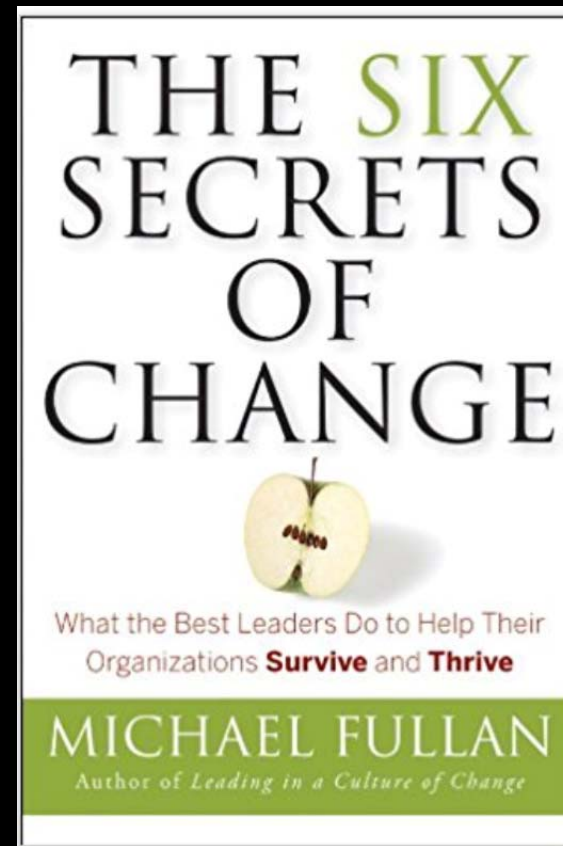# The Six Secrets of Change

Unpacking Fullan's Six Secrets of Change

Developing Your Leadership Theory of Action

"Leadership isn't a rank, it's a responsibility"
Simon Sinek

THE SIX SECRETS OF CHANGE

What the Best Leaders Do to Help Their Organizations **Survive** and **Thrive**

MICHAEL FULLAN

Author of *Leading in a Culture of Change*

Turn and face the strange,
Ch, ch, ch, changes…

Define Change in 5 words or less…

What is one emotion you associate with change?

Collectively, how do your teachers respond to change?

"We've got the disruptive part down, now we just need to innovate."

