

Leadership, The Teaching Profession and Sustainability: Lead to Innovate

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MOTION
LEADERSHIP



New Pedagogies for
Deep Learning™
A GLOBAL PARTNERSHIP

The Pandemic

- Discombobulates the system in fundamental ways
- Creates openings for improving the status quo
- A once in a lifetime opportunity to transform public education



The Future is Up for Grabs

The future is up for grabs

Education
Stalled

Pent-up
Ideas:
Both Good &
Bad

Battle of
the
Decade

Reason One for Urgent Transformation: Downward Societal Spiral

- Climate collapse (disintegrating)
- Inequality (galloping)
- Social trust (plummeting)
- Mental health (staggering)

—Fullan, 2020





Transformation

...loading...

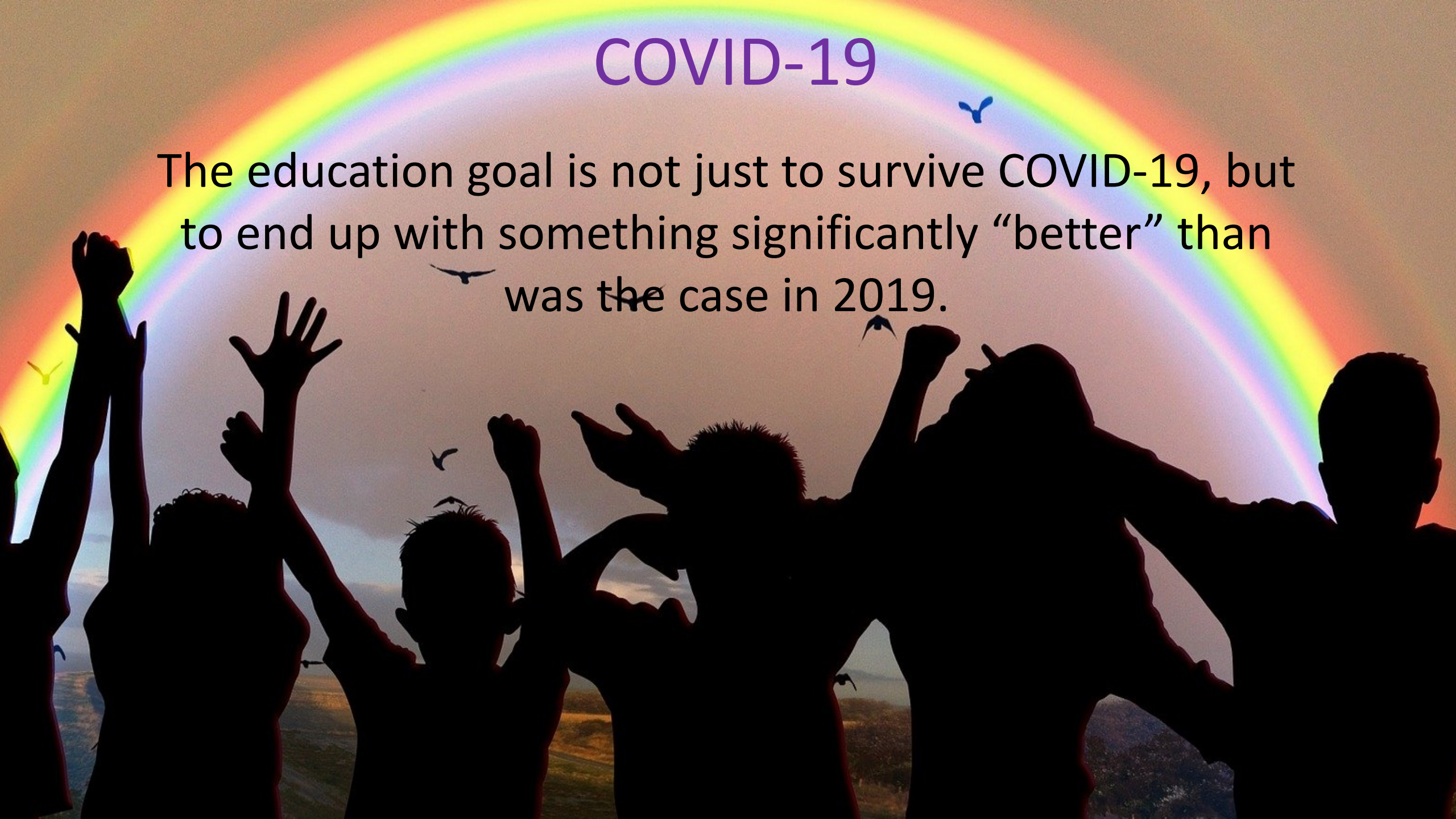
Reason Two for Urgent Transformation: Badly Outdated School System

