

Leadership for Transforming Education Systems

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MichaelFullan.ca



New Pedagogies for
Deep Learning[™]
A GLOBAL PARTNERSHIP

<https://deep-learning.global>



The Battle of the Paradigms

Humanity

A deep care and
commitment to
all living things



Bloodless

Neutrality

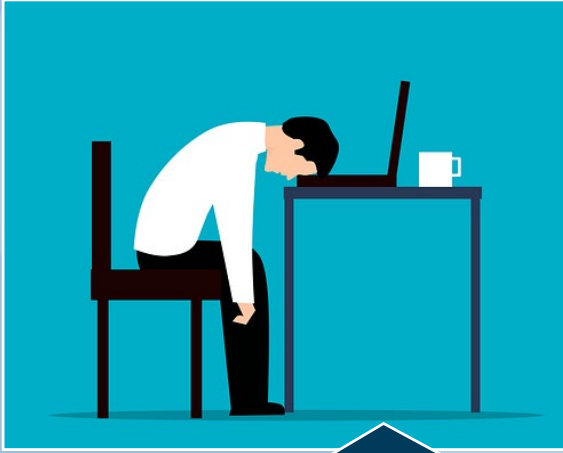
The Humanity Paradigm

- 
- ▶ Purpose/Belonging/Contribution
 - ▶ Individual/Group/Society
 - ▶ 6 Global Competencies
 - ▶ Coping and Thriving Amidst Complexity