Coherence

Start and End with Why
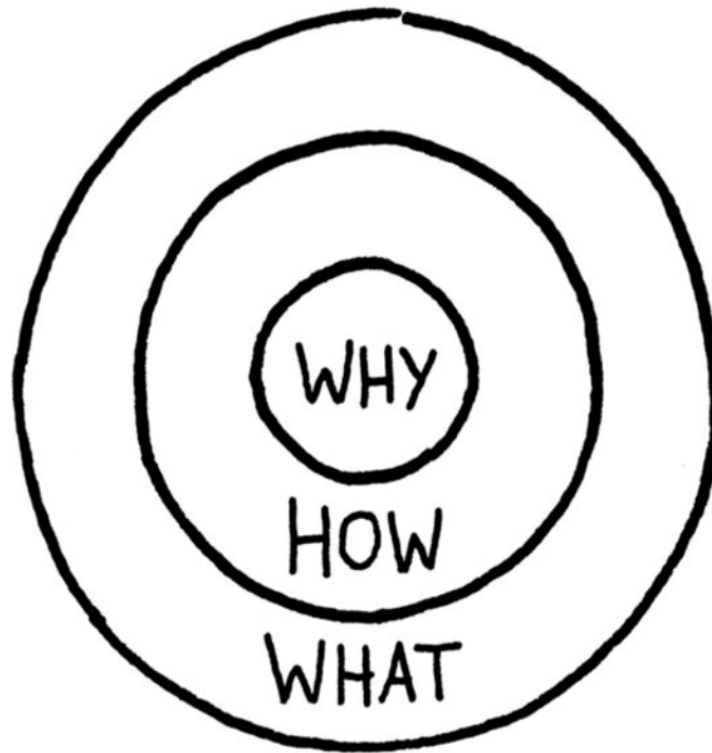
What
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.
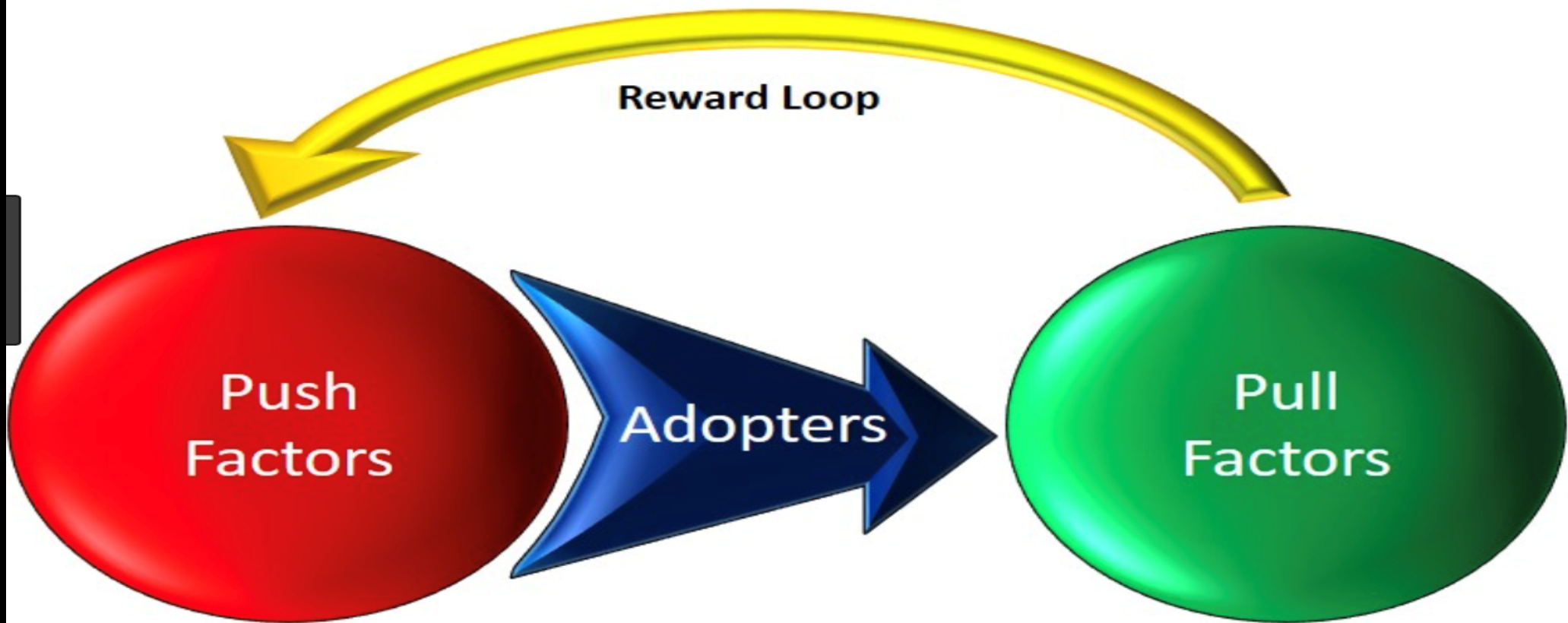
