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- Recognized as a worldwide authority on organizational change, he is engage in training, consulting, and evaluating change projects around the world.
- He is the author of *Leading in a Cultural of Change* and *Turnaround Leadership*

The six secrets of change: What best leaders do to help their organizations survive and thrive By Michael Fullan

Introduction Have Theory, Will Travel

Plan is a tool which is only good when the mind-set using it. Theory is a mind-set. Fullan points out “The biologist David Sloan Wilson . . .”a theory is merely a way of organizing ideas that seems to make sense of the world” (2007, p. 16)” (p. 1). Theories make sense of the world and are proven.

Nether Theory nor Action

Welch’s core strategy. Rates employees annually using three categories:

- People who are filled with passion and commitment.
- Good qualities and lack passion.
- Someone who can’t get the job done. (p. 3)

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“GIVE ME A GOOD

THEORY OVER A STRATEGIC PLAN ANY DAY of the week” (p. 1)

ONE BIG CAUTION



There can never be a blueprint or silver bullet in an actual theory. Fullan noted never to take what you read even the six secrets. (p. 5). He is cautioning the reader who is reading this book to be cautious. “Probably the two greatest failures of leaders are indecisiveness in times of urgent need of action and dead cer-

tainly that they are right in times of complexity” (p. 6).

“Good Leaders are thoughtful managers who use their theory of action (such as the six secrets) to govern what they do while being open to surprises or new data that direct further action” (p. 8).

THEORIES THAT TRAVEL

One good example is the evolution theory which the plants, animals, and human kind adapt to changing environment over time. Fullan explains evolutionary theory predicts and finds favors in ever-expanding boundaries of cooperative behaviour.

Fullan concludes other examples of good theories by Michael Barber are:

1. Precise targeting of goals and resources.
2. Incentives for developing new capacities, especially with respect to other people or organizations not doing well.
3. Alternative providers
4. Prescription in demanding that all providers gather data, identify best practices, apply them, and be held to account;
5. Empowered customers, and
6. Checking, checking, and checking that programs are being implemented effectively (p. 9).

1. Love your employees.

The key is for your employees to learn continuously and find meaning in their work, relations to their coworkers, and the company as a whole.

2. Connect peers with purpose.

Leaders are to provide good direction while pursuing its implementation through peer interaction and learning.

3. Building capacity prevails.

Capacity building consists of new competencies, new resources (time, ideas, expertise), and new motivation.

4 Learning is the work.

Learning external to the job can be useful input.

5. Transparency rules.

A clear display of results and continuous access to practice.

6. Systems learn.

Two dominant changes are: knowledge and commitment (p. 14).

Using A Good Theory

Fullan suggested to use the six secrets directly to guide and monitor your leadership and organization. Also, to pre-empt development of bad habits such as the seven self-destructive habits as outlines by Sheth (2007): denial, arrogance, complacency, competency dependence, competitive myopia, volume obsession, and the territorial impulse (p. 15).

Secret › One

Love your Employees

Fullan introduces the general theory of Douglas McGregor half century ago. Fullan stated McGregor contrasted two theories of human motivation concerning behaviour in the workplace, which are Theory X and Theory Y.

Theory X Assumptions

- The average human being has an inherent dislike of work and will avoid it if he or she can.
- Because of their dislike for work, most people must be controlled and threatened before they will work hard enough.
- The average human prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything else. (p. 21)

Theory Y Assumptions

- If a job is satisfying, then the result will be commitment to the organization.
- The average person learns under proper conditions not only to accept but to seek responsibility.
- Imagination, creativity, and ingenuity can be used to solve work problems by a large number of employees. (pp. 21-22).

Secret One in Action

Fullan analyzed whether there is any proof that loving employees and customers equally can be done to benefit everyone. He finds “ The principle of valuing employees as well as customers is equally if not more important in the public sector” (p. 34).

Fullan had the opportunity to work with Premier Dalton McGuinty as his special advisor on education (p. 34). Fullan noted he started working to pursue the six secrets in action by improving the Ontario's education system (p. 34).

The new policy was based on a strong commitment to respect the teaching profession and invest in teachers' development, with equal focus on results (p. 34). Respect was given to employees as well as customers.

The results showed the number of teachers to leave the profession has declined (2003-2006). Early retirement has declined at the age of fifty-five. In 2006, there was about fifteen hundred fewer teachers retiring at this stage compared to the 1990's (p. 35).

The motivation to improve the school system has no doubt that the system is healthier and more productive. Secret One at work. (p. 35).

Fullan finds “A new report from McKinsey and Company focusing on the top-performing school systems in the world provides the central reason why we must value employees (in this case teachers) as such as customers (children and parents) (p. 23).

Secret One is not all about caring for employees, it is about what works to get results (p. 25).