Three Year Transformation Pact 2023-2025

- ▶ Locally driven
- ▶ Laterally linked
- ▶ System leveraged

The Need for Change



Traditional
schooling
is boring



Inequity is widening



The world is troubled



Deep Learning
innovations shows
promise

Fullan & Quinn, 2019

The Future is Up for Grabs

Education Stalled

Pent-up Ideas: Both Good & Bad

Battle of the Decade

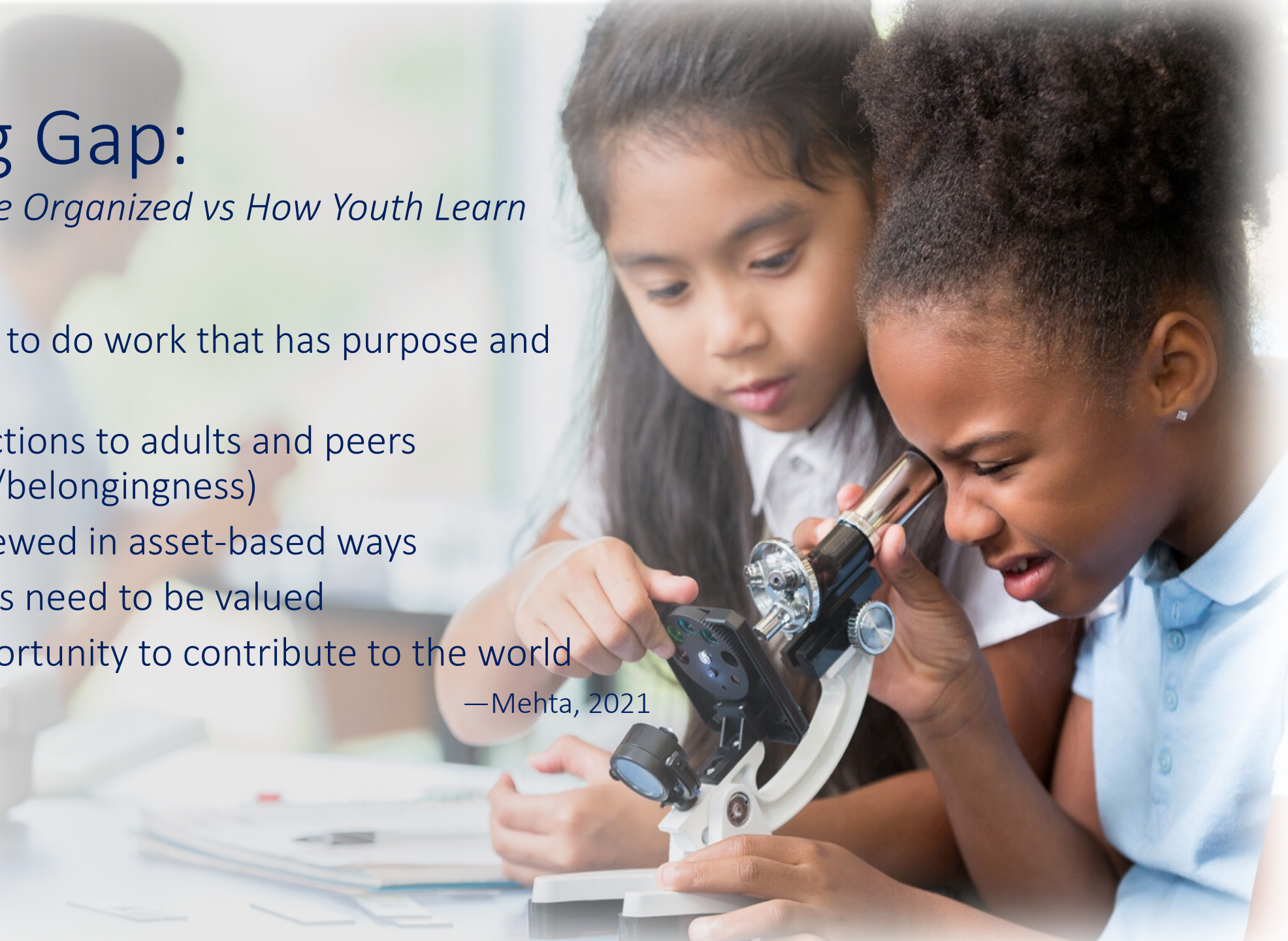


Yawning Gap:

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, 2021



A group of diverse students in a science laboratory setting. In the foreground, a young girl with dark hair and safety goggles is smiling and gesturing with her hands. Behind her, another student is focused on a beaker containing a bright blue liquid. To the right, a boy with curly hair and safety goggles is also smiling and gesturing. The background is slightly blurred, showing other students and lab equipment. The overall atmosphere is one of active learning and scientific inquiry.

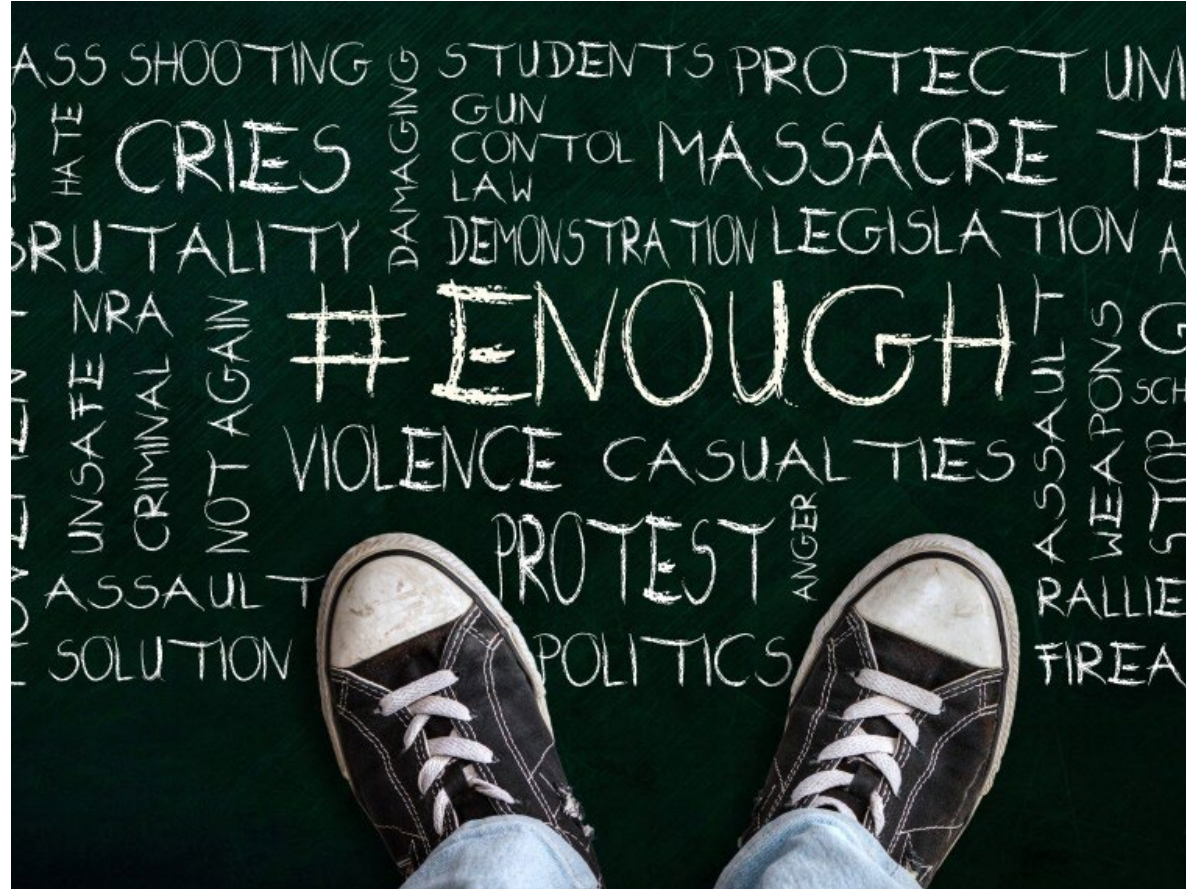
Students are the Changemakers the World needs now