How
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.
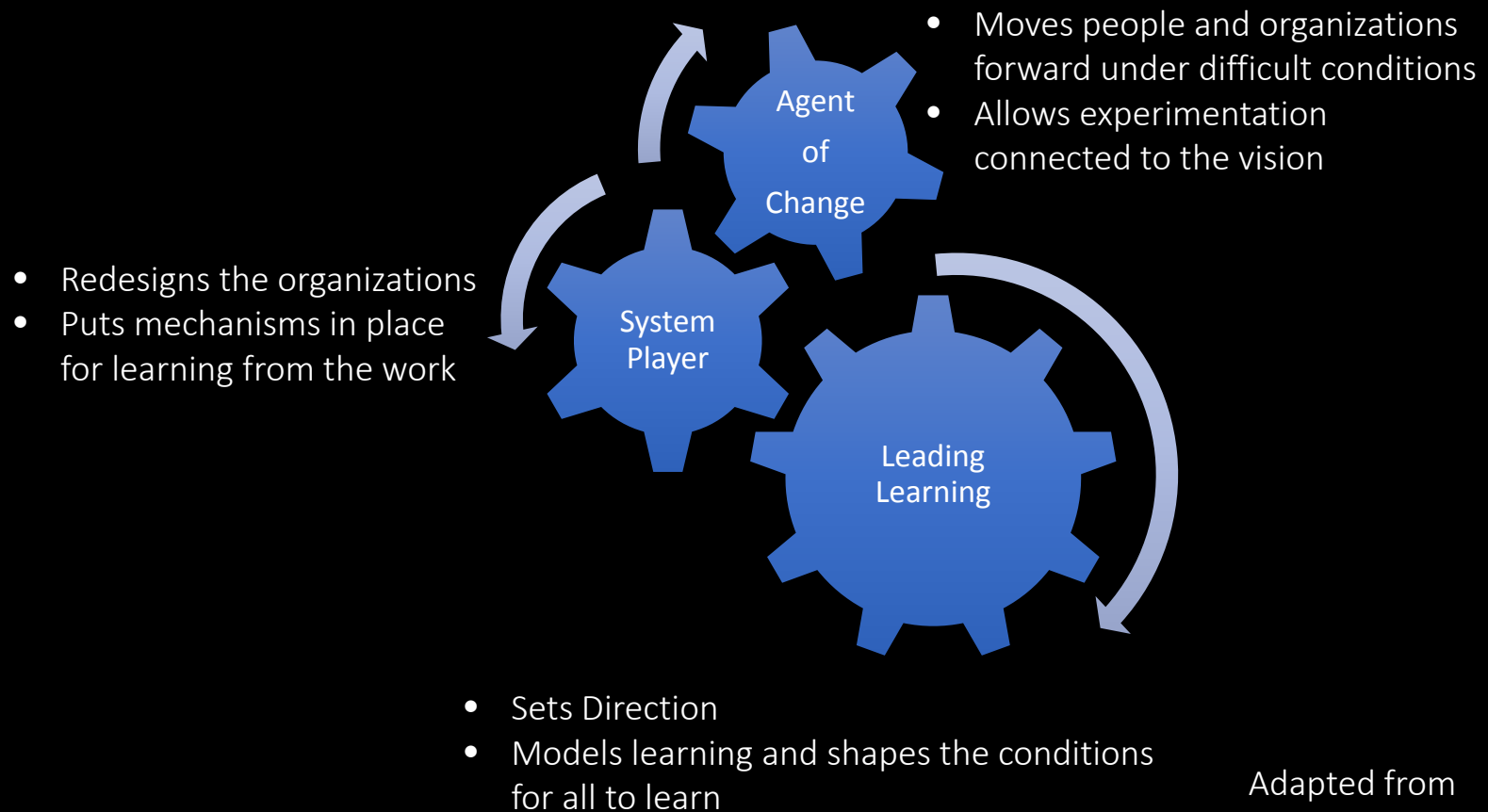
Why
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

