Leadership in a Digital Age

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Outline

- Leadership in a Nutshell
- The New Challenge: Unlike No other
- Leadership in a Digital Age
Leadership in a Nutshell
$PC = f(HC, SC, DC)$

PC is a function of:

- Human Capital
- Social Capital
- Decisional Capital
Three Keys to Maximizing Impact

- System Player
- Agent of Change
- Leading Learning

Maximizing Change
Coherence

Leadership

Focusing Direction

Securing Accountability

Cultivating Collaborative Cultures

Deepening Learning
The New Challenge: Like No Other

- Traditional schooling is boring;
- Or, oppressive if you are in a high stakes country.
Why The New Challenge is So Different

- It requires a baseline capacity that even the best systems don’t have.
- The co-learning demanded is enormously sophisticated.
- It casts teachers and students adrift without organizers.
- People don’t know what to do so they fall back on structural solutions (buy digital, set standards, stay superficial).
- It challenges teachers sense of ‘teacherness’/identity.
Even the best examples are a far cry from where we need to go...

- Too teacher driven
- A piece but not the whole
- Not integrated
- Engagement not enlightenment
- Much of the work fails to examine impact/outcomes
In short, we are drastically underestimating what will be required by way of deep learning and the leadership that must go with it.
Leadership in a Digital Age

A matter of Yin and Yang leadership
Wooranna:
What Do You Think?
Great work or not?

- Teachers soon recognized that their amazing projects were flawed.
- Enigma’s were an ‘addition’ to existing curriculum.
- Teachers set the provocations.
- Not all projects resulted in action.
- Teachers worked independently.
- BRING ON NPDL 2016.
New Pedagogies for Deep Learning
A GLOBAL PARTNERSHIP
### Who, What, and Why

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<th>What we do</th>
<th>Why we do it</th>
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<td>We are partnering with 1000 schools in 10 countries. We work with clusters and networks of schools to build knowledge and practices that develop deep learning and foster whole system change.</td>
<td>We work alongside educators to change the role of teachers to that of activators of learning who design learning experiences that build on learner strengths and needs, create new knowledge using real-life problem solving and help all students identify their talents, purpose and passion.</td>
<td>We believe every student deserves to learn deeply and to support whole systems to transform learning — schools, provinces, states and countries to want to take action, make a positive impact and grasp opportunities that will lead to success in life.</td>
<td>We are joined by families, teachers, school leaders and policy makers worldwide who are seeking ways to transform pedagogies and provide the conditions that will facilitate deep learning.</td>
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NEW LEARNING

Exciting innovative learning experiences for all students:

- Irresistibly engaging
- Elegantly efficient
- Technologically ubiquitous
- Steeped in real life problem solving
- Involves deep learning
Collaborative Process

Collaboration is a driver to accelerate the transformation to deep learning.

The collaborative inquiry process is used at all levels:

- Students design, assess and monitor their own learning
- Teachers collaborate to assess, design, implement and reflect and adjust learning; and
- Leaders assess the learning conditions that support deep learning and design strategies to create improved conditions.
Back to Yin and Yang
The (crude) Overall Change Model

Directional Vision
Reining In
Letting Go

Fullan and Langworthy: A Rich Seam, 2014
The Psychology of Change in the Digital Age

1. Students and teachers lack confidence; nervous newness, weight of accountability

2. Need to be comfortable with learning opportunities that are not clearly defined

3. Neither premature clarity nor permanent ambiguity work

4. Digital is essential but only in the service of pedagogy (OECD 2015)

5. Not artifacts of learning, but articulation of: what, why, what’s working or not

6. Innovation is the new permanent because ongoing learning is the new permanent
Leadership in the Digital Age: Direction, Letting Go, Consolidation

1. A cycle of trying things and making meaning
2. Co-learning dominates
3. Leaders spent a lot of time listening, learning, asking questions
4. Leaders help articulate what is happening, and how it relates to impact
5. Role of tools is to provide focus and shape without suffocating context
6. Ultimately you need people to take charge of their own learning in a context of individual and collective efficacy
The New Winner

- Collaborative Expertise
- Collective Efficacy
- Professional Capital

Hattie, Elmore, Hargreaves & Fullan, 2015
Moral Imperative

All kids can learn shifts from a slogan to a surety.