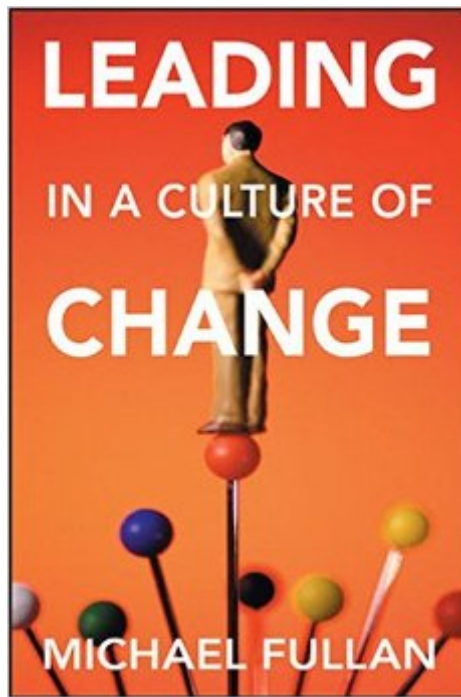# Leading In A Culture Of Change

Synopsis

"At the very time the need for effective leadership is reaching critical proportions, Michael Fullan's Leading in a Culture of Change provides powerful insights for moving forward. We look forward to sharing it with our grantees." --Tom Vander Ark, executive director, Education, Bill and Melinda Gates Foundation "Fullan articulates clearly the core values and practices of leadership required at all levels of the organization. Using specific examples, he convinces us that the key change principles are equally critical for leadership in business and education organizations." --John Evans, chairman, Torstar Corporation "In Leading in a Culture of Change, Michael Fullan deftly combines his expertise in school reform with the latest insights in organizational change and leadership. The result is a compelling and insightful exposition on how leaders in any setting can bring about lasting, positive, systemic change in their organizations." --John Alexander, president, Center for Creative Leadership "Michael Fullan's work is remarkable. He masterfully captures how leaders can significantly improve their learning and performance, even in the uncontrollable, chaotic circumstances in which they practice. A tour de force." --Anthony Alvarado, chancellor of instruction, San Diego City Schools "Too often schools and businesses are seen as separate and foreign places. Michael Fullan blends the best of knowledge from each into an exemplary template for improving leadership in both." --Terrence E. Deal, coauthor of Leading with Soul Business, nonprofit, and public sector leaders are facing new and daunting challenges--rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing. Leading in a Culture of Change offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Michael Fullan--an internationally acclaimed expert in organizational change--shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies. By integrating the five core competencies--attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and setting a vision and context for creating coherence in organizations--leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change.

Book Information

Customer Reviews

In an increasingly complex and fast-changing world, we cannot just rely on charismatic leaders to solve our problems. We need to cultivate leadership at all levels of any organization, business or education, "to face problems for which there are no simple, painless solutions" (p.3). Instead of prescribing recipes of set steps for leaders, Fullan gives a framework or new mind-set of 5 themes or capacities. Figure 1.1 (p.4) gives a clear image of the non-linear interacting components: the inner pie of moral purpose (acting with the intention of making a positive difference), understanding change, relationship building, knowledge creation and sharing, and coherence making. It is surrounded by an outer rim of the personal characteristics of leaders: "energy-enthusiasm-hopefulness". Effective leaders thus mobilize commitment, both external (based on management policies) and internal (getting a job done is intrinsically rewarding). The aim or outcome of leadership is to make sure that "more good things happen" and "fewer bad things happen" defined according to different contexts. Fullan gives many case studies and quotes interesting and relevant sources. For example, it is very helpful to learn and use the different leadership styles identified by Goleman in response to different needs (pp. 35ff). The 6 styles are: 1. Coercive ("Do what I tell you."). 2. Authoritative ("Come with me."). 3. Affiliative ("People come first."). 4. Democratic ("What do you thin?"). 5. Pacesetting ("Do as I do, now."). 6. Coaching ("Try this"). While stressing the importance of relationships, the author also cautions us that close relationships are not ends in themselves.