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THE ROLE OF LEADERSHIP IN DESIGNING PURPOSE-DRIVEN CHANGE

- Moves people and organizations forward under difficult conditions
- Allows experimentation connected to the vision

Agent of Change

- Redesigns the organizations
- Puts mechanisms in place for learning from the work

System Player

Leading Learning

- Sets Direction
- Models learning and shapes the conditions for all to learn

Adapted from Fullan, 2001

Transformational Change

Strategic focus & organizational support for innovation

Leader dispositions and capabilities

Organizational processes for innovation

THE NEW CHANGE PROCESS

Directional Vision

Focused Innovation

Diffusion of Practice

Sustained Cycles
of Innovation
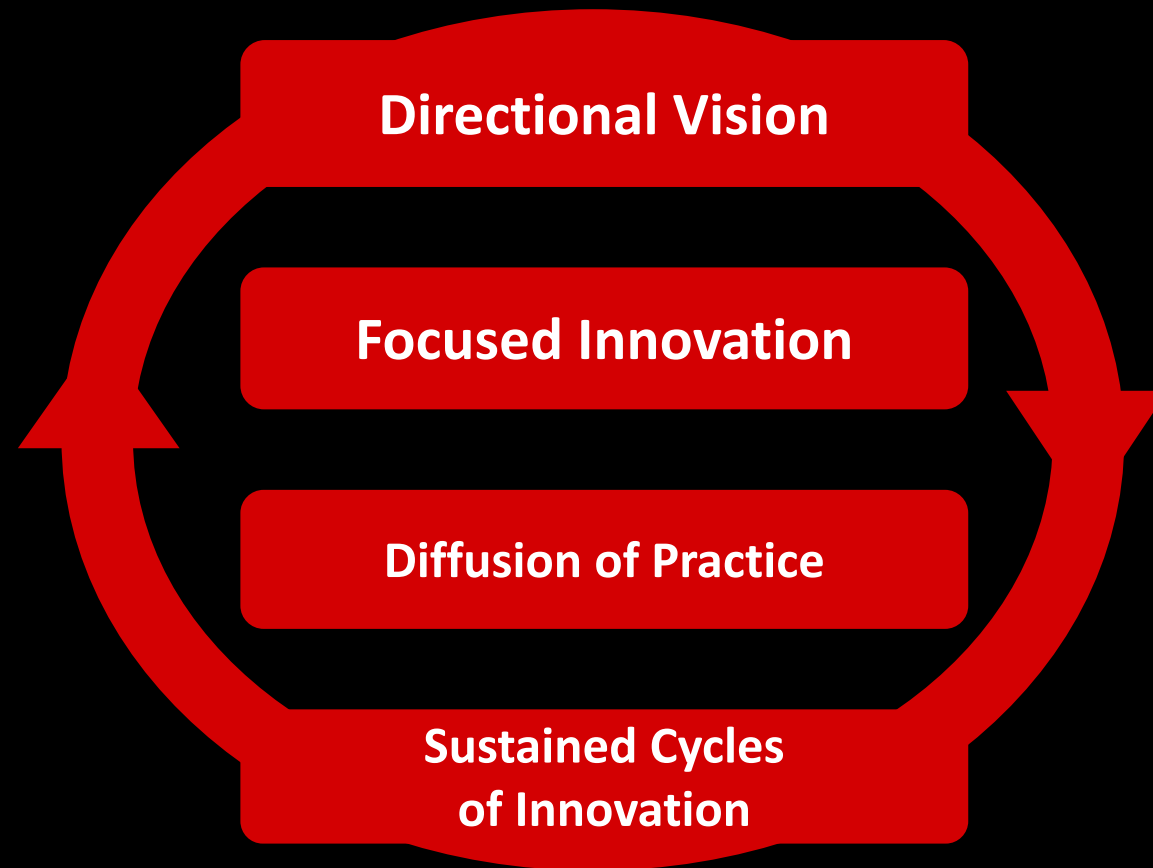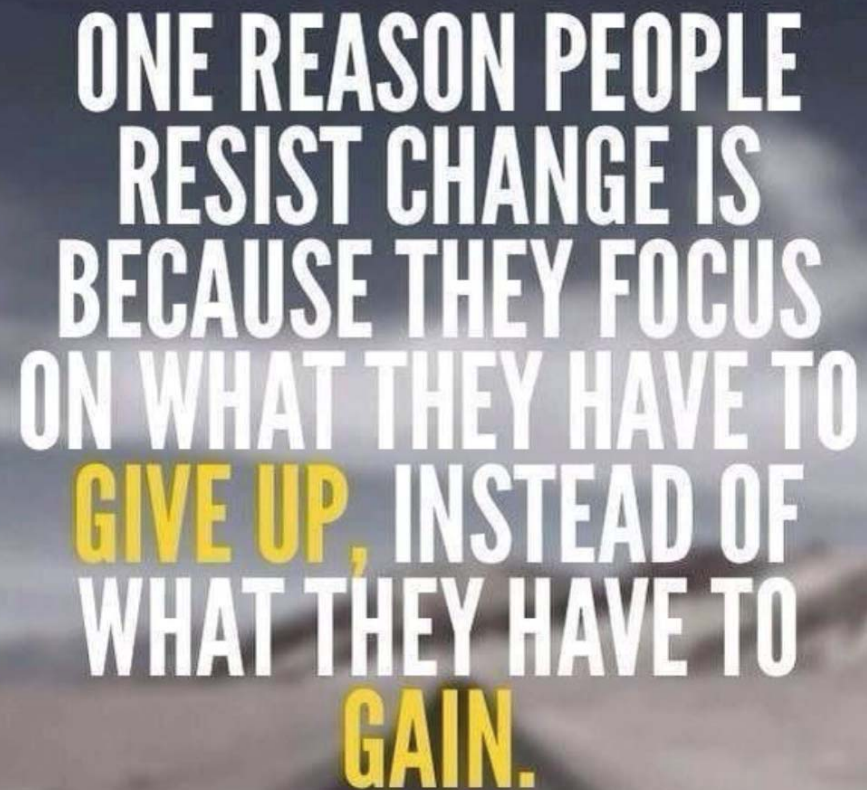
The Six Secrets of Change

Love your employees

Connect peers with purpose

Capacity Building Prevails

Learning is the work

Transparency Rules

Systems Learn

ONE REASON PEOPLE RESIST CHANGE IS BECAUSE THEY FOCUS ON WHAT THEY HAVE TO GIVE UP, INSTEAD OF WHAT THEY HAVE TO GAIN.

#1
Love Your Teachers!

"The quality of the educational organization cannot exceed the quality of the teachers"

Value the teacher as much as the students

Who do you love most?

Who needs the most love?

Who is the hardest to love?