- The failure to connect students with purpose
- Learning goals that lack personal meaning
- The continued use of old pedagogy
- Failure to build relationships and belongingness

—Fullan, 2020

COVID-19

The education goal is not just to survive COVID-19, but to end up with something significantly “better” than was the case in 2019.



Whole System Success

Whole system success requires the commitment that comes from intrinsic motivation and improved technical competencies of groups of educators working together purposefully and relentlessly





The Main Reasons that System Equity has Not Progressed

- The failure to connect students with purpose
- The failure to challenge students with high expectations
 - Inadequate learning goals
- The continued use of old pedagogy
 - Failure to build relationships and belongingness

—Fullan, 2020

Yawning Gap:

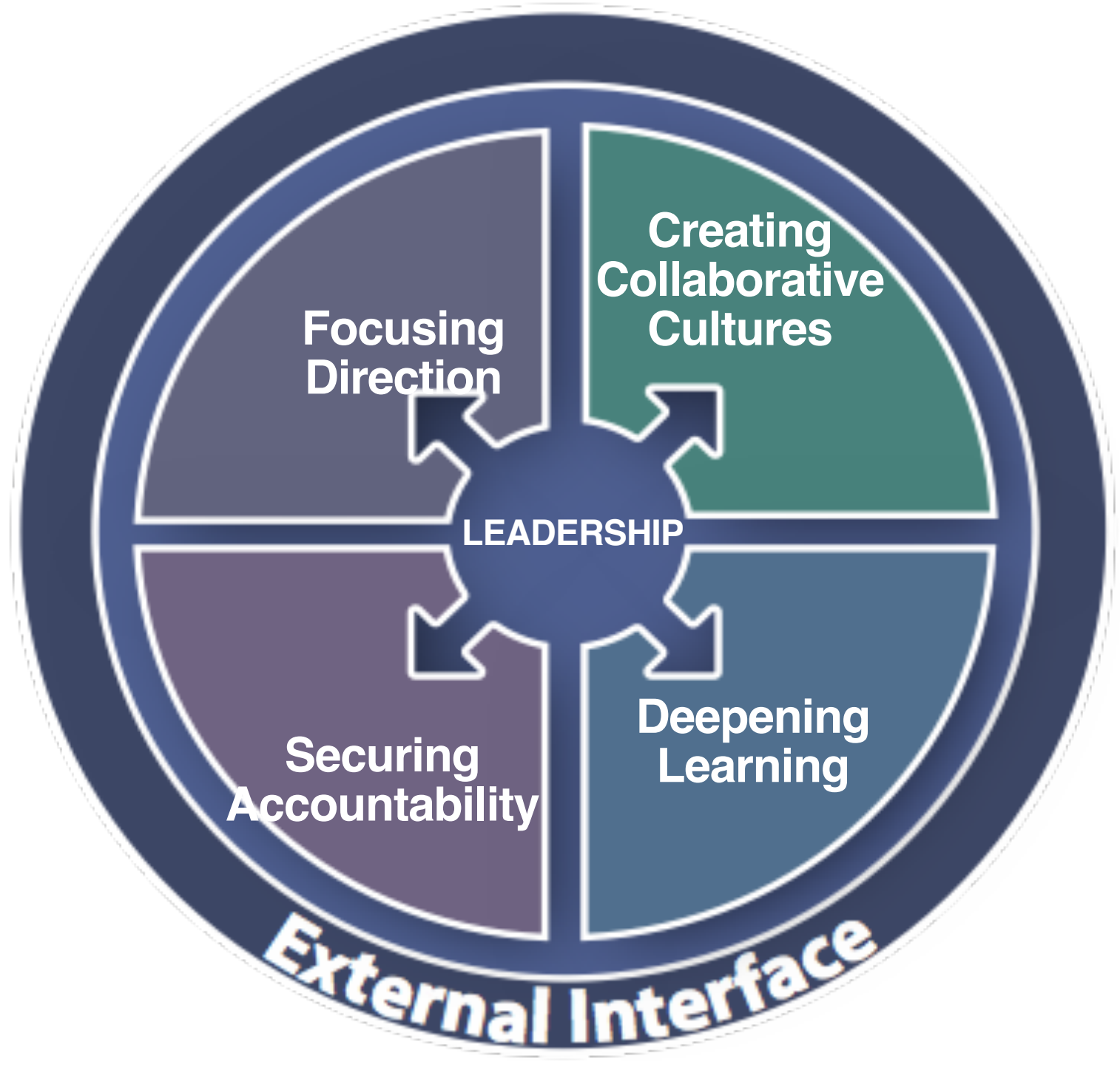
How schools are organized vs How Youth Learn ?

