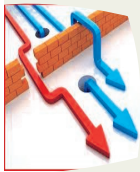


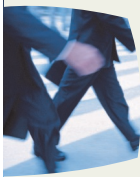


▶ MICHAEL FULLAN'S  
CHANGE LEADER OVERVIEW -  
SETTING THE STAGE..... 1



▶ 7 KEY INSIGHTS ..... 2

▶ SUMMARY OF CHAPTERS  
..... 3—9



San Francisco

Jossey-Bass

2011

# CHANGE *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

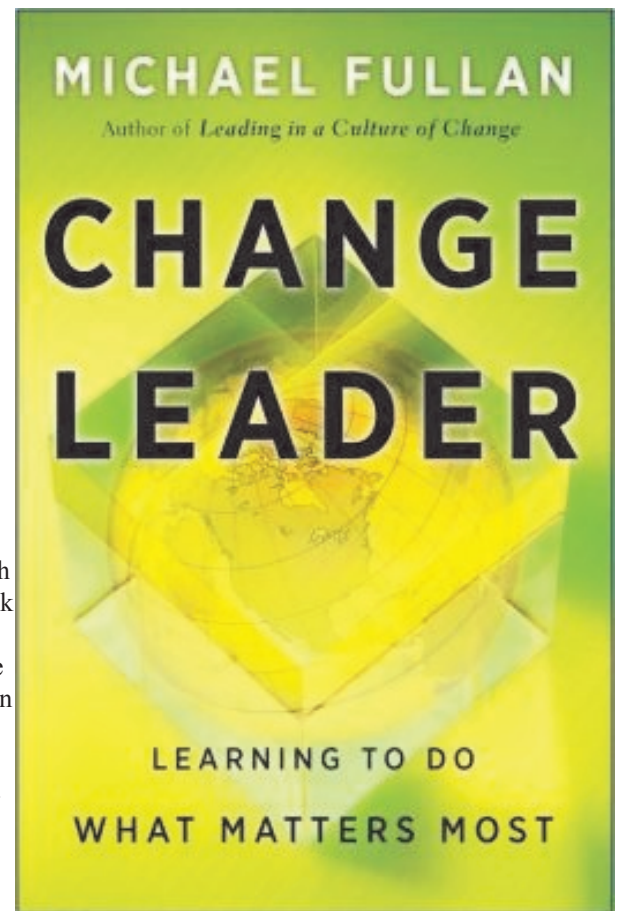
### Overview of CHANGE LEADER

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.

Doug Smith 10240427

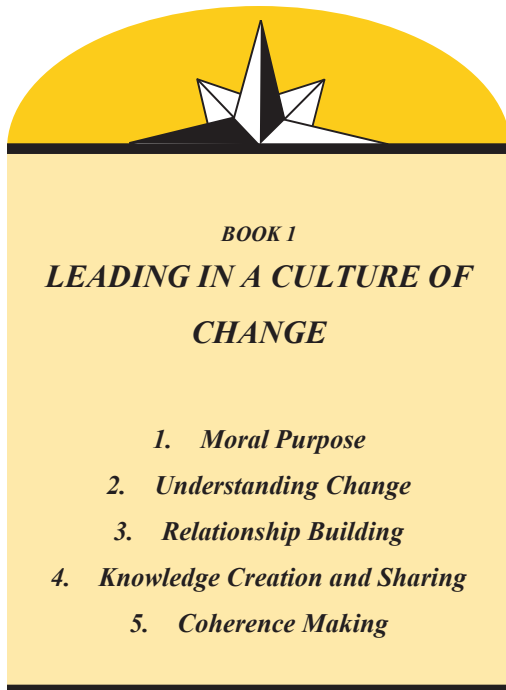
University of Saskatchewan EDADM 826 Bob Bayles/Keith Walker

*Practice Drives Theory: Doing is the Crucible of Change*

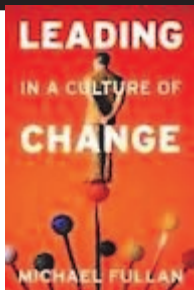
*Be Resolute: Act with Purpose and Empathy*

*Motivate the Masses: Experience is Believing*

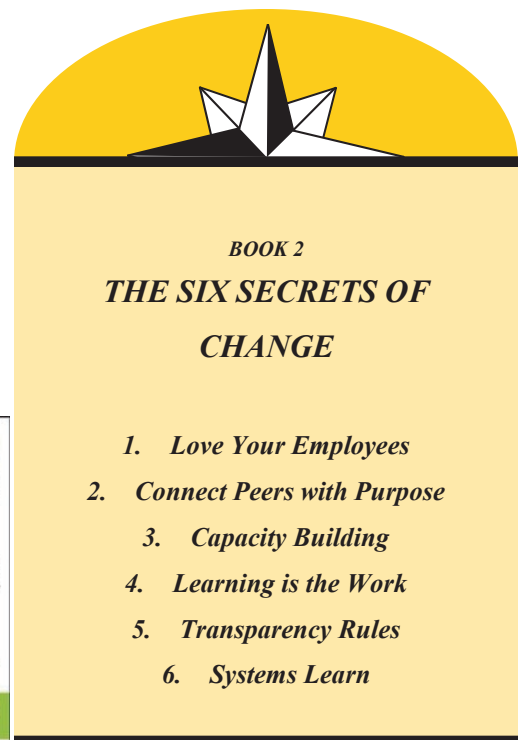
*Collaborate to Compete: Multiply Capacity and Win*