<http://fistfuloftalent.com/2012/03/your-employee-survey-wont-tell-you.html>

SECRET › TWO CONNECT PEERS WITH PURPOSE



<http://independence.cherrycreekschools.org/PublishingImages/Staff%20Pages%20Clip%20Art/Support%20Staff.jpg>

The Conditions and Value of Peer Interaction

Thomas Friedman formulated a framework based on idea the world is flat. The conditions of the flat world empowered people, groups to collaborate and compete. (pp. 41-42). He identified three forces:

1. Technology, the global web that enables multiple forms of collaboration—sharing of knowledge and work
2. New ways of doing business in which managers and freelancers take “new flatter of playing in the field to develop “horizontal collaboration and value-creation processes and habits” (p. 178)” (p. 42).
3. Increasing participation of three billion people . . .

“New technology, new habits of collaboration, and hordes of new players” (p. 42).

Fullan noted to start with the role and peer interaction. The six secrets contain good values and results. (p. 44).

How organizations engage in peers in interactions where quality experiences and results are central to the work (p. 46). Peers are more successful in coming together to share their ideas and more effective because they are not doing things by themselves.

Fullan describes “. . . peer interactions as social and intellectual glue its roots within collaboration organizations” (p. 47). He explains examples such as professional learning community where teachers learn from each other and share ideas. Also, where school districts learn from each other and its called lateral capacity building (p. 47).

THE WE-WE SOLUTION

“Peer interaction must be purposeful and must be characterized by high-capacity knowledge and skills (Secret Four)” (p. 49).

Three things that happen:

1. Stakeholders are rallying around *higher purpose* that has meaning for individuals as well as for the collectivity.
2. *knowledge* flows as people pursue and continuously learn what works best.
3. *identifying* with an entity larger than oneself expands the self, with powerful consequences (p. 49).

The idea is to provide direction and flexibility along the way .

Secret › Three

Capacity Building Prevails

Fullan noted for another way to love your employees is to select them well and invest in their continuous development (p. 57).

“Capacity building concerns competencies, resources, and motivation” (p. 57).

Continue to develop knowledge, skills, use resources wisely, and commit to put “important things done *collectively* and *continuously* (ever learning)” (p. 57).

CAPACITY BUILDING TRUMPS JUDGMENTALISM

Fullan stated one of the ways not to develop capacity is through criticism, punitive consequences, or what he calls *judgmentalism* (p. 58). The advice is not to roll your eyes when you see practise that is less effective on our first day of leadership. Instead invest in capacity building while delaying judgement (p. 58).

“Nonjudgmental is the secret of change because it is so very heavily nuanced” (p. 59). When peers interact with one another

they create positive pressure and accomplish goals that are important to the group.



**Building Community
Capacity**

<http://www.e-lfh.org.uk/programmes/>

HIRE AND CULTIVATE TALENTED PEOPLE

An example, Fullan defines Toyota, how it attracts good people, carefully selects, develops managers, and coaches (p. 64). “The attributes it looks for in trainers consist of willingness and ability to learn, adaptability and flexibility, genuine caring and concern for others, patience, persistence, willingness to take responsibility, confidence and leadership, and a questioning nature“ (p. 64).



“Capacity building starts with hiring people who have potential” (p. 71)

McKinsey group visited and examined the top ten performers in PISA 2003 assessment in literacy and mathematics: Australia, Belgium, Canada, England, Finland, Hong Kong, Japan, the Netherlands, New Zealand, and South Korea. McKinsey added Singapore. Fullan noted teachers are screened for: high level of literacy and numeracy, strong interpersonal and communication skills, willingness to learn, motivate to teach, and the love in teaching children (pp. 67-68).



Secret › Four

Learning Is the Work

Secret four concerns is how the organizations address their core goals and tasks. Also, the organization learning continually to do better and better in their work field. Fullan mentions “How organizations go about ensuring that consistency and innovation get build into the culture of everyday work” (p. 76). Performance and improving in the organizations is what resolves problems.



<http://www.lorianngarner.com/consistency/>

“ . . . you can achieve consistency and innovation only through deep and consistent learning in context” (p. 86).

What Consistency and Innovation Look Like

An example, Fullan describes is Doctors and Nurses regularly washing their hands during the day when seeing new patients. This prevents spreading the germs but usually still spreads because not all Nurses and Doctors practise washing their hands. Therefore doctors and nurses need to pursue perfection in washing their hands consistently. “It took consistent education, convenience of hand-washing faculties, and frequent random spot checks to monitor and improve performance on something as simple as washing one’s hands regularly” (p. 77).

Fullan notes CLIP (Critical learning instructional path) involves step by step guide for teachers in literacy performance. This helps teachers to instruct students to their level of learning. As teachers continue to collaborate with other teachers and instructional leaders, their minds are constantly monitoring and making adjustments.