Young people have what it takes to creatively address the crises that confound our world.

By tackling these challenges, youth will not only contribute beyond themselves, but they will be better prepared for a world that is hard to imagine

Here are 6 Reasons Our Students Should Be Seen as Changemakers

By Michael Fullan — September 06, 2022 8 min read



Shutterstock

See
Handout A

1. Young people have the most at stake.
2. Kids have an evolutionary instinct to take action.
3. The best directional solutions are becoming known.
4. Too many children are now “lost.”
5. We could be making better investments.
6. Discovering and developing unimaginable better futures makes life worth living.

—Fullan, 2022

video

Action Lenses

A stylized graphic of a camera lens is centered on the slide. The lens is depicted with multiple concentric circles, creating a tunnel-like effect. The text 'ZOOM LENS' is visible on the inner ring of the lens. Two bright blue light flares, composed of overlapping circles, extend from the top-left and bottom-right of the lens, adding a dynamic, high-tech feel to the design.

- ▶ *Spirit Work*
- ▶ *Contextual Literacy*
- ▶ *Systemness*
- ▶ *Connected Autonomy*



Connected Autonomy



Spirit is the essence of character, what it means to be human.

We define spirit work as the actions and accomplishments that leaders and members of school districts undertake to help their members cope and develop under the complex and adverse conditions of contemporary society.

Fullan & Edwards, Spirit Work & the Science of Collaboration, 2021

Spirit Work: Margaret Wheatley

“Where do we find the motivation, the energy to resist succumbing to fear and anger, to not be overwhelmed by despair, to stay awake and persevere. We find the answer when we recognize that all that we do as educators, parents, community members, our work is to recognize, value, defend, and protect the human spirit” (Wheatley in Fullan & Edwards, 2022).

Contextual Literacy (CL)

- ▶ Understanding deeply the people and culture in your own organization or setting.
- ▶ Engage effectively with internal systems.
- ▶ Be an Apprentice and an Expert in your context (Martin and Osberg).
- ▶ Every time context changes leaders become to a certain extent 'de-skilled' (with Covid many things changed so we all become de-skilled to a large extent).
- ▶ Deep empathy and compassion for the setting in which you work.

Systemness

- ▶ Locating one's place
(school/community; district; region; state)
- ▶ Reflect on how much autonomy you might have
- ▶ Build relations with and across adjacent levels

Connected Autonomy

Connected autonomy captures the dynamic equilibrium of being simultaneously autonomous from and connected to others. A commitment and conviction about 'Connected Autonomy' is evidenced: by those in power 'leaning first' towards understanding the experiences of those with less power; by 'empathy for context' in relation to all members; and by a realization that changing 'the system' toward greater dynamism and sophisticated problem solving requires increased capacity for connected autonomy'.

The Nuances of Connected Autonomy

- ▶ Leaders display an odd mixture of humility and courage.
- ▶ Those in power lean first toward understanding the experiences of those with less power.
- ▶ Allow lines of best approach to emerge from practitioners--journeying well.
- ▶ The system uses its power to help people stand up as autonomous AND willingly connected.
- ▶ Changing the system toward greater dynamic and sophisticated problem-solving requires increased capacity of connected autonomy.