In this book, Fullan integrates theory, research, case studies, and anecdotes to flesh out the

dynamics of effective leadership in this post-modern era of complexity, interconnectedness, and rapid (often transformational) technological and social change. He identifies and elaborates on the five components of leadership, which can affect sustainable change: Moral purpose, understanding change, relationship building, knowledge creation and sharing, and coherence making. Fullan sees leadership as a process that all organizational stakeholders, who strive for survival and improvement in a competitive and complex world, need to embrace. Drawing from Heifetz (Leadership Without Easy Answers, 1994), Fullan stakes out new territory for change agents: "Leadership, then, is not mobilizing others to solve problems we already know how to solve, but to help them confront problems that have never yet been successfully addressed." (p.3)In weaving a coherent tapestry of description and theory, Fullan devotes a full chapter to each leadership component. In its broadest form, moral purpose is the effort to improve how human beings live. Fullan argues that leaders need to cultivate this perspective within themselves and strive to transfer it and embed it within the culture of the organization in order for change to be sustainable. Transforming the culture of an organization - "reculturing" - is the key to continuous improvement. To develop the culture of an organization, leaders must understand that change, or innovation, is a complex process, fraught with "implementation dips" and, in effect, never complete. Leaders with moral purpose care first and foremost about the people they serve - employees and clients.

During a time of rapid change and so-called leadership gurus, Michael Fullan draws from a wealth of research, case study scenarios, and theory to present an interconnected framework of five capacities for leadership which are relevant in today's world. These five components include moral purpose, understanding change, relationship building, knowledge creation and sharing, and coherence making. When effective leaders possess characteristics of energy-enthusiasm-hopefulness and practice the five components, one can expect the outcome that "more good things happen" and "fewer bad things happen."The five capacities of leadership are interrelated. Moral purpose, both a leadership quality and a natural result of the other four leadership components, involves "doing the right thing" for your organization and the world while contending with the diverse interests of competing groups. Fullan analyzes the change models of Kotter (1996); Beer, Eisenstat, and Spector (1990); and Hamel (2000); and concludes that they all contain good ideas, but are generally "nonactionable." In Fullan's view, there are six principles when dealing with change: the goal is not to innovate the most; it is not enough to have the best ideas; appreciate the "implementation dip;" redefine resistance; recruiting is the name of the game; and never a checklist, always complexity. On relationship building, Fullan cites Lewin and Regine (2000)

and states that relationships are not just networking, but "genuine relationships based on authenticity and care." Fullan also cites the importance of developing a high Emotional Quotient (EQ). Fullan's idea of knowledge building embraces the development of a learning culture as proposed by Dixon (2000) where organizational knowledge is created, distributed, and used effectively.

Leading in a Culture of Change Change Your Habits Change Your Life: Break Your Bad Habits, Break Your Addictions And Live A Better Life (Change Your Life, Stop Smoking, Stop Drinking, Stop Gambling, Stop Overeating) Leading Change in the Congregation: Spiritual & Organizational Tools for Leaders Patients Come Second: Leading Change by Changing the Way You Lead Secrets of Powerful Women: Leading Change for a New Generation IBS: Free at Last! Change Your Carbs, Change Your Life with the FODMAP Elimination Diet, 2nd Edition IBS-Free at Last! Second Edition. Change Your Carbs, Change Your Life with the FODMAP Elimination Diet Change Your Brain, Change Your Life: The Breakthrough Program for Conquering Anxiety, Depression, Obsessiveness, Anger, and Impulsiveness Change Your Brain, Change Your Body Cookbook (2 CD Set) Change Your Brain, Change Your Body: Your Ultimate Brain/Body Makeover (6 CD Set) Change Your Gambling, Change Your Life: Strategies for Managing Your Gambling and Improving Your Finances, Relationships, and Health Change Your Brain, Change Your Body: Use Your Brain to Get and Keep the Body You Have Always Wanted Change Your Brain, Change Your Life Deck Change Your Aura, Change Your Life (Revised Edition) Change Your Aura, Change Your Life: A Step-by-Step Guide to Unfolding Your Spiritual Power, Revised Edition The Person-Centred Approach to Therapeutic Change (SAGE Therapeutic Change Series) Change Your Story, Change Your Life: Using Shamanic and Jungian Tools to Achieve Personal Transformation Hydrology and Global Environmental Change (Understanding Global Environmental Change) Framing Production: Technology, Culture, and Change in the British Bicycle Industry (Inside Technology) Revisiting "the Culture of the School and the Problem of Change" (The Series on School Reform) (Sociology of Education Series)