- Opportunities to do work that has purpose and meaning
- Strong connections to adults and peers (relationships/belongingness)
- Need to be viewed in asset-based ways
- Their identities need to be valued
- Want the opportunity to contribute to the world

Mehta & Datnow, 2020



The Coherence Framework



The Coherence Framework

FOCUSING DIRECTION

- Purpose Driven
- Goals That Impact
- Clarity of Strategy
- Change Leadership

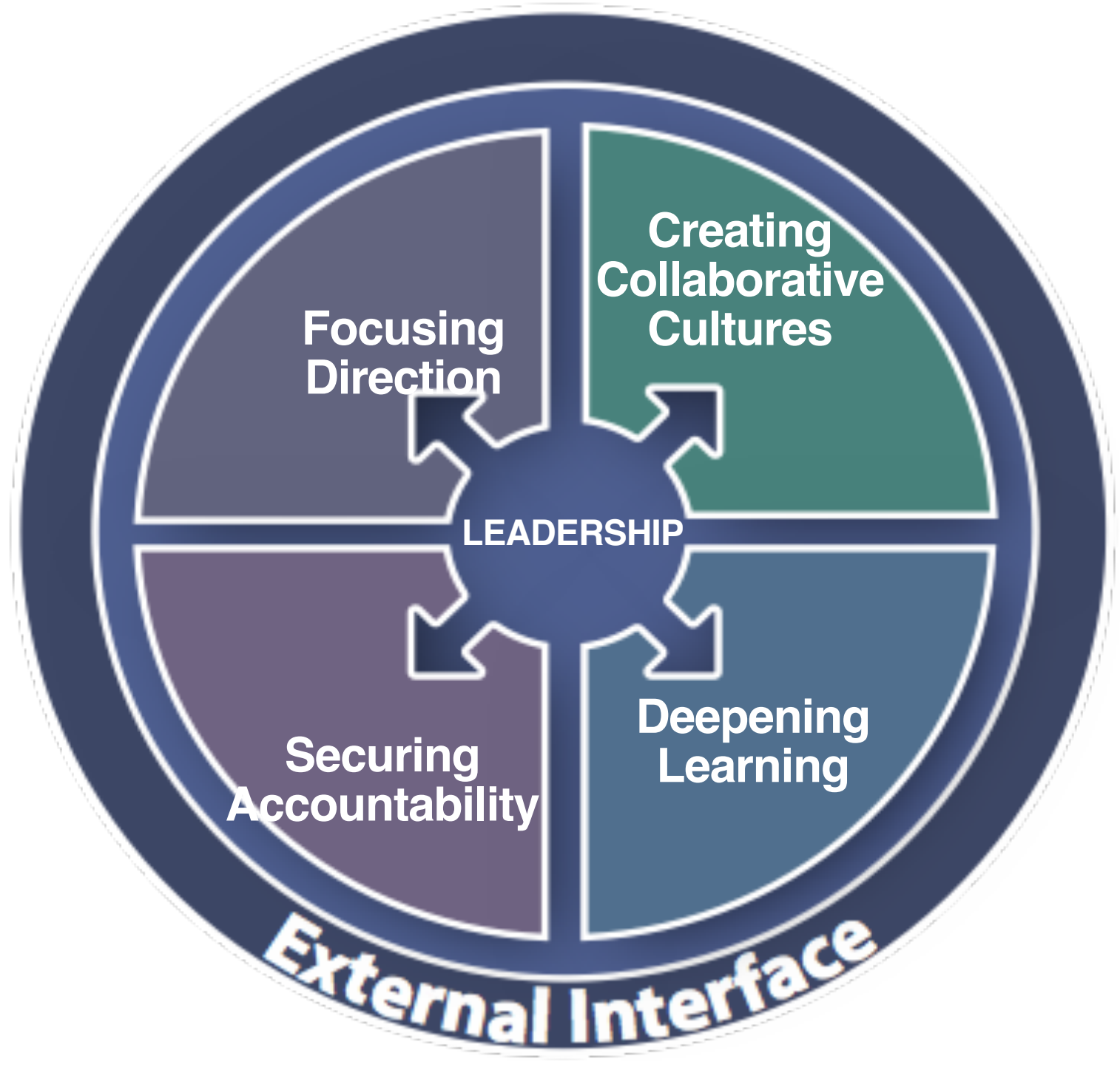


Coherence...

The shared depth of understanding about the nature of the work.