Relationships/Trust First

You can only build trust by really engaging the community.

Leaders get that wrong when they try first to be 'aspirational' instead of being 'relational' for starters.

—Coy, Ben Adler School



Humanity




We need people who are prepared to do a journey of being a human being alongside parents and the community, who understand that the vast majority of parents love their kids and want them to do well. If you can accept that and understand that you are human as well; there is a really powerful leveler in that relationship of trust.

—Bretherton, Ben Adler School



Note to Self



What idea best
connected with you?

What question or puzzle
is foremost on your
mind?

An illustration of an iceberg floating in a light blue sea under a pale sky with soft, pinkish clouds. The iceberg's tip is above the water, while its much larger base is submerged. The text of the slide is overlaid on the scene.

The Elusiveness of System Change

- ▶ Don't define it from the top down.
- ▶ Define it from the bottom and middle up around Deep Learning.
- ▶ Systemness is when students, teachers, and others at the local and middle levels are helped to think differently about their systems leading to pathways of action that foster greater clarity, collaboration, and ownership of improvement.
- ▶ Increase people's consciousness that there IS a system.

—Fullan, 2022

Systemness



A deliberate attempt
to realize the system
you are in; and the
system you should
want.

System Orientation

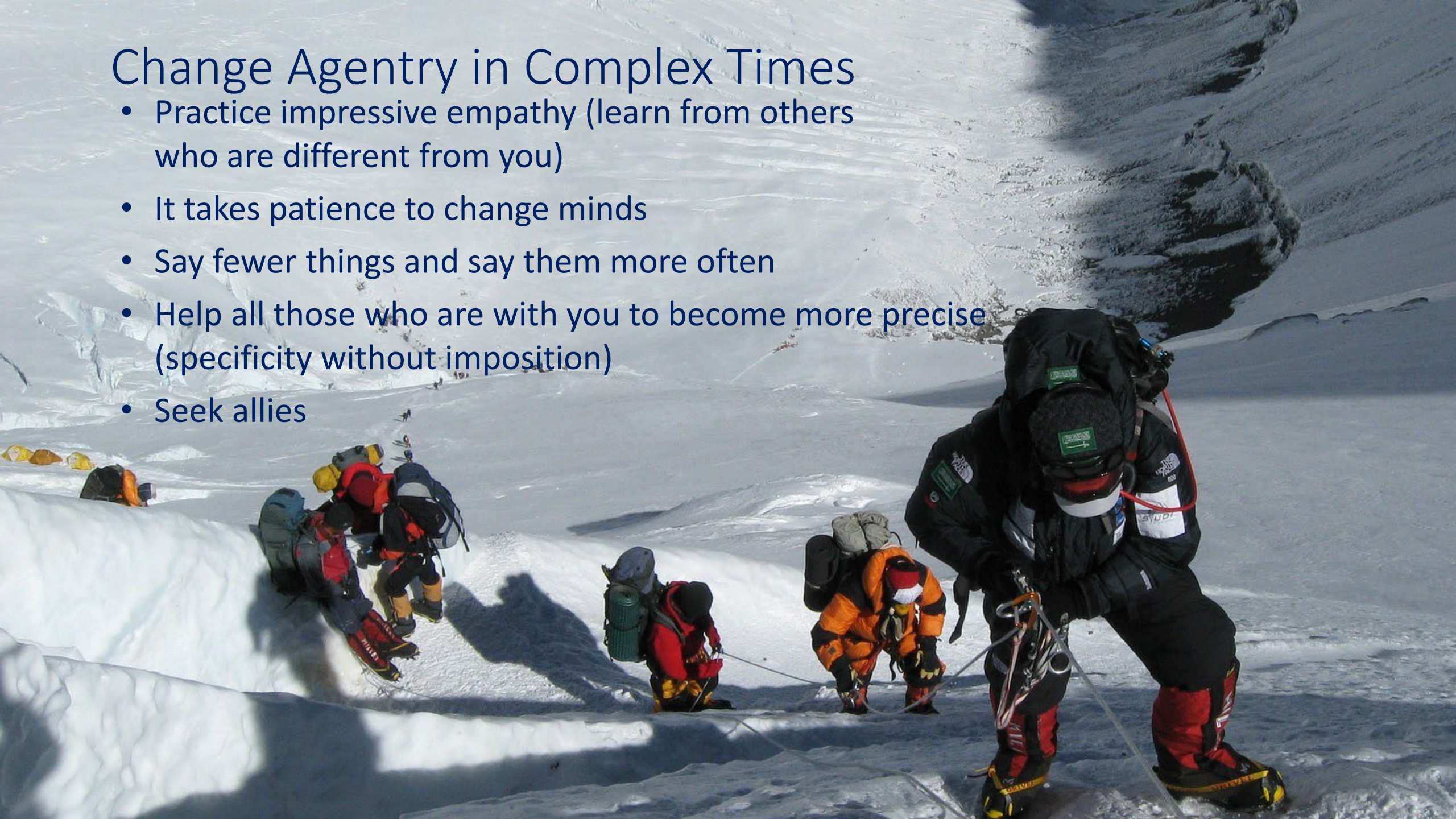
Build the
unengaged
base

Mobilize the
middle

Intrigue the
top

Change Agency in Complex Times

- Practice impressive empathy (learn from others who are different from you)
- It takes patience to change minds
- Say fewer things and say them more often
- Help all those who are with you to become more precise (specificity without imposition)
- Seek allies



Make the Internal System the Driver



- ▶ Internal System: School, Community, District
- ▶ External System: Region/State



The New Agenda

- 
- A photograph of five children of diverse ethnicities (Asian, Caucasian, African American, and two others) smiling and leaning over a wooden railing in an outdoor setting. The children are dressed in casual clothing. The background shows green foliage and a bright sky.
- ▶ Engage the world Change the World
 - ▶ Individual AND Social development
 - ▶ Well-being and Learning



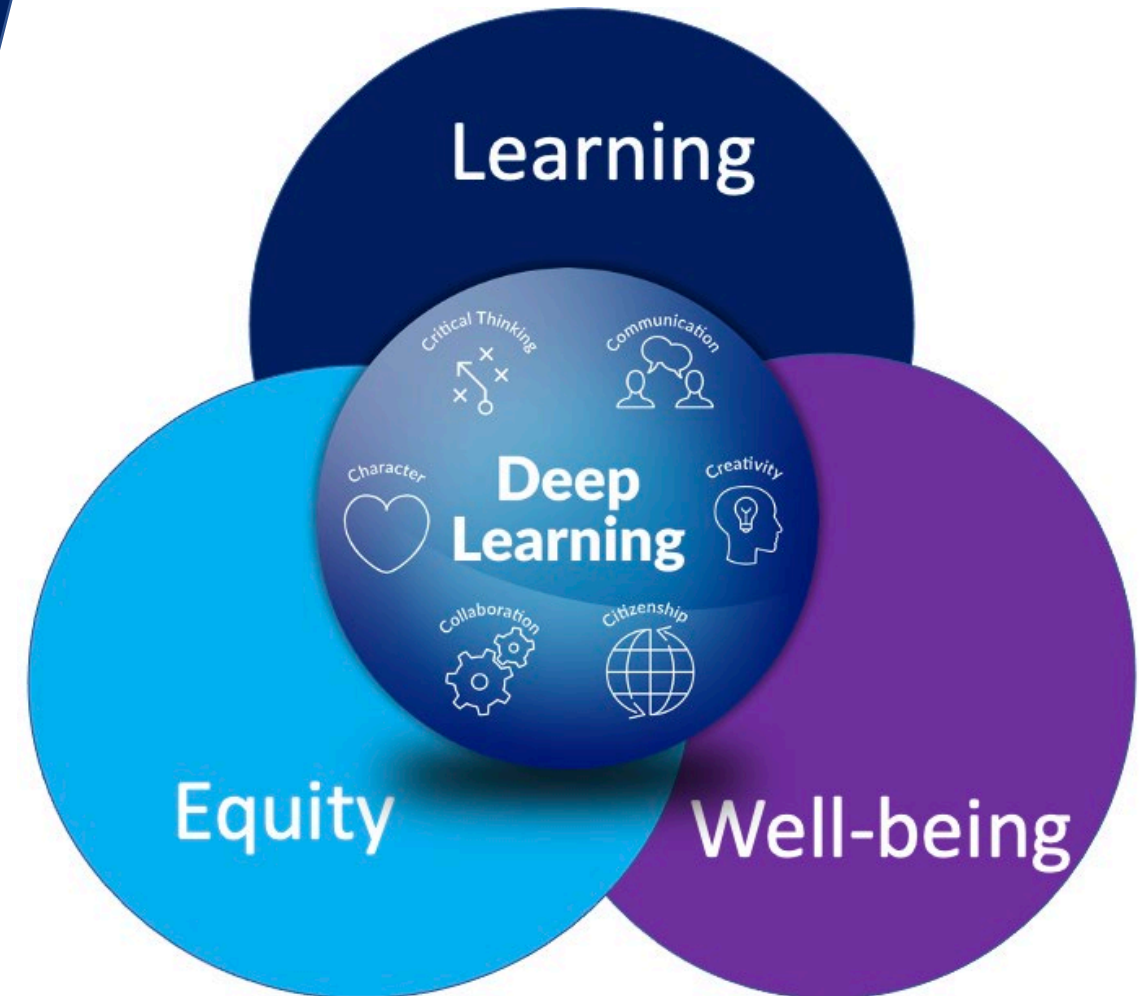
Connecting young people
to a purpose and identity
bigger than themselves