<http://www.foodmanufacture.co.uk/Manufacturing/Manufacturers-target-innovation-but-fear-competitors>

SECRET > FIVE

TRANSPARENCY RULES

“Transparency concerns assessing, communicating, and acting on data pertaining to the what, how, and outcomes of change



efforts” (p. 93).

<http://www.publicpolicy.telefonica.com/blogs/blog/2014/11/28/the-kickoff-of-the-data-transparency-lab/>

What Transparency is Not

1st Transparency is not reporting that is being performed by employees. It is not all about data.

2nd Transparency is not gathering data and measuring your actions in the workforce. Being pressured in your job will not get the job done right.

What Effective Transparency Is

Fullan records Michael Barber job in Tony Blair’s Prime Minister’s Delivery Unit (PMDU) was to see the implantation in health, education, crime, and transport (p. 95). He and his colleagues focused on small goals, specific capacity building, and key challenges. Transparency must be front and centre performance. Transparent data brings basic actions to provide improvement, balance pressure, support and motivate.

In the medical field, transparency data is used by the surgeon to become better in what they do. They take the time to analyze the data gathered and see how the effective the medicine is doing for patients.

Another example, Fullan uses in data transparency in education is in literacy and numeracy. This where the Secret Five comes in:

1. No results are displayed. a) Help schools compare with themselves. b) Help schools compare with their neighbouring schools. c) Help schools examine their results, see how other schools are doing and see how close they are achieving to 100 percent in literacy and numeracy (p. 97).
2. Work with seventy-two districts and four thousand schools to set targets and starting point.
3. Focus on capacity building, help districts identify and use effective instructional practices.
4. Examine within the three years instead of one year trends to determine if the schools are improving or declining.
5. Ontario Focused Intervention Partnership provides help to target improvement in performance. (pp. 97-98).

This approach in data transparency is effective in education. By using this approach the literacy and numeracy scores have climbed by some 10 percent in points.

Lastly, in business data transparency is successful and recognized. Transparency helps build trust with customers, employees, and other stakeholders.

“Transparency involves being open about results and practices and is essential an exercise in pursuing and nailing down problems that recur and identifying evidence-informed response to them” (p. 99).

Openly learn from one another, have respect, and to improve in their jobs.

Why Transparency Rules

Openness is results about practices connected to successful outcomes. There are four rules in transparency:

1. Accountability - “Is that it is going to do so whether we like it or not” (p. 100).
2. Data- Good thing on balance: in fact essential to success.
3. Improvement - successful change. The data can be used for performance and practice for improvement.
4. “. . . Credibility and long term survival of organizations are dependent on public confidence” (p. 102). Teachers are more confident in using data because they can

understand them.

Transparency is effective and positive in organizations.



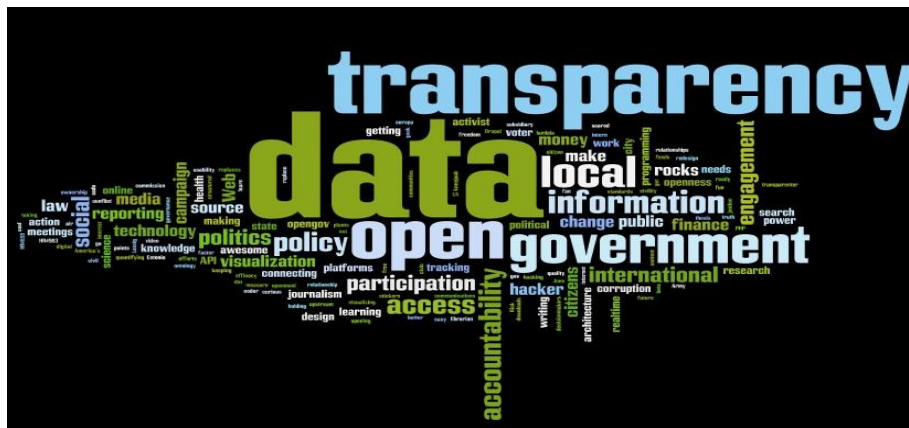
“focused on a small number of ambitious goals, frequently gathering specific data on performance...”

[https://](https://www.haikudeck.com/transparency-rules-uncategorized-presentation-5INNSX0Lny)

www.haikudeck.com/transparency-rules-uncategorized-presentation-5INNSX0Lny

“Transparency and learning in context flourish when capacity building trumps judgmentalism, when interaction fosters coherence, and when employees, and customers are equally valued” (pp. 103-104).

Leaders can have a good way in mastering Secrets one through five but they must tackle the problems of sociology and politics (p. 104).