#2
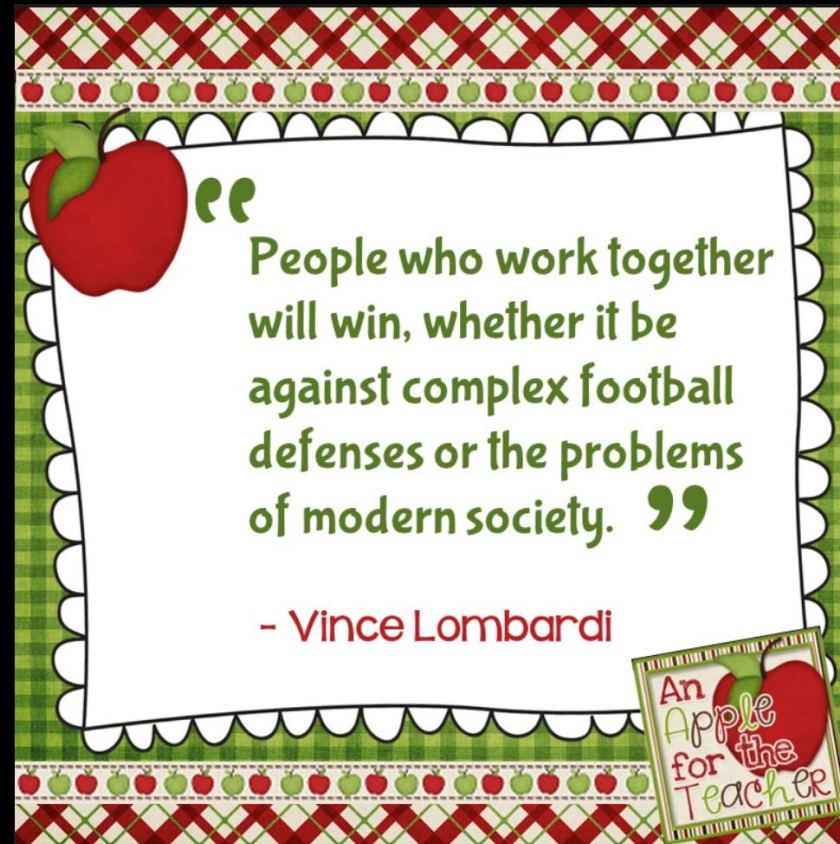# Connect Peers with Purpose

Loose-tight Leadership Dilemma

Leadership provides direction by designing the organizational culture and structure for innovation

Works best when …

- organization values mesh with the values of individuals/groups

- Knowledge about effective practice are widely shared

- Monitoring is in place to identify and address ineffective actions while also identifying and consolidating effective practices

How are you fostering purposeful interactions that create deep bonds to the work among colleagues?

What else can you do to encourage these interactions?

People who work together will win, whether it be against complex football defenses or the problems of modern society.

- Vince Lombardi

An Apple for the Teacher

#3
Capacity Building
Prevails

"Talent isn't fixed...unless you believe it is. In fact, talent depends on people's motivation and experiences: talent depends on how a person is managed or led" (Pfeffer, 2015)

Withhold judgment

Feedback loops

How do you ensure that teachers feel risk taking is both necessary and safe?

How can you become more aware of overt and covert communication patterns that may restrict innovation?
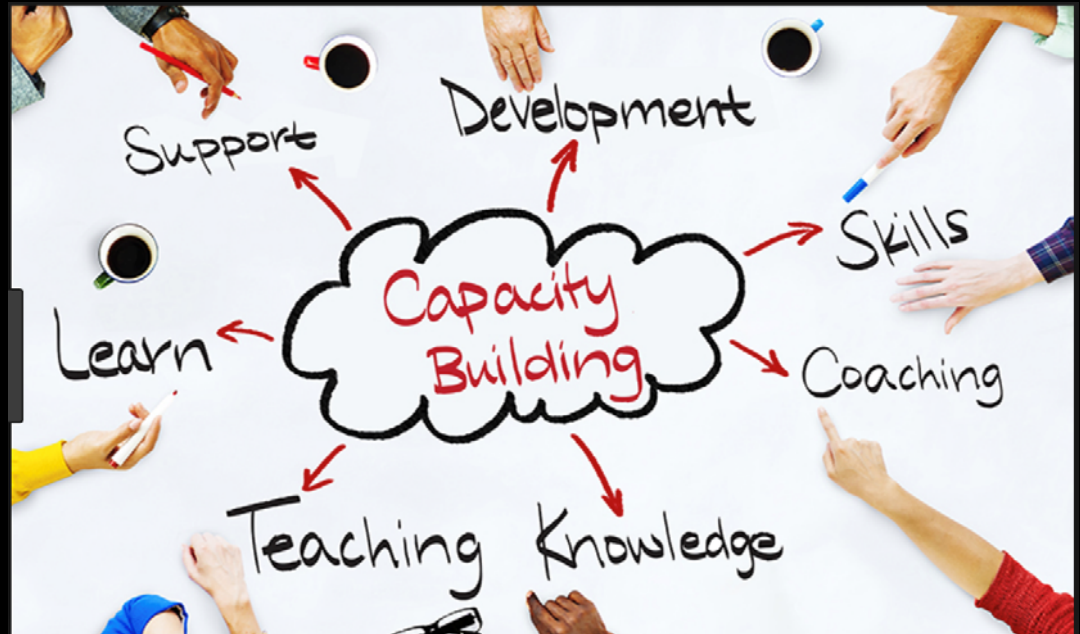
#4
Learning is the Work!

"Relentless consistency, 50% and willingness to change, 50%"

-Tiger Woods on his formula for success.

Teaching & learning requires high level precision

Closing the knowing-doing gap through consistent education, convenience of "tools", and frequent verification to monitor & improve performance

Organizing common effective practices builds precision

What actions might you take in the next few months to better embed deeper learning for yourself and teachers in the workday/or workplace?

Consider an aspect of your work in which you would like to improve performance. Generate a plan of action to focus your learning on that element.

