

## Other core ideas

- Collin's Level Five Leadership
- Building Sustainability
- Planned continuity
- Loehr & Schwartz's *Power of full engagement* "leaders are stewards of organizational energy... they inspire or demoralize"
- Adaptive versus technical challenges
- Cycles of high performance and recovery
- "We know the sources of energy creation: moral purpose, emotional intelligence, quality relationships, quality knowledge, physical well-being—all mobilized to engage the mind and heart in attempting to solve complex adaptive challenges" (p. 38)
- The key to changing systems is to create more systems thinkers (systems thinkers in action)
- Collaboration not coblaboration (Perkins) for transformational conversations
- "Developmental Leaders see the underlying patterns and act visibly" (p. 51)

### Leadership at the School Level

- responding to adaptive & technical challenges
- formative assessment
- changing school culture
- involving parents

### Leadership at the District Level

1. Leading with a compelling, driving conceptualization
2. Collective moral purpose
3. The right bus
4. Capacity building
5. Lateral capacity building
6. Ongoing learning
7. Productive conflict
8. A demanding culture
9. External partners
10. Growing financial investments

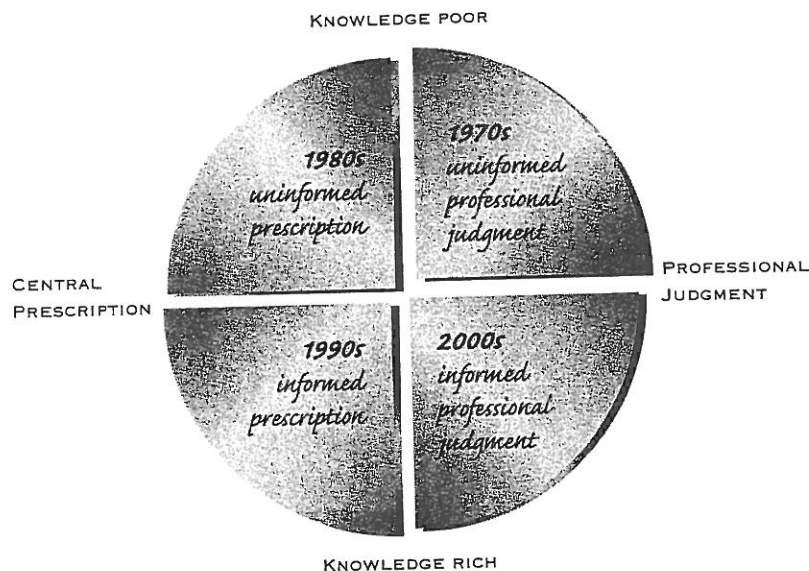
Fullan, M. (2005). *Leadership & sustainability: System thinkers in action*. Thousand Oaks, CA: Corwin Press.

“leadership is to this decade what standards were to the 1990s if we want large-scale, sustainable reform” (p. xi)

“sustainability is the capacity of a system to engage in the complexities of continuous improvement consistent with deep values of human purpose” (p. ix)

The book is dedicated to “the new theoreticians... they are theoreticians, but they are practitioners whose theories are lived in action every day. In fact that is what makes their impact so powerful. Their ideas are woven into daily interactions that make a difference” (p. x).

### Knowledge Poor Versus Rich, Prescription Versus Judgment Matrix



### Eight Elements Of Sustainability

1. Public service with a moral purpose
2. Commitment to changing context at all levels
3. Lateral capacity building through networks
4. Intelligent accountability and vertical relationships (encompassing both capacity building and accountability)
5. Deep learning
6. Dual commitment to short-term and long-term results
7. Cyclical energizing
8. The long lever of leadership