Leading in a Culture of Change

By Michael Fullan

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"At the very time the need for effective leadership is reaching critical proportions, Michael Fullan's Leading in a Culture of Change provides powerful insights for moving forward. We look forward to sharing it with our grantees."
--Tom Vander Ark, executive director, Education, Bill and Melinda Gates Foundation

"Fullan articulates clearly the core values and practices of leadership required at all levels of the organization. Using specific examples, he convinces us that the key change principles are equally critical for leadership in business and education organizations."
--John Evans, chairman, Torstar Corporation

"In Leading in a Culture of Change, Michael Fullan deftly combines his expertise in school reform with the latest insights in organizational change and leadership. The result is a compelling and insightful exposition on how leaders in any setting can bring about lasting, positive, systemic change in their organizations."
--John Alexander, president, Center for Creative Leadership

"Michael Fullan's work is remarkable. He masterfully captures how leaders can significantly improve their learning and performance, even in the uncontrollable, chaotic circumstances in which they practice. A tour de force."
--Anthony Alvarado, chancellor of instruction, San Diego City Schools

"Too often schools and businesses are seen as separate and foreign places. Michael Fullan blends the best of knowledge from each into an exemplary template for improving leadership in both."
--Terrence E. Deal, coauthor of Leading with Soul

Business, nonprofit, and public sector leaders are facing new and daunting challenges--rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing.

Leading in a Culture of Change offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Michael Fullan--an

internationally acclaimed expert in organizational change--shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies.

By integrating the five core competencies--attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and setting a vision and context for creating coherence in organizations--leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change.

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Editorial Review

Review
"...offers valuable insights into the dynamics of change...full of illustrative case examples, exercises and resources..." (*Long Range Planning*, Number 38, 2005)

"...easy to read and understand..." (*Personnel Today*, 2nd October 2001)

"This is a book for all would-be heads of department and deputy heads. Every serving head should buy a copy. I shall buy at least 50 and enjoy giving them away to those at the start of their careers in the confident knowledge that the next generation will be more successful as leaders than the present one." (*Times Education Supplement*, 7 September 2001)

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"The sign of outstanding and inspired leadership is the ability to lead rather than be led by the forces of change. How do leaders in private, public, and not-for-profit sectors meet the challenges of today's complex world? This book shows the way."
—Veronica Lacey, president and CEO, The Learning Partnership

"Michael Fullan debunks the notion that there is a 'one-size-fits-all' blueprint for managing change. Leading in a Culture of Change is an excellent book for all educators and business leaders. Readers will gain powerful new insights into developing the core capabilities required for effective leadership under conditions of complex change."

—Kenneth Lalonde, executive vice president, Canadian Imperial Bank of Commerce

"A great book for leaders everywhere who are truly interested in learning and cultivating the leadership potential in others."
—Marilyn Knox, president, Nutrition, Nestle Canada Inc.

"Michael Fullan has no truck with simplistic solutions or superheroes. Instead he helps leaders understand the paradoxes of complex cultural change-leaders from all sectors will learn from his insights."
—Heather Duquesnay, director and chief executive, National College for School Leadership, England

"Leading in a Culture of Change describes vividly the kind of leadership necessary to bring about successful change in modern times. At its heart is building capacity-a powerful message."
—Michael Barber, head, Standards and Effectiveness Unit, Department for Education and Employment, London, England

From the Inside Flap

Business, nonprofit, and public sector leaders are facing new and daunting challenges—rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing. Leading in a Culture of Change offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Author Michael Fullan-an internationally acclaimed expert in organizational change-shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies. By integrating the five core competencies-attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and setting a vision and context for creating coherence in organizations-leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change. The Author Michael Fullan, Dean of the Ontario Institute for Studies in Education of the University of Toronto, is recognized as an international authority on educational reform. He is engaged in training, consulting, and evaluation of change projects around the world. His books have been published in many languages. He is coauthor of What's Worth Fighting For trilogy, author of *The Changes Forces* trilogy, and author of *The New Meaning of Educational Change*, Third Edition.

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Santiago Johnson:

The reason why? Because this Leading in a Culture of Change is an unordinary book that the inside of the book waiting for you to snap it but latter it will jolt you with the secret it inside. Reading this book beside it was fantastic author who all write the book in such amazing way makes the content within easier to understand, entertaining approach but still convey the meaning thoroughly. So , it is good for you for not hesitating having this any more or you going to regret it. This excellent book will give you a lot of positive aspects than the other book have got such as help improving your expertise and your critical thinking method. So , still want to hesitate having that book? If I ended up you I will go to the publication store hurriedly.

Mary Adamczyk:

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