Leader as the first Learner

#5
Transparency Rules

Transparency transcends "what gets measured gets done"

Not a gotcha- but about focus and targets

Assessing, communicating, and acting on data pertaining to the "what", "how" and outcomes of change efforts
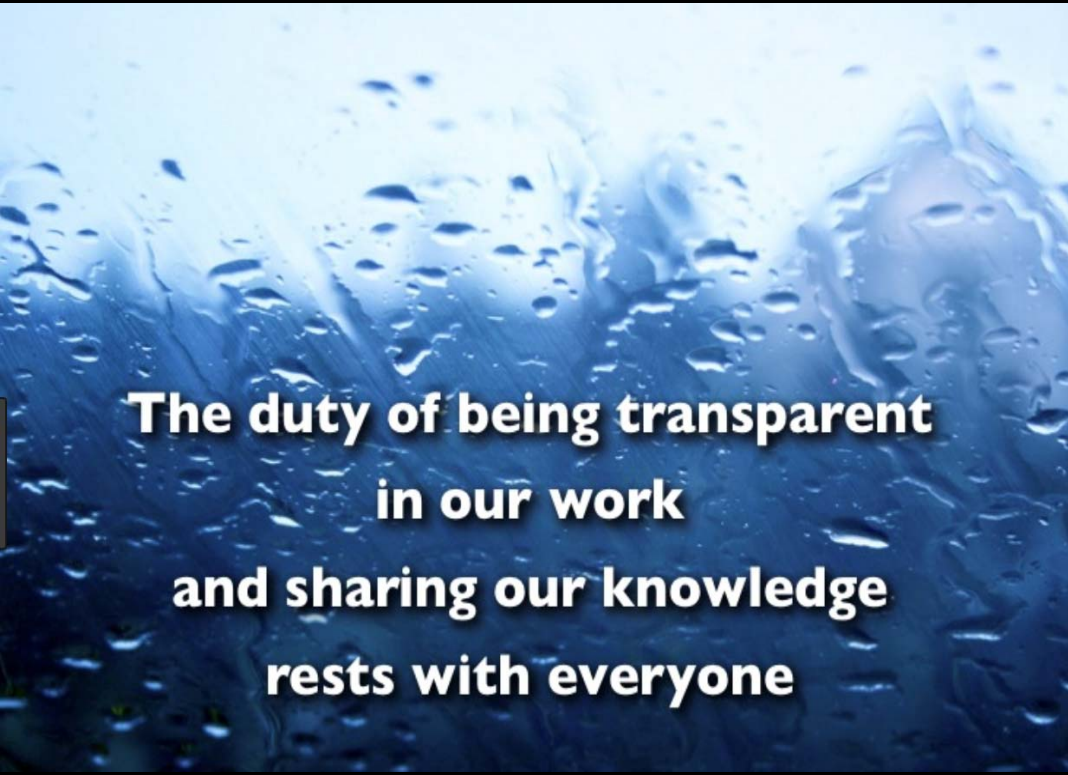
What is the focus/targets for your school?

How are they measured?

Are all those involved aware and contributing to the data?

How is the data reviewed, shared, discussed?

What can be done to take this to the next level?

The duty of being transparent in our work and sharing our knowledge rests with everyone

#6
Systems Learn!

"There are so many things I would love to do but the (Fill in the blank...the DoE, Division, Superintendent, ...) won't let me"

Know where you are going and develop others to lead the way

Leaders inspire leadership

A focus on an individual leader does not lead to sustained learning

Systems learn when the organization as a whole is confident in the face of complexity and is open to new ideas

Attributes of systems learning...

Our purpose as leaders is to create other leaders

Leadership qualities for Systems Learning

"Learning is the Work"

- Act & speak confidently about the future even when acknowledging the organizational realities and your own limitations
- Maintain attitudes of wisdom and humility
- Take credit & blame
- Learn when to lead and when to get out of the way
- Practice "integrative thinking"

Consider these attributes. Where are you in your development?