<https://digiphile.files.wordpress.com/2010/03/wordle-4-transparency-camp20101.jpg>

SECRET › SIX

SYSTEMS LEARN

The first five secrets are put into action but continuous learning is not guaranteed. The reason for this is the individual leader. Individual leaders come and go. Fullan describes, when a company performs poorly its because of the CEO performance. Therefore, the investors will demand the CEO to resign and will be replaced by someone else. The expectations of a new CEO is that he/she already has high potentials and knowledge in leadership (p. 108). The questions is how do organization learn? 1. The focus is developing many leaders working in concert instead of relying on one individual. 2. They will be lead by people who approach complexity with humanity and faith. “These leaders combine humility and confidence by incorporating the spirit and competencies of Secrets One through Five “ (p. 109). Secret Six is the master piece which add to the previous secrets.

Focus on Many Leaders

Toyota’s performance in leadership has been a success for decades and still is today (p. 109). The first task of Secret Six is to go through Secret One to Five. Firstly, the organizations members are to feel valued (Secret One). Secondly, to be engaged in peer interaction that generates knowledge and commitment (Secret Two). Thirdly, build capacity for each individual (Secret Three). Fourthly, learn on the job everyday (Secret Four). Fifthly, experience transparency in practice linked to marking progress (Secret Five) (p. 110). The net of organizational leaders are learners.

Fullan stated, leaders are working together for this continues to cultivate leaders for the future. “Young leaders are bring groomed for the future of the generation . . .” (p. 111).

To unravel Secret Six means to be humble and confident. Also, have conceptual ideas and practical tools to operate the environment. “This is system thinking and doing their best” (p. 111)

LEARN



<http://getapp.wpengine.com/wp-content/uploads/learning-management-system.png>

Navigating Complex Terrain

The second half of Secret Six is humility because no matter what a leader does, it does not guarantee a successful future (p. 111).

Leaders all want to have a successful organization but need to be aware the world’s larger problems. Leaders know that stakeholders are not just investors or managers, they are employees and society—global society. Fullan stated, leaders need to know about the broader of environments and altruistic (p. 115).

Leaders will need to combine humility and confidence for future success in organizations.

“Out of these four paradoxes comes four guidelines for action (Pfeffer & Sutton, 2006, p. 206)” (p. 119).

1. “Act and talk as if you were in control and project confidence.
2. Take credit and some blame.
3. Talk about the future.
4. Be specific about a few things that matter and keep repeating them” (p. 119).

“These guidelines show the way toward mastery to Secret Six” (p. 119).

Secret Six is involved in system complexities, taking action, and learning from experiences (p. 119). While engaging other leaders to learn and keep on learning.

CONCLUSION KEEPING THE SECRET

To survive and thrive in the twenty-first century these are the guidelines for all leaders:

Guidelines for Keeping the Secrets

1. Seize the Synergy– Love and interact with your employees and the stakeholders. People will eventually get better at what they do and don't be afraid to make mistakes. (p. 124).
2. Define Your Own Traveling Theory– change comes with having a strong moral principles that will improve the organization and its environment (p. 126).
3. Share a Secret, Keep a Secret– The best way to keep a secret is to share them. By modeling leadership and putting it into action will influence other coworkers to do the same (p. 127).
4. The World Is the Only Oyster You Have– Learning from one another, making the right decisions and contribute to better the environment (p. 129).
5. Stay on the Far Side of Complexity– seeking tools fro solutions, balancing confidence, and humility (p. 130).
6. Happiness Is Not What Some of Us Think- “Happiness requires combining meaningful work with regard for others” (p. 132). You need to love what you do in your job. You need to survive and thrive in your work place and out of your work place to be happy. (p. 135).

[HTTP://
WWW.WILDAPRICOT.CO
M/BLOGS/
NEWSBLOG/2013/06/21/7-
SECRETS-FOR-
SUCCESSFUL-BOARD-
MEETINGS](http://www.wildapricot.com/blogs/newsblog/2013/06/21/7-secrets-for-successful-board-meetings)



"Oh, look! It's a memo about Valentine's Day!"

[http://blog.gthankyou.com/
wp-content/uploads/2014/02/
ValentinesDayCartoon2014.jpg](http://blog.gthankyou.com/wp-content/uploads/2014/02/ValentinesDayCartoon2014.jpg)

This book summary has given a lot of ideas in how to become a better leader in a organization. The information is useful for a leader that wants to make change or is a first time leader. In order to survive and thrive in an organization, a beginning leader can try out the Six Secrets. As I heard or read, in order to be able to do the job that is required in leadership, the leader should love what he/she does and be able to take chances. There will be mistakes made but that's when you as the leader will learn from the mistakes you made. The school will need to make changes to be successful in the twenty first century.



<http://www.gwinnettmagazine.com/wp-content/uploads/2011/01/green-apple.jpg>

Reference

Fullan, M. (1st Ed.). (2008). *The six secrets of change: what the leaders do to help their organization survive and thrive*. San Francisco: Jossey-Bass A Wiley Imprint.