

What drives your change?

In *Choosing the Wrong Drivers for Whole System Reform* (2011), Michael Fullan reminds us to examine the drivers behind our change efforts. Use this worksheet to analyze your current change efforts, explore the underlying assumptions, find areas to strengthen, and determine the next steps.

MOTIVATION

Capacity building vs. accountability

A focus on building capacity has been shown to motivate people and improve results. Accountability systems powered by high-stakes assessments and rewards and sanctions work best when they are one part of a larger, complex system.

Are your improvement efforts driven by building capacity or accountability? *(Circle one.)*

Capacity building Accountability

What evidence do you have to support your assessment?

What would it look like in your system if you focused more on building capacity?

What steps can you take to move in this direction?

Who are the stakeholders and decision makers who focus solely on accountability measures, and how can you communicate the benefits of building capacity to reach the system's goals?

EMPOWERMENT

Social capital vs. human capital

Social capital refers to the knowledge and resources that accumulate through relationships. Human capital is an individual's knowledge and abilities. Investing in social capital first empowers people to exponentially boost the growth of their human capital.

Are your improvement efforts primarily focused on developing social capital or human capital? *(Circle one.)*

Social capital Human capital

What evidence do you have to support your assessment?

What would it look like in your system if you developed more social capital?

What types of individual growth in your staff or team could be improved by developing more social capital?

How can you help your staff or team develop more social capital?

Adapted from Fullan, M. (2011). *Choosing the wrong drivers for whole system reform.* Melbourne, Australia: The Centre for Strategic Education.

SUPPORT

Pedagogy vs. technology

Good pedagogy means better learning. Technology's role should be as a tool to support good pedagogy. Avoid the temptation to use technology solely for its own sake.

Are your improvement efforts driven by pedagogy or technology? *(Circle one.)*

Pedagogy Technology

What evidence do you have to support your assessment?

What would it look like in your system if educators were more driven by pedagogy?

How can you help your staff or teams develop more social capital via interactions, collaborations, or professional networks?

How can you refocus your use of technology to better support good pedagogy?

IMPLEMENTATION

Systemic vs. fragmented

Making systemic changes requires a comprehensive approach that addresses all levels of staff at critical points in time and stages of development. Systemic change is more effective and sustainable than a collection of change efforts that address similar goals.

Are your improvement efforts systemic or fragmented? *(Circle one.)*

Systemic Fragmented

What evidence do you have to support your assessment?

What would it look like in your system if efforts were systemic and coordinated?

What elements of your change efforts can be better coordinated at other levels or times?

Whose help would be needed to better coordinate your change efforts systemically?

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