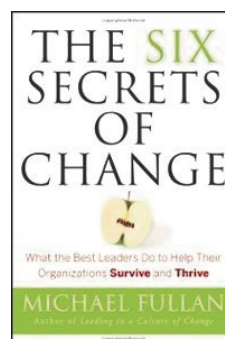
*Learn Confidently: Change Requires Confidence (true confidence requires humility)*



*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 Simplicity: Just Right Simple*



# 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 together a group of local mothers, put together 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 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).

**“Learn from your experience” (p. 3).**

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!

## 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 practice because it is only experience that can engage and reshape the brain” (p. 5).**



# Chapter 2 Be Resolute

*“Effective change leaders combine resolute moral purpose with impressive empathy” (p. 29).*

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.

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 internalized 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 ex-

pressing 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!

**“Give respect to people before they have earned it” (p. 32).**

**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

1. When you are on a crucial mission, stay the course against all odds.
2. 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 organization focus and learn over time” (p. 48).*



# Chapter 3 Motivate the Masses

*“Realized effectiveness is what motivates people to do more” (p. 52).*

**SMARTER LEADING:  
Intrinsic vs. Extrinsic**



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

his book helping people achieve something they have never done before, dramatically increases motivation. On p. 56, Fullan stated that change leaders create 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 deliver his 9 insights from his book “Motion Leadership” as he builds to ‘Really Motivating the Masses’ or galvanizing motivation.

**“Motion leadership causes positive movement” (p. 60).**

*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?**

## Galvanizing Motivation

Do something...let people have the experience

Experience + skills + clarity = increased intrinsic motivation

PERSIST—no matter what but be flexible

Focus on developing skills...while doing something

Good ideas that are intrinsically meaningful = ownership

Acquisition of skills leads to CLARITY

Experiencing together = shared ownership

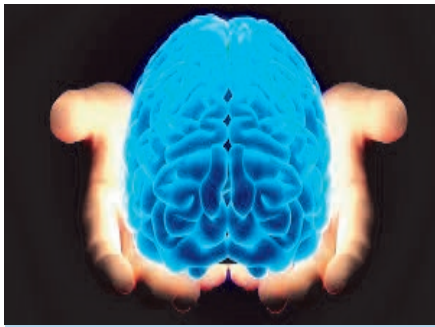
Realized effectiveness “works because the group develops capacity and begin to believe in themselves as they see the results” (p. 83).



# I am a Learner

## Chapter 5 Learn Confidently

*“Change leaders are more confident than the situation warrants but more humble than they look” (p. 111).*



### USE YOUR BRAIN

- “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).



### CULTIVATE A GROWTH MINDSET

- 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 Brighthouse 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).



### BE INDISPENSABLE

- 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 CONFIDENCE

- 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



**“True confidence requires humility” (p. 111).**

**Failure is Impossible**

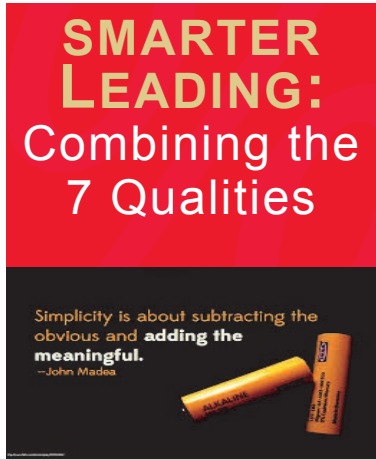






# Chapter 7 Sustain Simplicity: Just Right Simple

*"Simplicity 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.

## Motivate the Masses

**Insight: Change leaders "show up"!**

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

## Collaborate to Compete

**Insight: Open collaboration is crucial!**

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

## Learn Confidently

**Insight: In the face of challenge, confidence is essential!**

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

## Know your Impact

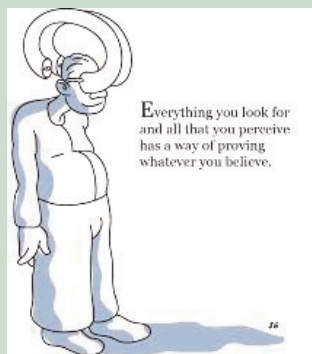
**Insight: Know what you are looking for!**

Get lean and specific when using data.

## Practice Drives Theory

**Insight: Start with your own practice!**

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



## Sustain Simplicity

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

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

