

The Main Idea's Discussion Questions for *Change Leader*

Below are some discussion questions you can use to reflect alone or to discuss with a leadership team, colleagues, or other school leaders. You can also use the questions from Chapter 3 (Motion Leadership Rating Form) and Chapter 7 as well.

Chapter 1: Practice Drives Theory

Key Insight 1: *The effective change leader actively participates as a learner in helping the organization improve.*

- Discuss what you think the title of this chapter (“practice drives theory”) and Key Insight 1 mean and how these relate to you.
- Think of a time you learned to do part of your job better based on *experiences* you had and share this with the group.
- Look at the example in the chapter about Jerry Sternin fighting malnutrition in Vietnam by spreading successful practices. What structures do you have or would you need to put in place to cultivate successful practices in *your* school/district?

Chapter 2: Be Resolute

Key Insight 2: *Effective change leaders combine resolute moral purpose with impressive empathy.*

- Discuss what you think the title of this chapter (“be resolute”) and Key Insight 2 mean and how these relate to you.
- Would you say you are better at being resolute or expressing impressive empathy? Give an example.
- With a clear focus on the moral purpose of your school/district, how well are you able to understand those with different perspectives? Do you listen? Are you empathetic? Do you “give other people respect *before they have earned it*”?
- How good are you at focusing on a few goals and getting others in the organization to do so as well?

Chapter 3: Motivate the Masses

Key Insight 3: *Realized effectiveness is what motivates people to do more.*

- Discuss what you think the title of this chapter (“motivate the masses”) and Key Insight 3 mean and how these relate to you.
- How have you motivated staff in the past? Did these methods foster *intrinsic* motivation?
- Discuss Fullan’s idea that it’s not motivation that improves performance but rather, improved performance increases motivation.
- What does the school do to ensure that staff experience effective practices and small successes as a way to heighten motivation?
- Have your leadership team use the Motion Leadership Rating Form (p.3 of the summary) to rate themselves on each of the nine leadership qualities. Then use the reflection questions in the summary to discuss the results as a group.

Chapter 4: Collaborate to Compete

Key Insight 4: *Collaborative Competition is the yin and yang of successful change. Collaborate and compete.*

- Discuss what you think the title of this chapter (“collaborate to compete”) and Key Insight 4 mean and how these relate to you.
- Discuss the quotation, “Bad collaboration is worse than no collaboration.” Do you agree or disagree?
- Based on Fullan’s definition of “good collaboration” how well does your school rate – is there a culture that is focused on a few goals, uses peer-based learning, and includes both collaboration and competition to maximize achievement?
- Fullan writes that we have forgotten about competition. The best sports teams not only collaborate but they also compete. Discuss the role of healthy competition among staff to do their best for the school. How can you support collaboration *and* competition?

Chapter 5: Learn Confidently

Key insight 5: *Change leaders are more confident than the situation warrants but more humble than they look.*

- Discuss what you think the title of this chapter (“learn confidently”) and Key Insight 5 mean and how these relate to you.
- Do you lead from a fixed mindset or a growth mindset? Discuss how these mindsets affect leadership.
- In order to learn from your experiences, you need to be reflective about them. What reflective habits (such as daily journaling or opening all leadership team meetings with time to reflect) do you employ or would you like to begin implementing?
- To maintain the tricky balance between being overconfident (arrogant) and underconfident (people lose trust in you), Fullan suggests you cultivate a habit of regular reflection and get feedback from trusted colleagues. What structures do you already use or might you employ to solicit regular feedback from trusted colleagues?

Chapter 6: Know Your Impact

Key Insight 6: *Statistics are a wonderful servant and an appalling master.*

- Discuss what you think the title of this chapter (“know your impact”) and Key Insight 6 mean and how these relate to you.
- Discuss whether the “disease of distraction” exists at your school and whether there are any “invisible gorillas.”
- Are essential data shared and analyzed or are there too many data? Who decides the importance of data and how it is used?
- How might a simple checklist help prevent errors in any of the school’s tasks, particularly in analyzing data?

Chapter 7: Sustain Simplicity

Key Insight 7: *Simplicity is salvation for an intricate world.*

- As a leader, are you good at combining these seven insights and implementing them simultaneously?
- Do you ensure that the school/district’s focus is not complicated, but still includes the essential goals needed to improve?
- Discuss the questions for reflection on p. 8 of the summary.