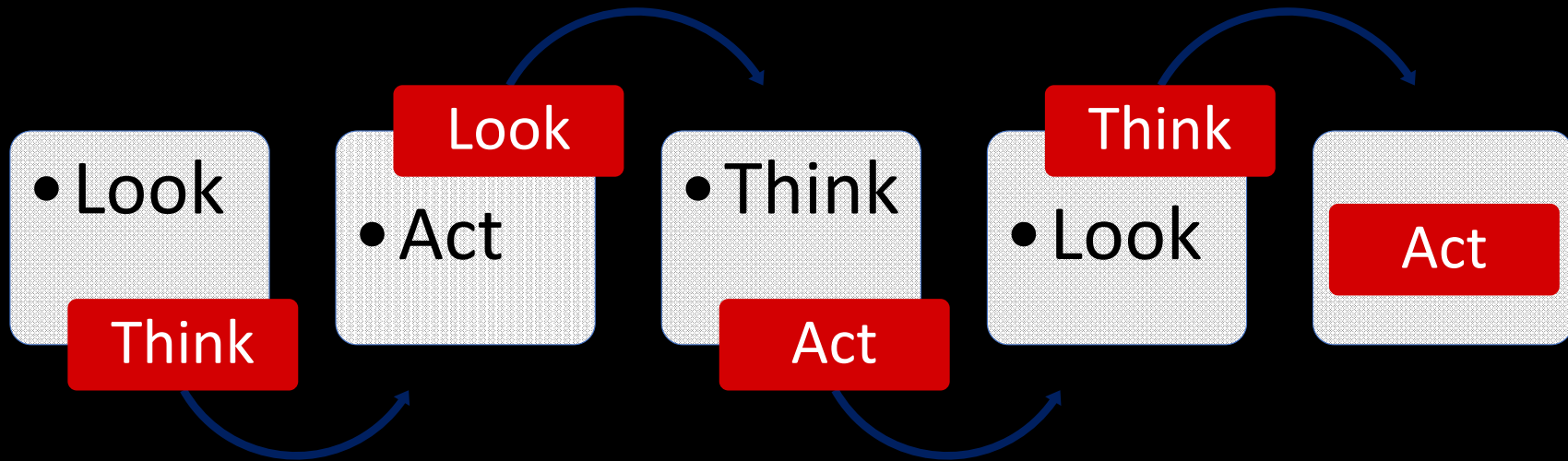*What might your worst critic say?*

Your most beloved fan?

How do these attributes manifest in those around you?

"Life begins at the end of your comfort zone so do one thing each day that scares you"