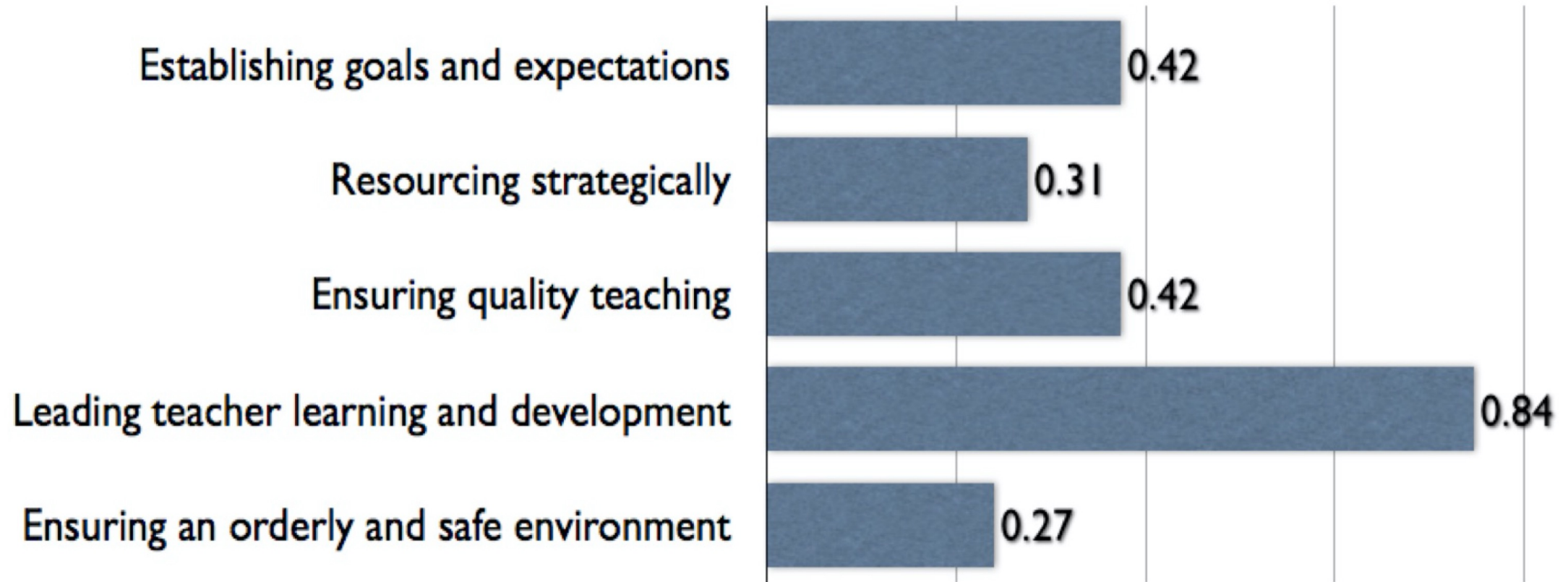


The Coherence Framework





Effect Size: 5 Factors



Vivian Robinson

Factors Influencing Student Achievement

Collective teacher efficacy effect size:
1.57
(all other effect sizes: .065-0.29)

–The Power of Collective Efficacy, Jenni Donohoo, John Hattie, & Rachel Eells, Educational Leadership, March 2018

COLLECTIVE EFFICACY

- ▶ Shared belief in conjoint capacity to produce results
- ▶ Primary input is 'evidence of impact'
- ▶ Culture of collaboration to implement high-yield strategies
- ▶ Leader participates in frequent, specific collaboration

Key Leadership for Change Finding

Success occurs
when leaders
*participate as
learners* with
staff in
changing the
culture.



Professional Collaboration with Purpose

- ▶ Teachers didn't distinguish between formal and informal collaboration
- ▶ Candid, deliberative, supportive norms
- ▶ Critical stance on curriculum and pedagogy
- ▶ Strive for continuous innovation and improvement
- ▶ Collaboration sustained and protected from competing external demands
- ▶ Collective sense-making and integration of curriculum policy and existing practice

Supporting Teachers Emotionally

- Buffering teachers from external demands
- Being a source of inspiration for improving practice
- Lightening the burden around curriculum design and instructional planning
- Being a site for celebrating student learning

—Datnow & Park, 2019

COLLABORATIVE PROFESSIONALISM not PROFESSIONAL COLLABORATION

- ▶ The joint work of collaborative professionalism is embedded in the culture and life of the school.
