlooked principles of leadership. A focused and in-

ternalized

moral purpose creates a very specific vision. These "small priorities" are easy to communicate and live by. Small, targeted situations can change the behavior of employees, all the while expressing the leaders moral vision.

There are numerous stories and case studies within this chapter that explore and highlight these values. Keep in mind the "10 year

rule". Fullan stated it takes 10 years to become expert in anything. This is a tough pill to swallow in the wake of educational change in Saskatchewan!

SMARTER LEADING: Stay the Course

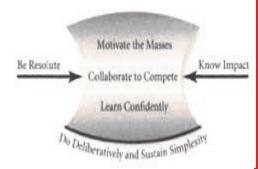


Common ingredients of successful organizations include focused determination resilience and the development of leadership!

Examples:

Four Seasons Inc. Mayo Clinic

Figure 1.1: The Change Leader



CHAPTER 2 IN A NUTSHELL—P. 30

- When you are on a crucial mission, stay the course against all odds.
- Be impressively empathetic when it comes to opposition in the early.

Page 46-47 Colvin (2008) and Dweck (2006) introduced theorists to two kinds of mindsets: Fixed mindset and Growth mindset.

Fixed Mindset

- People are inferior and superior
- Failure is related to capability, not effort
- Very little room for empathy

Growth Mindset

- We learn and improve through practice
- There is an expectation to learn from mistakes

"The effective change leader helps the organileader helps the organization focus and learn
zation focus (p. 48).
over time,



Fullan begins the chapter with a question...Building upon deliberate practice and empathetic resolute leadership, how do we get people to change their minds? Machiavelli (1515) stated, "People are generally incredulous, never really trusting new things unless they have tested them by experience". Fullan stated in

Chapter 3 Motivate the Masses

"Realized effectiveness is what motivates people to do more" (p. 52).

"Motion

leadership

causes posi-

tive move-

ment"

(p. 60).

his book helping people achieve something they have never done before.

dramatically increases motivation. On p. 56, Fullan stated that change leaders create experien

ate experiences for their followers that turn out to be motivating. Why? These experiences are emotionally meaningful to the followers' values

and they are successful with the experience. The effective change

leader "activates, enables, and mobilizes human and moral purpose and the skills to enact them" (p. 58). Fullan then goes on to de-

goes on to deliver his 9 insights from his book "Motion Leadership" as he builds to 'Really Motivating the Masses' or galvanizing motivation.

SMARTER LEADING: Intrinsic vs. Extrinsic



Intrinsic Motivators
Pink, 2009

- 1. Strong sense of purpose
- 2. Increased capacity
- 3. Degree of Autonomy
 - 4. *Camaraderie P. 55-56*





What type of ...

ideas questions people problems activities

...motivate YOU?





On page 91, Fullan derived five elements of leading collaborative cultures. First, setting a small number of core goals (focus) is essential. One of the barriers to change is resistance and exhaustion because goals are not clarified or simplified. Second, leaders at the top must clearly agree and consistently

Chapter 4 Collaborate to Compete

"Collaborative competition is the yin and yang of successful change. Collaborate and compete" (p. 90).

communicate the core goals to their followers. Third, democracy or collec-"Multiply tive capaccapacity and ity buildwin ing en-(p. 89). sures many leaders with like-minded resolution. Teamwork should be mandatory. The fourth element is building individual capacity. This personal growth

can be fostered by purposeful collaboration at the system

level. Lastly,

collaborative competition provides benefits.

Higher purpose, mutual respect, high expectations, pressure and support to perform and innovate to get better make a powerful, focused collaborative culture" (p. 93).

SMARTER LEADING: Collaboration and Confidence



Collaboration means "...that the circle of leadership should always be expanding to incorporate the meaning and motivation of the full group" (p. 108).



WHAT HAPPENS WHEN WE COLLABORATE?

"When core ideas are pursued collectively, day after day, they generate deeper, consistent practices across the organization" (p. 94). The goal of having a collaborative culture is "not that employees will do the work for a resolute leader, but rather that they become *collectively* engaged in work that is also in meaningful to them" (p. 94)

"When people are free to do as they please, they usually imitate each other" (Hoffer, p. 89)

"What looks like resistance is often a lack of clarity" (Chip & Dan Heath, p. 91).

Most innovations are not developed by solo, closed, and veloped by solo, closed, they are private networks—they are connected, fused and recombined. (p. 99)

Chapter 5 Learn Confidently "Change leaders 5

humble than they look" (p. 111).

- "When people experience something new, it connects with their feelings first, then their minds" (p. 112).
- Your brain can grow and change (Neuroplasticity)
- Never stop learning
- "You take the insights into new actions, testing their validity relative to moving the organization forward" (p. 114).

