

CHANGE LEADER

Full reference of paper	Fullan, M. (2011) <i>Change Leader</i> , (San Francisco, CA, Jossey-Bass)
Aims purpose of paper	Provides a number of chapters in relation to change
Method and sample (if applicable).	
Key findings/ideas presented	<ul style="list-style-type: none"> • Fullan argues that being an effective change leader is about learning from and helping others learn from experience: i) we are not always aware of our motivations (which often originate from the subconscious), experience thus helps us learn about ourselves; ii) Not being aware of our motivations can make us unpredictable and everybody else unpredictable too. Leaders must thus provide environments in which people can experience and so better understand themselves; iii) Whilst being selfishly driven humans are also ‘hard-wired’ to connect and consciously value the group once relationships are established – self and group learning can assist with this; finally that repeated action forges new neural pathways so that action becomes hardwired. Practice thus makes perfect and the more we seek to improve our competencies to implement change, the better we will become at it • Effective change leaders combine resolute moral purpose with impressive empathy. Blind resolution is not enough, leaders must also have the empathy required to understand where people are coming from and relate to them • Realized effectiveness: Fullan argues that realised effectiveness is what causes people to change and motivates them to carry on. • Christakis and Fowler (2009) suggest that when people are free to do as they please (as to an increasing extent English schools now are) that they invariably imitate each other. Collaboration thus opens up people to new possibilities. • Effective change leaders are and must be confident for two reasons: i) they believe that failure is impossible (i.e. they are unwilling to conceive of failure); and ii) they believe they can conquer issues even if they are not entirely sure how (in other words they are learners). To facilitate learning change leaders must cultivate a growth mindset in themselves and others <p>Christakis, N. and Fowler, J. (2009) <i>Connected: The surprising Power of social networks and how they shape our lives</i>, (New York, NY, Little Brown)</p>