- ▶ Where educators care for each other as fellow professionals as they pursue their challenging work.
- ▶ Where they collaborate in ways that are responsive to and inclusive of the culture of their students, themselves, the community and society.

—Hargreaves & O'Connor, 2018

MOVING FROM PROFESSIONAL COLLABORATION TO COLLABORATIVE PROFESSIONALISM

FROM



TO

Talk or Action



Talk *and* Action

Narrow Achievement Goals



Learning with Meaning and Purpose

Episodic Meetings



Embedded Cultures

Administratively Imposed



Teacher Led

Comfortable or Contrived



Genuine and Respectful

Conversation



Dialogue

For Students



With Students

–Hargreaves & O'Connor, 2018

ANDY HARGREAVES
MICHAEL FULLAN

PROFESSIONAL CAPITAL

Transforming Teaching
in Every School


$$PC = f(HC, SC, DC)$$

PC IS A FUNCTION OF:

- Human Capital
- Social Capital
- Decisional Capital

Builds External Networks and Partnerships

- Sees role as a leader that extends outside the school
- Understands role as being part of a variety of external networks
- Has strong ability to engage people inside and outside the school in two-way partnerships
- Uses technology to expand a network of resource people

—Kirtman & Fullan, 2016



Leadership Reminder: External

Builds External Networks and Partnerships

Forging Unity of Purpose

There can be no progress without unity of purpose and action that itself involves a process of continually unifying the sense of collective purpose and the individual and group capacity to make improvements.