USE YOUR BRAIN

- **CULTIVATE A GROWTH MINDSET**

BE INDISPENSABLE

- Fixed mindset vs. growth mindset—Change leaders must facilitate a growth mindset in their learning organizations
- Attitude: "Not only were they not discouraged by failure, they didn't even think they were failing. They thought they were learning" (p. 115).
- Tim Brighouse stated, "Learn to say I don't know when you actually don't know the answer, and learn to take the blame even if it isn't your fault so that you don't hang people out to dry" (p. 117).
- Strong leadership extends through a high functioning organization.
- McKinsey & CO. found that collaborative practices, supportive infrastructure and continuous development were crucial to sustained effectiveness.
- Be open about problems and successes.

MAINTAIN A HIGH LEVEL OF CONFI-**DENCE**

- Clutch of Confidence—Mintzberg—how does a leader maintain confidence without looking arrogant?
- "When you let your practice and the practices of others who appear to be doing better than you drive your thinking and associated actions, you are entering new territory" (p. 123).
- A leader's practice should be informed by research and theory and the outcomes should be their guide
- Knowing yourself will help you improve yourself and your impact—but this is tough

SMARTER LEADING: The 4 Musts of Leadership





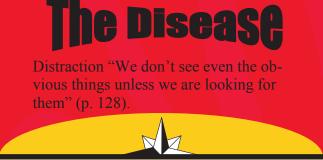


Chapter 6 **Know Your Impact**

"Statistics are a wonderful servant and an appalling master" (p. 127).



Chapter 6 begins with reflection on the previous chapters: Deliberative practice + resolute leadership + empathy + motivation + collaboration + learning confidently put leaders in the right frame of mind to be a change leader. Now, all leaders have to know themselves, but as Fullan points out, this is extremely difficult.



Research common points:

- Most tend to be overconfident
- Memories are reconstruction not reproduction
- Multitasking = errors
- More information makes people less accurate
- Our best lies we accept as truths
- Reflection alone simply confirms our selfjustifying beliefs

"The path to successful change is a minefield that will require careful checks and balances" (p. 132).

Take data into account but don't be mesmerized by it!

SMARTER LEADING: Know yourself

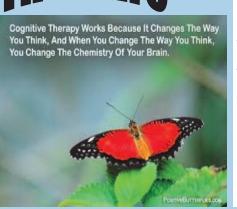


"Drowning in data and thirsty for knowledge" (p. 127).



Mat is the Point Here?







- Practice humility by admitting mistakes
- 2. Tighten the action-feedback loop
- Establish a climate of openness and critical feedback
- Focus on a few priorities and doing them well
- Develop and hone techniques for getting to know yourself
- Introduce and honor the humble checklist

Yes	No	
_		s the change beneficial?
_		Does the change serve the vision or purpose?
_		is the action required clear?
_		Are the top 20% of your influencers in favor of the change?
_		is there a way for you to validate or test the change?
_		Do you have direct or indirect access to focus the resources to support this change
_		if conditions change, can this change be reversed?
_		Does this change bring both short and long term benefits?
_		is the leadership capable of bringing about this change?
_		s the time right for this change?
_		LL CA LWEGGLER

Exhibit 6.2 AWESOME checklist for change leaders

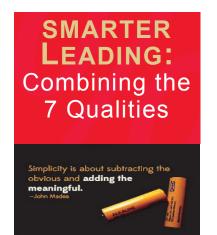
"The brain on its own is naïve. It literally suffers from knowing a lot but not being able to identify what is best in a given situation" (p. 133)

"Leaders will never enjoy impact if employees are not finding it" (p. 145)



Chapter 7 Sustain Simplexity: Just Right Simple

"Simplexity is salvation for an intricate world" (p. 149).



Be Resolute

Insight: Change leaders never give up!

Change is a long process! Patience and persistence are the heart of it all.

Collaborate to Compete

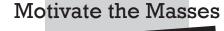
Insight: Open collaboration is crucial!

Pressure and support. The collective commitment for greater performance begins to take hold

Know your Impact

Insight: Know what you are looking for!

Get lean and specific when using data.



Insight: Change leaders "show up"!

Commitment to change is generated by purposeful action. Create conditions for others to develop ownership.

Learn Confidently

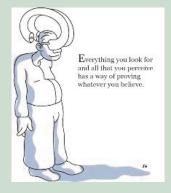
Insight: In the tace of challenge, confidence is essential!

Growth mindset—learning in the face of challenges is natural, and success is not expected every time.

Practice Drives Theory

Insight: Start with you own practice!

The old habit of "What do people do everyday and how can we improve it?"



Sustain Simplexity

Insight: Just and right, so we don't feel overwhelmed!

Be grounded and practical...test what you do against research and theories!

"LIVE A GOOD LIFE. IF THERE ARE GOOS AND THEY ARE JUST, THEN THEY WILL NOT CARE HOW DEVOUT YOU HAVE BEEN, BUT WILL WELCOME YOU BASED ON THE VIRTUES YOU HAVE LIVED BY. IF THERE ARE GOOS, BUT UNJUST, THEN YOU SHOULD NOT WANT TO WORSHIP THEM. IF THERE ARE NO GODS, THEN YOU WILL BE GONE, BUT WILL HAVE LIVED A NOBLE LIFE THAT WILL LIVE ON IN THE MEMORIES OF YOUR LOVED ONES."

MARCUS AURELIUS

