

***The Six Secrets of Change:
MTSS based Leadership DOES Make a
Difference!***

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Comm. Alexa's Pearls 2008

- **MTSS is THE driver.**
- **We must work together.**
- **We can be the model for the country and MTSS will get us there.**
- **Your mission is MTSS.**
- **You do great work.**

Kansas MTSS Service Delivery Model

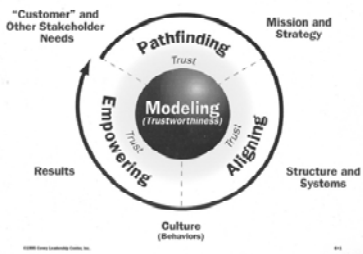


KSMTSS
Innovation Configuration Matrix (ICM)

- Leadership and Empowerment
- Assessment
- Curriculum
- Instruction
- Data-Based Decision Making
- Integration and Sustainability



The 4 Roles of Leadership



Covey's Four Imperatives of Great Leaders



Leadership:
Getting results in a way
that inspires trust.

Covey, 2006

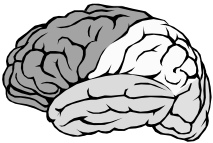
The Six Secrets of Change

- SECRET ONE: Love your Employees
- SECRET TWO: Connect Peers with Purpose
- SECRET THREE: Capacity Building Prevails
- SECRET FOUR: Learning is the Work
- SECRET FIVE: Transparency Rules
- SECRET SIX: Systems Learn

Fullan, 2008

Have Theory, Will Travel

Give me a good theory over a strategic plan any day or the week. A plan is a tool--a piece of technology only good as the mind-set using it. The mind-set is theory, flawed or otherwise. Theory is not abstract conjecture, and it is not about being cerebral.



Fullan, 2008

"Forget the arduous, intellectualized number crunching and data grinding that gurus say you have to go through to get strategy right...In real life, strategy is actually straightforward. You pick a general direction and implement like hell."



Jack Welch, 2005 in Fullan, 2008

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.



Fullan, 2008

**What is your
Rtl theory that travels
for large scale reform?**

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Fullan, 2008

The Six Secrets: Five Assumptions

1. The theory is meant to apply to *large-scale* reform.
2. The set has to be understood as *synergistic*.
3. They are *heavily nuanced*.
4. They are *motivationally embedded*.
5. Each of the six represents a *tension or dilemma*.

Fullan, 2008

The Six Secrets Explained

1. **Love Your Employees:** If you build your organization by focusing on your customers without making the same careful commitment to your employees, you won't succeed.
2. **Connect Peers with Purpose:** the job of leaders is to provide good direction while pursuing its implementation through purposeful peer interaction and learning in relation to results.
3. **Capacity Building Prevails:** Capacity building entails leaders investing in the development of individual and collaborative efficacy of a whole group or system to accomplish significant improvements. In particular, capacity consists of new competencies, new resources (time, ideas, expertise), and new motivation.

Fullan, 2008

The Six Secrets Explained (cont.)

- 4. **Learning is the Work:** learning external to the job can represent a useful input, but if it is not in balance and in concert with learning in the setting in which you work, the learning will end up being superficial.
- 5. **Transparency Rules:** By transparency I mean clear and continuous display of results, and clear and continuous access to practice (what is being done to get results).
- 6. **Systems Learn:** Systems can learn on a continuous basis. The synergistic result of the previous five secrets in action is tantamount to a system that learns from itself. Two dominant change forces are unleashed and constantly cultivated—knowledge and commitment.

Fullan, 2008

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Fullan, 2008

Secret One tells me that the children-first stances are misleading and incomplete.
The quality of the education system cannot exceed the quality of its teachers.



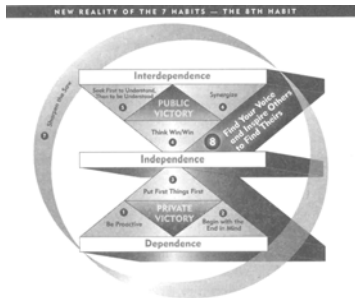
Barber & Mourshed, 2007 in Fullan, 2008

Firms of Endearment

Firms of endearment (FoEs) endear themselves to stakeholders (customers, employees, investors, partners, and society). When these authors claim up front that *no stakeholder is more important than any other*, they are getting at the core of Secret One.



