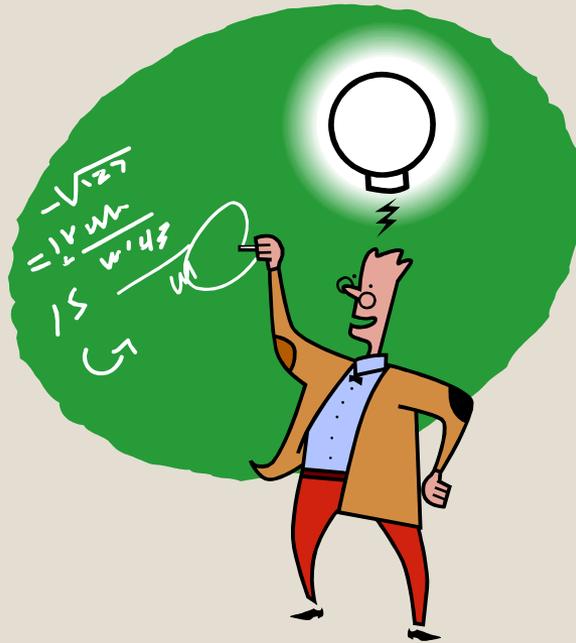


The Moral Imperative Realized

1

Shared Principles +
Coherent Strategies implemented with fidelity =
Success



Kukic, 2011

The Moral Imperative Realized

2

The Moral Imperative Realized is about raising the bar and closing the gap of student achievement for all students—not as a slogan, but as a reality.

Fullan, 2011

Moral purpose by itself is not a strategy. If you do not know how to implement moral purpose, you really don't have it. And if you are passionate about it and others don't get it, you still don't have it.

It is well to think well.
It is divine to act well.



Basics for Making the Moral Imperative a Strategy

5

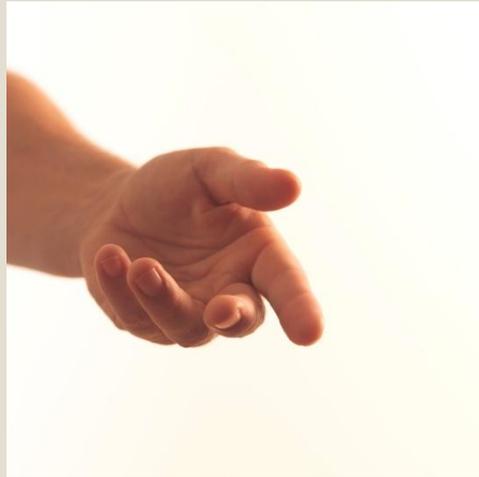
1. Make a personal commitment
2. Build relationships
3. Focus on implementation
4. Develop the collaborative
5. Connect to the outside
6. Be relentless (and divert distracters)



Informed Optimism

6

School leaders must come to have what I call *informed optimism* (we solved the last problem, so we can figure out this one.) But more than that, they must build relationships with the skeptics and the cynics.



Fullan, 2011

Unstoppable

7

You see it time and time again in the works of Reeves, Elmore, DuFour, and many others...

The moral imperative, deep focus, constructive monitoring, and corresponding efficacious action are an unstoppable combination.



Fullan, 2011

Focus and Coherence

8

We need to think of focus and coherence together—coherent focus, relentlessly pursued—while paying attention to data, especially that which is related to individual student progress and to motivation of adults who can do something to further achievement.



Fullan, 2011

Commitment and Strategy

9

The moral imperative to be realized must combine deep commitment and the means of enacting on it. Thus *commitment plus strategy* are required. If either commitment or strategy is weak, the result is failure.



Fullan, 2011

What energizes
educators is *realized*
moral purpose.

It ain't moral purpose if it ain't working.

Or as one of Curtis Linton's (2011) principals put it,
"It's only equity if they actually do it."

HOW

12

The *how* is found in the blend of moral resoluteness, impressive empathy, and helping people realize moral purpose.

These *how* leaders are simultaneously directive, facilitative, and inclusive as they help create energized, effective communities.



Nothing will happen on any scale until system leaders start taking their moral purpose seriously, living it day after day through strategic action.

Schools and Districts

14

Individual schools cannot get on—or if they do, cannot stay on—the moral track unless the whole district is working on the problem.