A young person cannot be
well if they are thriving in
school while others around
them are suffering.

—J. Duncan-Andrade 2022

Learning, Equity and Well-being are Dynamically Related.

Deep Learning is an integrated approach that creates the conditions that foster **all** youth to develop the **competencies** and attributes needed to contribute to the common good, address global challenges and **flourish** in a complex world.



Youth wellness is the key to a prosperous future



The Humanity Paradigm Prevails

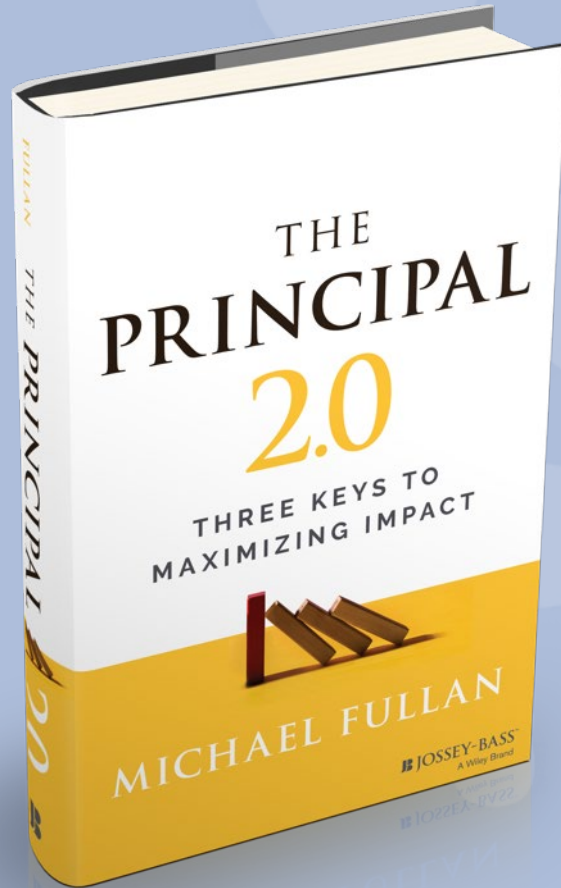


When Poverty and Bigotry Disappear

When the Planet Becomes Healthy

When....

New Books!



Jossey-Bass, February 2023

Michael Fullan
& Joanne Quinn,
The Drivers
(Corwin Press,
June 2023)

The Mystery of System Change in Education:

Why has there been no system improvement in education since the turn of the century?

We need to:

Build the Base
(Students and
Local Community)

Mobilize the Middle
(Regional)

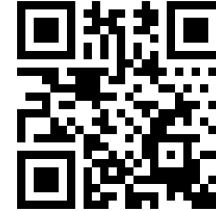
Intrigue the Top

—Fullan 2023

2023 Global Deep Learning Lab: Registration is now open!



Website: <https://bit.ly/NPDLL23>



Registration: <https://bit.ly/NPDL23REG>



Hotel booking link: <https://bit.ly/DLL23BOOK>