DESIGN THINKING FOR ACTION:
Softening the Blow

- Look
- Think
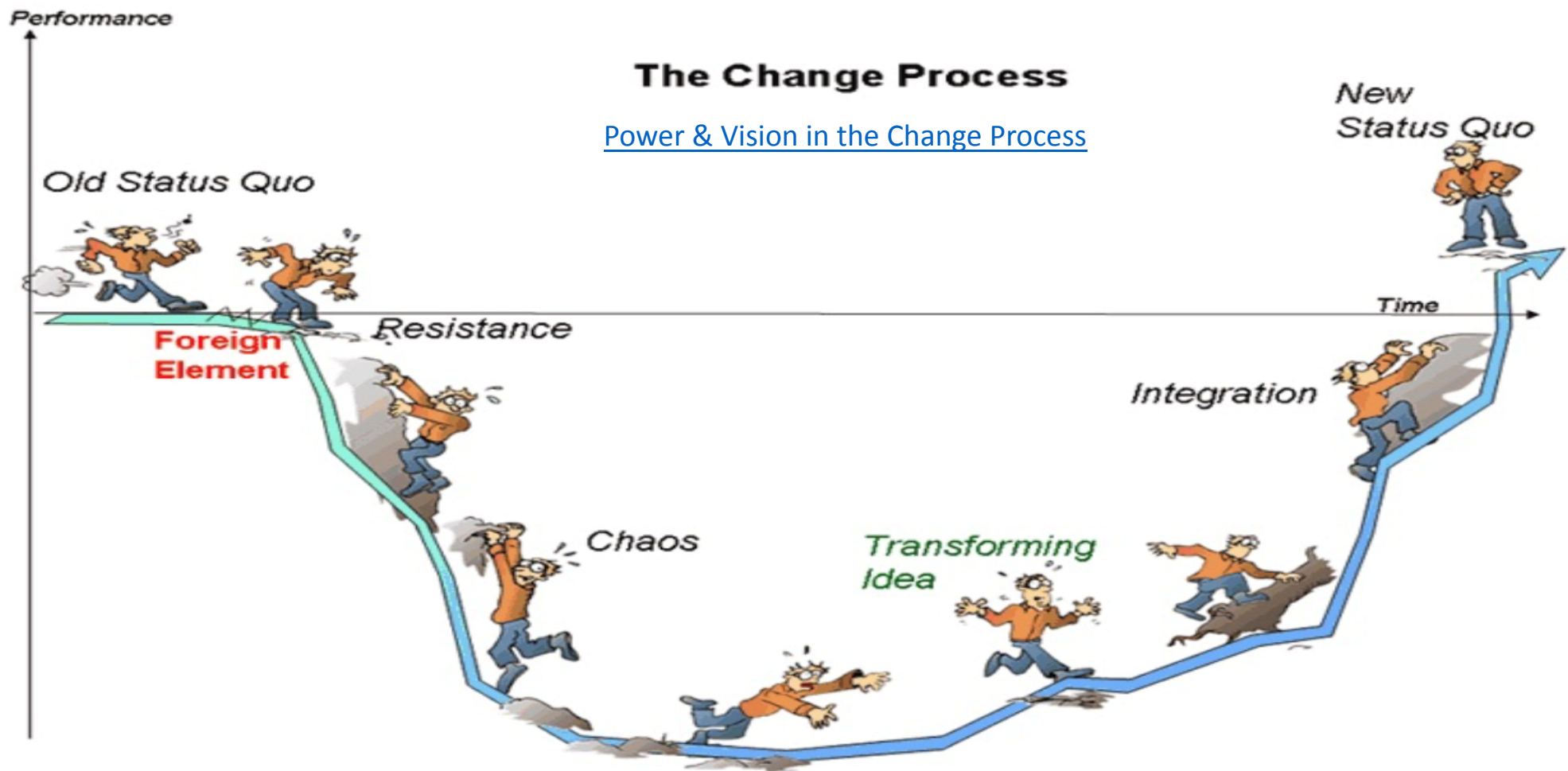
- Look
- Act

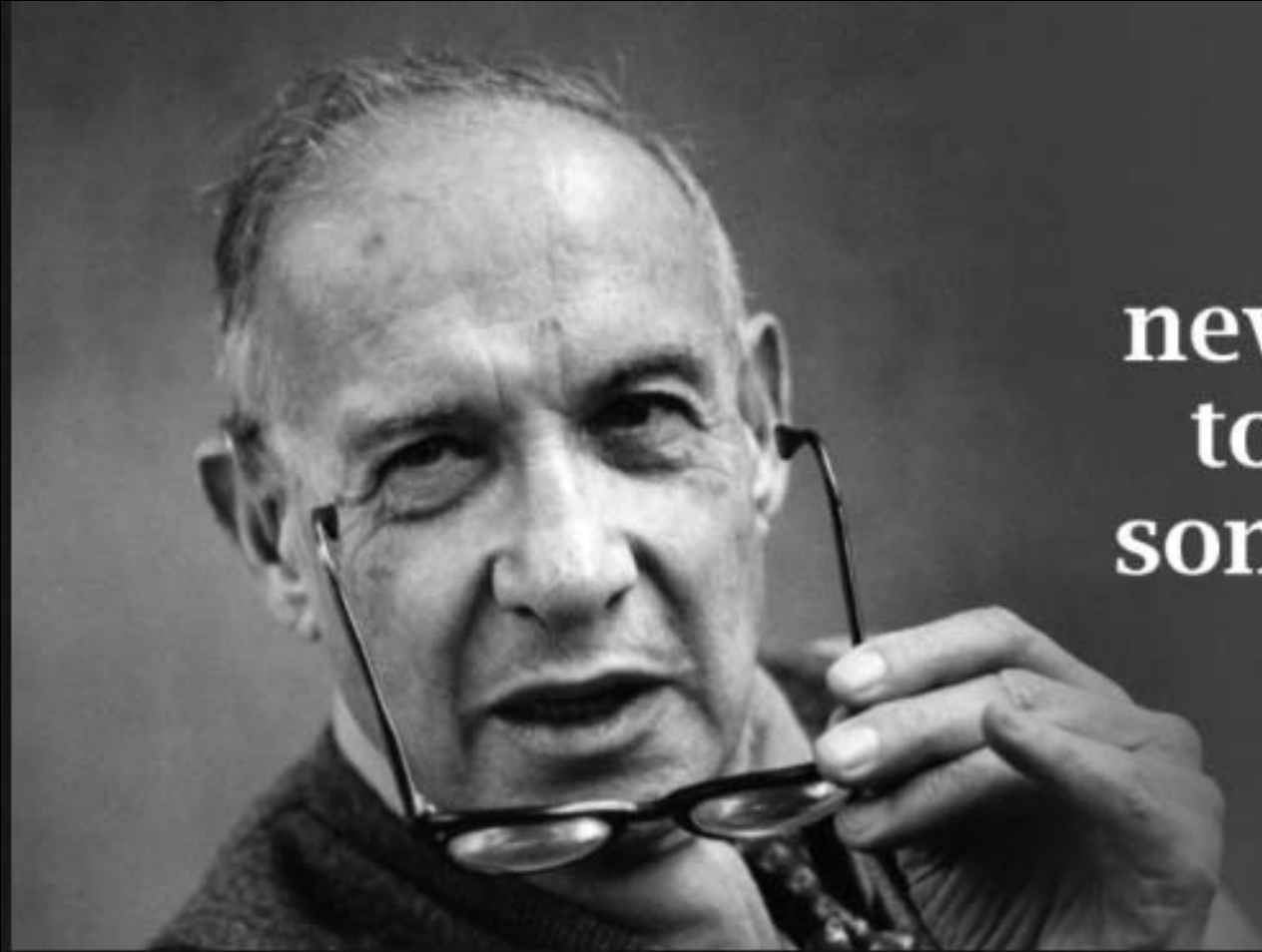- Think
- Act

- Think
- Look

- Act

Wisdom is using your knowledge while doubting what you know.

Pfeffer & Sutton, 2006

The Change Process

Power & Vision in the Change Process

If you want something new, you have to stop doing something old.

PETER DRUCKER