Social Intelligence: New Finding



- *A high level of professional knowledge workers (with respect to Well-being and Learning)*
- *Working in flat, collegial, entrepreneurial cultures*
- *Looking outward not upward for ideas and solutions*

—Schleicher, 2021

Conditions for Internal Accountability

- Specificity (practices and outcomes)
- Transparency (results are known inside and outside the organization)
- Non-judgmentalism
- Trust and interact

A New Purpose for Public Education

To develop learners who can engage and thrive in the increasingly complex universe of the 21st Century: individually, collectively, and in relation to the planet.

And, to do so while addressing equity and greater equality of outcomes.





Becoming and Being in the 21st Century

- ▶ **SENSE OF PURPOSE-MEANING** *in relation to life and the world*
- ▶ **IDENTITY** *in relation to self and others*
- ▶ **BELONGINGNESS** *Connectedness interconnection to humans and nature*
- ▶ **CONTRIBUTION** *change agency for improvement*
- ▶ **SELF EFFICACY-MASTERY** *knowledge and expertise in transferring idea*



New Pedagogies for
Deep Learning™
A GLOBAL PARTNERSHIP

The right drivers for whole system success

MICHAEL FULLAN

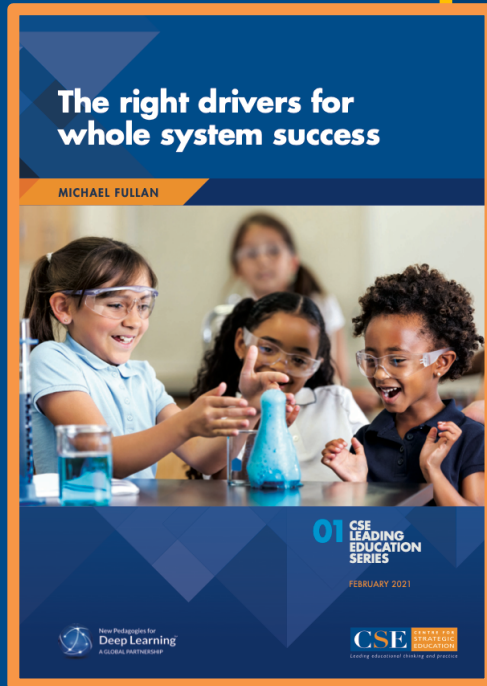


01 CSE
LEADING
EDUCATION
SERIES

FEBRUARY 2021

New Pedagogies for
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CSE CENTRE FOR
STRATEGIC
EDUCATION
Leading educational thinking and practice



The Nature of the Right Drivers Report

- ▶ Not a blueprint or strategy for implementation
- ▶ An invitation to crowdsource ideas and implementation within and across the Drivers
- ▶ A requirement that leadership must occur within and across all levels

