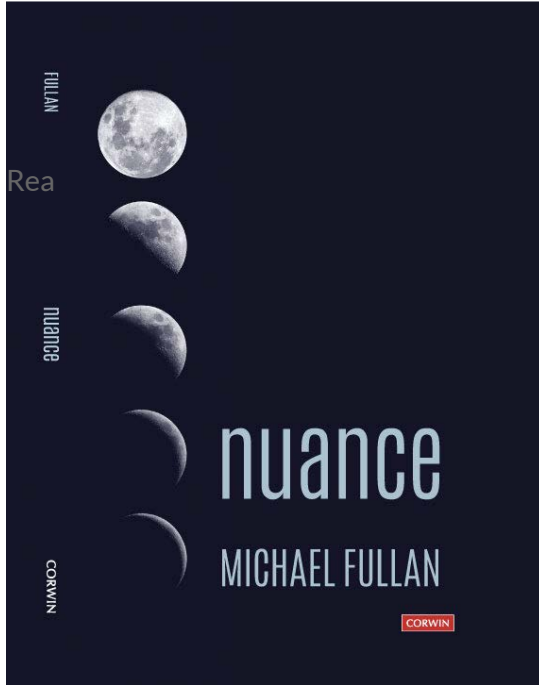


NUANCE

By MICHAEL FULLAN



PATRON SAINT OF NUANCE

- Leonardo's learning motto was "experience and experiment". See the detail, note the connections, see the system at work, and then experiment further to see what more can be done with the insight. P. 71



- "If you wish to have a sound knowledge of the forms of objects, begin with the details of them, and do not go on to the second step until you have the first well fixed in memory" P. 4
- You need understanding of detail to have overall Nuance

ESSENCE OF NUANCE

1. Joint Determination

- Change involves developing unity of purpose and action with those in the organization, pursuing and staying the course through continuous interaction
- Be right at the end of the meeting, not at the beginning of the meeting

2. Adaptability

- Enables the organization to pivot, to use a modern language equivalent, according to what is being learned
- Never take yourself so seriously as a senior person, always listening to your team so that you're not out there on your own thinking that everybody's with you, and be sure you're willing to change course even if you are a big complex system. P. 60

3. Culture-Based Accountability

- Establishes strong mutual commitment and responsibility through trust and interaction
- "No amount of external accountability will be effective in the absence of internal accountability." P. 78

STICKY CHANGE PHRASES

1. Use the Group to Change the Group

- The most effective principal is the one who "participates as a learner" working alongside teachers. P. 80

2. Precision over Prescription

- Colleagues work on and solve problems or implement new practices that work, you don't have to impose solutions. P. 80

3. Feedback: Collaboration, Candor, and Autonomy

- "Put smart, passionate people in a room together, and charge them with identifying and solving problems, and encourage them to be candid with each other." P. 83

4. Trust and Interact vs. Trust but Verify

- If leaders believe that followers first have to earn trust, they actually foster mistrust. You have to invest in trust before people have earned it. P. 84

5. See the Forest and the Trees

- Looking at the same picture, nuanced leaders literally see more than other leaders even when they can't explain how they know. P. 87

6. Accountability as Culture

- Now matter how you view accountability, daily interaction is the best form of being held responsible. Accountability is 80% daily culture and 20% backup or intervention. P. 87