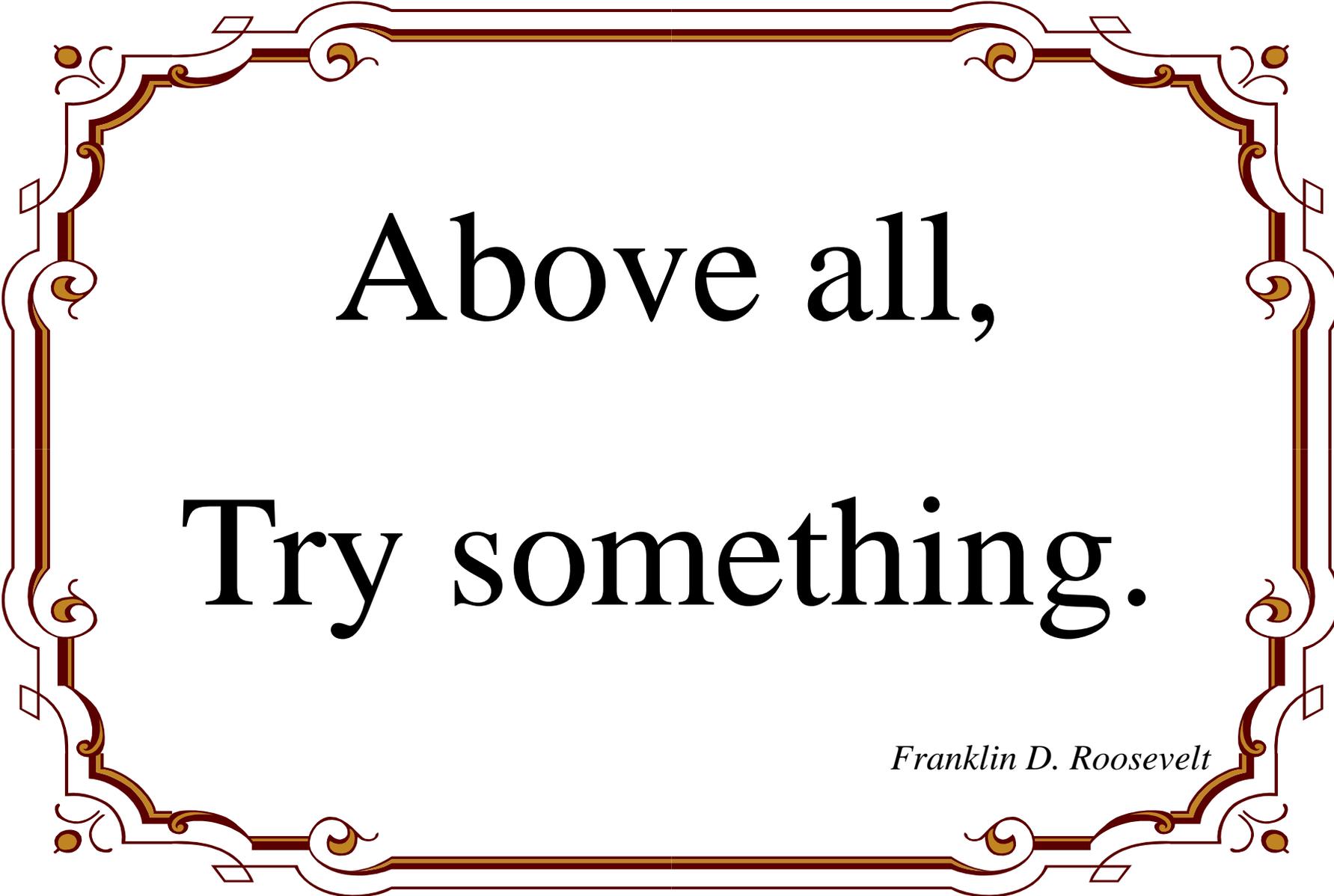
Fullan, 2011

In the moral imperative realized, all excuses come off the table.

If you're not hopelessly confused,
you're out of touch!