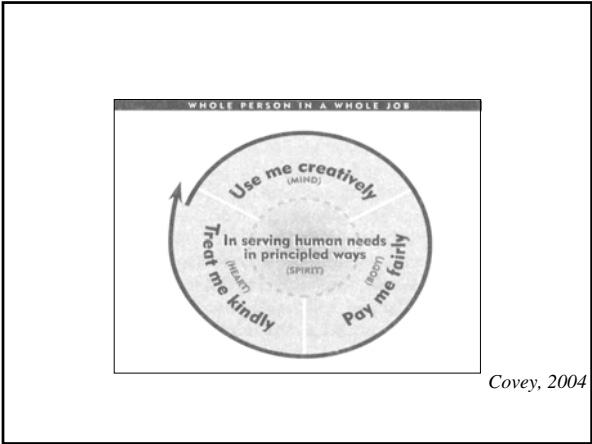
Fullan, 2008




Covey, 2004



Covey, 2004



- ### Firms of Endearment
- Amazon
 - BMW
 - Carmax
 - Caterpillar
 - Commerce Bank
 - Container Store
 - Costco
 - eBay
 - Google
 - Harley Davidson
 - Honda
 - IDEO
 - IKEA
 - Jet Blue
 - Johnson & Johnson
 - Jordan's Furniture
 - LL Bean
 - New Balance
 - Patagonia
 - REI
 - Southwest Airlines
 - Starbucks
 - Timberland
 - Toyota
 - Trader Joe's
 - UPS
 - Wegmans
 - Whole Foods
- Sisodia, et al., 2007 in Fullan, 2008*

- ### Southwest Airlines
- Ten Synergistic Southwest practices for building high-performance relationships
1. Lead with credibility and caring
 2. Invest in frontline leadership
 3. Hire and retain for relational competence
 4. Use conflicts to build relationships
 5. Bridge the work-family divide
 6. Create boundary spanners
 7. Measure performance broadly
 8. Keep jobs flexible at the boundaries
 9. Make unions your partners
 10. Build relationships with suppliers
- 
- Fullan, 2008*

The Six Secrets in Action: Improving Ontario's Education System

We respected our employees as well as our customers. In the years 2004 to 2007, we have had a steady growth in literacy and numeracy achievement in grades 3 and 6, improving some 10 percent or more in reading, writing, and mathematics across the whole system.



Fullan, 2008

How does focusing on the needs of ALL stakeholders change your Rtl theory that travels?

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Fullan, 2008

In complex, flat world times, purposeful groups do better than a handful of experts, but you have to work the group.

There has to be:

1. A sense of purpose
2. Freedom from groupthink
3. Consideration of diverse ideas
4. Retention of practices that work



Fullan, 2008

The We-We Solution

1. All stakeholders are rallying around a *higher purpose* that has meaning for individuals as well as 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. Enlarged identity and commitment are the social glue that enable large organizations to cohere.

Fullan, 2008

What Leaders Should Do

1. Seek to create prosocial environments populated by prosocial individuals.
2. Stand for high purpose.
3. Hire talented individuals along those lines.
4. Create mechanisms for purposeful peer interaction with a focus on results.
5. Stay involved but avoid micromanaging.

Fullan, 2008

What is the shared moral purpose that bonds you and your colleagues together?

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Fullan, 2008

Capacity Building Trumps Judgmentalism.

Delegating v. Dumping

Fullan, 2008

You have to hold a strong moral position without succumbing to moral superiority as your sole change strategy. It is very difficult professing or striving for something righteous, to avoid self-righteousness and moral condemnation.

Miller, 2002 in Fullan, 2008

What are you doing to build your system's capacity for:

- **Effective use of core curricula**
- **Differentiating instruction**
- **Using progress monitoring data to improve services**
- **Problem solving**
- **Using evidence based, academic and behavioral interventions with fidelity?**

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Fullan, 2008

How the World's Best-Performing School Systems
Come Out on Top

These systems use Three interrelated sets of policies and practices. They...

1. got more talented people to become teachers.
2. developed these teachers into better instructors, and for those becoming school principals, developed them into committed and talented school leaders.
3. more effectively ensured that instructors consistently delivered the best possible instruction for every child in the system, including early and targeted intervention in the case of individual, school, or district underperformance.

*The McKinsey & Co. report,
Barber & Mourshed, 2007 in Fullan, 2008*



Consistency and innovation can and must go together,
and you achieve them through organized learning in
context. Learning *is* the work.

Fullan, 2008

When you combine the
six secrets, you are
building learning into
the culture of the
organization.



Fullan, 2008

Implementation is the study of learning (or failing to learn) in context.

Deep learning that is embedded in the culture of the workplace is the essence of Secret Four.



Fullan, 2008

Kansas MTSS Service Delivery Model



Lee County, FL Larry "Tihenisms" (Part 1)

- One child (teacher, school) at a time...that didn't work.
- From a system of schools to a school system
- Tier 1 was the problem.
- A teacher is someone who helps a student learn something they couldn't have learned without the teacher.
- We stopped talking about teachers being the problem. The problem was the system.
- Teaching is a science (nonnegotiable) and an art (negotiable).
- Common language leads to systems that work.
- From constant change to continuous improvement
- Reducing variation and possible options...control variables or they will control you.

Lee County, FL Larry "Tihenisms" (Part 2)

- The core question is: what can the system do?
- The system is clear: You WILL learn to read.
- We are out of the "1 year miracle" model
- You don't make exponential change with incremental growth.
- I didn't think of this until I started thinking about it.
- Never start a change you can't support.