The Right Drivers for Whole System Success

The Human Paradigm

Well-being/Learning

Social Intelligence

Equality Investments

Systemness

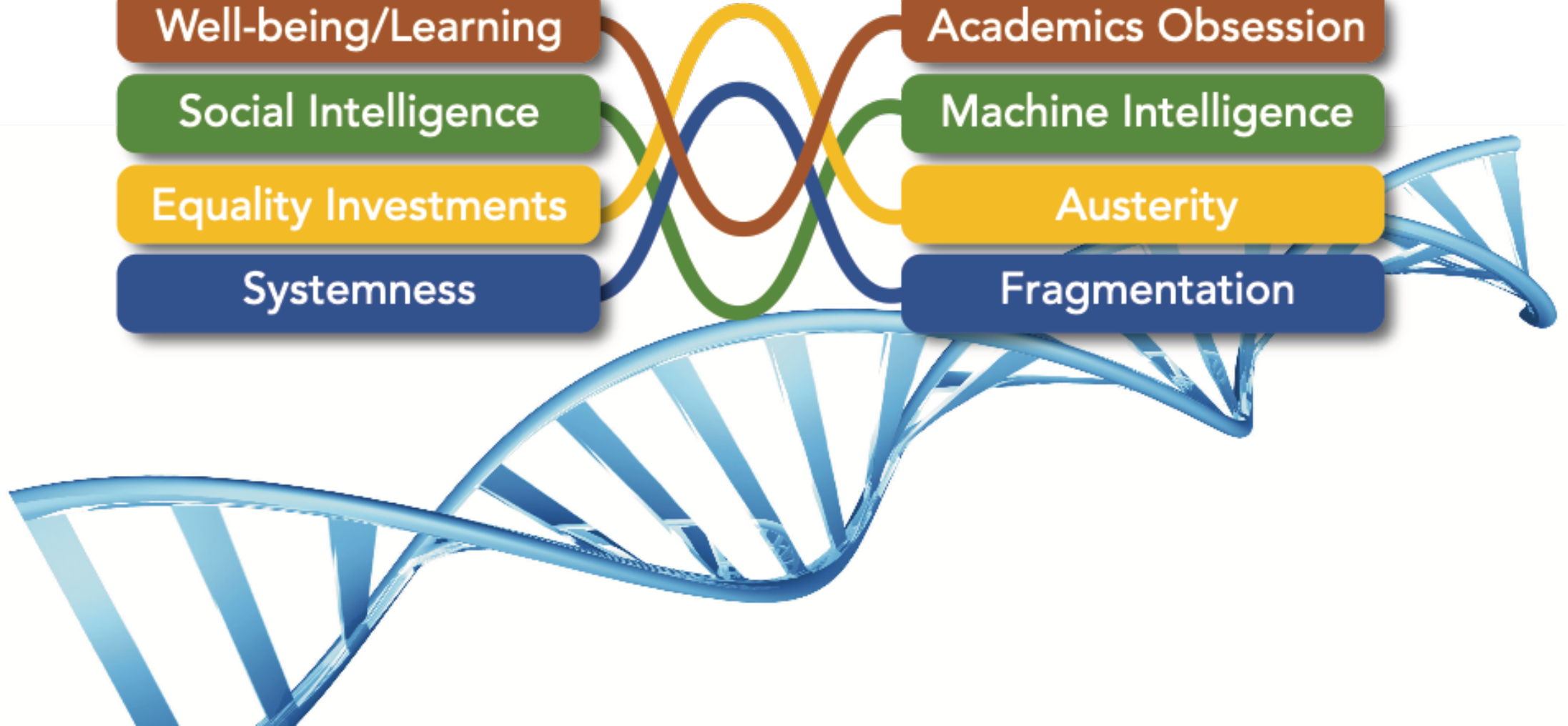
The Bloodless Paradigm

Academics Obsession

Machine Intelligence

Austerity

Fragmentation



Global Competencies for Deep Learning-6Cs



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Character

- Proactive stance toward life and learning to learn
- Grit, tenacity, perseverance and resilience
- Empathy, compassion and integrity in action



Citizenship

- A global perspective
- Commitment to human equity and well-being through empathy and compassion for diverse values and world views
- Genuine interest in human and environmental sustainability
- Solving ambiguous and complex problems in the real world to benefit citizens



Collaboration

- Working interdependently as a team
- Interpersonal and team-related skills
- Social, emotional, and intercultural skills
- Managing team dynamics and challenges



Communication

- Communication designed for audience and impact
- Message advocates a purpose and makes an impact
- Reflection to further develop and improve communication
- Voice and identity expressed to advance humanity