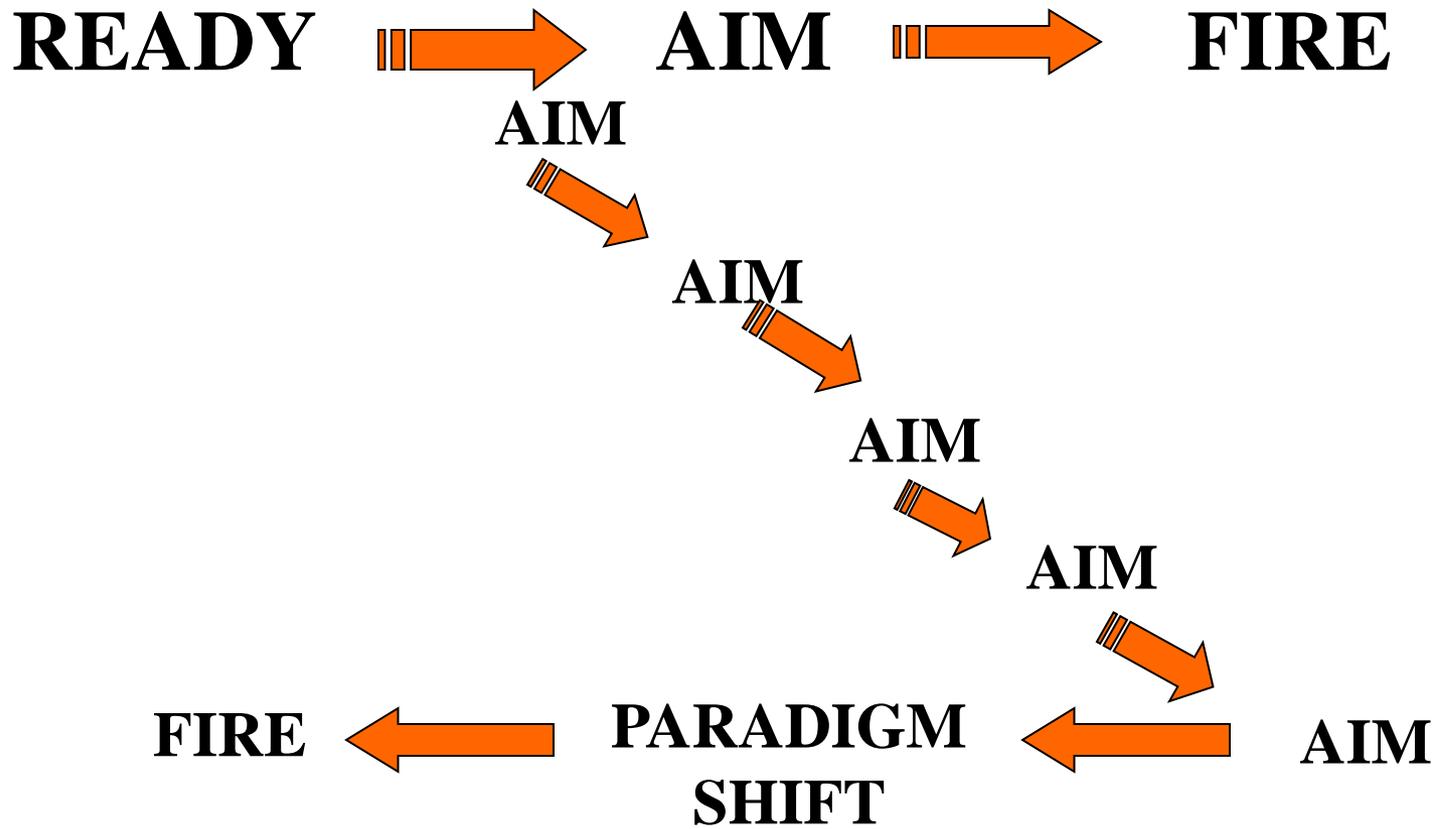
If you are hopelessly confused,
then you only have one choice—
try stuff.

Peters, Embracing Chaos, 1993

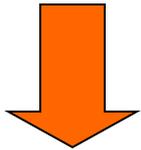
A decorative border in a dark red or brown color with gold accents, featuring ornate scrollwork and flourishes around the perimeter of the text.

Above all,
Try something.

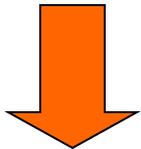
Franklin D. Roosevelt



READY



FIRE



AIM



Peters; 2004, 1993, 1982

Ready, fire, aim



Ready, fire, aim represents purposeful learning and taking learning risks is embedded in the psyche of successful organizations.

Ready-Fire-Aim



- Relationships first (too fast/too slow)
- Honor the implementation dip
- Beware of fat plans
- Behaviors before beliefs
- Communication during implementation is paramount
- Learn about implementation during implementation
- Excitement prior to implementation is fragile
- Take risks and learn
- It is okay to be assertive

The ready-fire-aim metaphor



These elements synergize into a bias for purposeful action.

The skinny goes like this:

- To get anywhere, you have to do something.
- In doing something, you need to focus on developing skills.
- Acquisition of skills increases clarity.
- Clarity results in ownership.
- Doing this together with others generates shared ownership.
- Persist no matter what. Resilience is your best friend.

Fullan, 2010

A Revolution



When leaders can clearly and succinctly articulate what they are doing, show results, and explain exactly how they got them, you know that they have the skinny. When a lot of leaders do this simultaneously and they cultivate it in others, it becomes a revolution.

Fullan, 2010