**What are you doing
to combine
consistency and
innovation?**

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Fullan, 2008

What Transparency is Not

1. It is insufficient to have strictly a results orientation; you also have to learn the processes and practices to achieve those desired results.
2. Transparency is not about gathering reams of data or measuring things that are not amenable to action. Information overload breeds confusion and clutter, not clarity.

Fullan, 2008



The mere presence of transparent data can provide a powerful incentive for improvement, although we both go beyond mere presence into additional transparency—basic actions that are more likely to balance pressure and support so as to motivate action.

Fullan, 2008

You have to be prescriptive in demanding that all providers gather data, identify best practices, apply them, and are then held accountable for results.



Barber, 2007 in Fullan, 2008

As leaders (principals and teachers) get better at using transparent data, two powerful outcomes transpire.

1. These leaders start to positively value data on how well they are doing—with regard to successes and problems alike.
2. They become more literate in assessment. They are able to explain themselves better.

Fullan, 2008

How are you prescriptively demanding that all providers gather data, identify best practices, apply them, and are held accountable for results?

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Fullan, 2008

How Do Systems Learn?

1. They focus on developing many leaders working in concert, instead of relying on key individuals.
2. They are led by people who approach complexity with a combination of humility and faith that effectiveness can be maximized under the circumstances.

Fullan, 2008

There is a paradox in Secret Six.



On the one hand, followers expect leaders to know what they are doing, especially in relation to complex, critical issues of the day.

On the other hand, leaders shouldn't be too sure of themselves. Paradoxes are to be finessed.

Fullan, 2008

Four Paradoxes of Leadership

1. Everyone expects leaders to matter a lot, even as they have limited actual impact.
2. Because leaders succumb to the same self-enhancement as everyone else, magnified by the adulation they receive, they have a tendency to lose their behavioral inhibitions and behave in destructive ways.
3. Because the desirability of exercising total control is itself a half-truth, effective leaders must learn when and how to get out of the way, and let other make contributions.
4. Leaders often have the most positive impact when they help build systems where a few powerful and magnificently skilled people matter the least.

Pfeffer & Sutton, 2006 in Fullan, 2008

Four Guidelines for Action

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 the few things that matter and keep repeating them.

Pfeffer & Sutton, 2006 in Fullan, 2008

Integrative Thinking

1. Loving your employees and customers (Secret One).
2. Blending elements of both top-down and bottom-up thinking (Secret Two).



Fullan, 2008



Science without Passion is uninspiring.

Passion without Science is self-centered.

Science with passion is THE key to student success!

Kukic, 2008

How are you combining science and passion?

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Fullan, 2008

Guidelines for Keeping the Secrets

1. Seize the synergy.
2. Define you own traveling theory.
3. Share a secret, keep a secret.
4. The world is the only oyster you have.
5. Stay on the far side of complexity.
6. Happiness is not what some of us think.



Fullan, 2008

The bottom line is, What is your purpose within life?

My answer is that you will find your purpose by cultivation the six secrets. And you will contribute significantly to the welfare of others.

Few things in life are more satisfying than the chance to share a good secret or six.

Fullan, 2008

We can, whenever we choose, successfully teach all children whose schooling is of interest to us. We already know more that we need to do that. Whether or not we do it must finally depend on how we feel about the fact that we haven't so far.



Ron Edmonds, 1982 in DuFour et al., 2004

**To *know* and not *do*
is really not to know.**

Covey, 2002

The student achievement gap can be solved only when the adult gap between what we know and what we do is reduced to zero. We can do this. It is a matter of will, not skill.

Kukic, 2009

Go for it!

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www.cde.state.co.us <http://www.florida-rti.org/> <http://www.ade.state.az.us/schooleffectiveness>
www.illinoisaspire.org www.interventioncentral.org www.easycbm.org www.progressmonitoring.org
www.fccr.org <http://reading.uoregon.edu> www.centeroninstruction.org
<http://www.ed.gov/policy/gen/leg/recovery/index.html>
<http://www.aea11.k12.ia.us:16080/idm/>

Music:

Norah Jones; Van Morrison; Stevie Ray Vaughn; Lyle Lovett; The Eagles; Bonnie Raitt; Keb' Mo'; James Taylor; Bruce Hornsby; Diana Krall; Dave Matthews; Carly Simon; Eric Clapton; Natalie Merchant; Wolfgang Mozart; Jimi Hendrix; Luciano Pavarotti, The Wailers, John Mayer; Willie Nelson; Paul Potts; June Carter; Mark Knopfler; Ray Charles; John Williams; Queen Latifah; Leon Redbone; Lee Ann Womack; Subdudes; Al Jarreau; Asleep at the Wheel; Ben Harper; Robert Shaw Chorale; Raul Midon; Corinne Bailey Rae; Paul Simon...