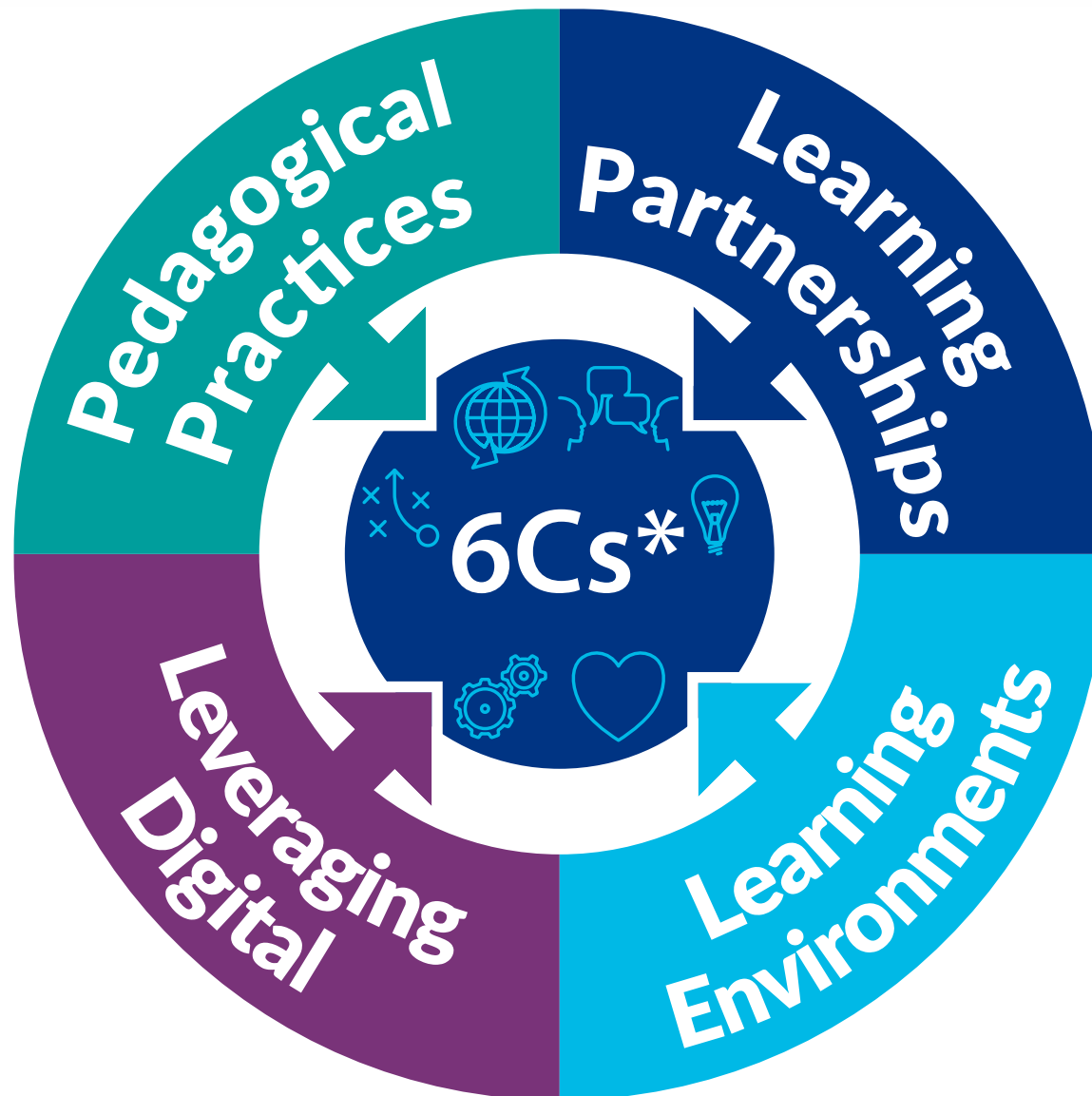
Creativity

- Economic and social entrepreneurialism
- Asking the right inquiry questions
- Pursuing and expressing novel ideas and solutions
- Leadership to turn ideas into action



Critical Thinking

- Evaluating information and arguments
- Making connections and identifying patterns
- Meaningful knowledge construction
- Experimenting, reflecting and taking action on ideas in the real world



- ▶ Character
- ▶ Citizenship
- ▶ Collaboration
- ▶ Communication
- ▶ Creativity
- ▶ Critical Thinking

Systemness Leadership for the 2020s

- Leadership is all of us; You in relation to others 'are' the system
- It is about people who are in touch with their purpose
- Always relational; Building and participating in networks of collaboration that bring about change in thinking and doing
- Legacy: How may leaders you leave behind
- Leaders with 'contextual knowledge' forging unity of purpose
- A state of mind; Subjectively identifying with a new future

