

# Coherence: The Right Drivers in Action for Schools, Districts, and Systems

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## Complex times call for streamlined solutions-and leaders to pull them together.

If initiative overload and fragmentation are keeping your best plans from becoming reality, it's time to lead with coherence. Using the right drivers as your foundation, you'll bring people and ideas together-and implement the kind of lasting change that maximizes results. The key to success is the Coherence Framework, a dynamic, customizable road map with four essential components:

- >> Focused direction to build collective purpose
- >> Cultivating collaborative cultures while clarifying individual and team roles
- >> Deepening learning to accelerate improvement and foster innovation
- >> Securing accountability from the inside out

Michael Fullan, OC, is the former Dean of the Ontario Institute for Studies in Education and Professor Emeritus of the University of Toronto. He is co-leader of the New Pedagogies for Deep Learning global initiative. Recognized as a worldwide authority on educational reform, he advises policymakers and local leaders in helping to achieve the moral purpose of all children learning. Michael Fullan received the Order of Canada in December 2012. He holds honorary doctorates from several universities around the world.

Fullan is a prolific, award-winning author whose books have been published in many languages. His book *Leading in a Culture of Change* received the 2002 Book of the Year Award by Learning Forward. *Breakthrough* (with Peter Hill and Carmel Cravola) won the 2006 Book of the Year Award from the American Association of Colleges for Teacher Education (AACTE), and *Turnaround Leadership in Higher Education* (with Geoff Scott) won the Bellwether Book Award in 2009. *Change Wars* (with Andy Hargreaves) was named the 2009 Book of the Year by Learning Forward, and *Professional Capital* (with Andy Hargreaves) won the AACTE 2013 Book of the Year and the Grawemeyer Award in Education in 2015.

Michael Fullan's latest books are *The Principal: Three Keys for Maximizing Impact*; *Coherence: The Right Drivers in Action for Schools, Districts, and Systems* (with Joanne Quinn); *Deep Learning: Engage the Change the World* (with Joanne Quinn and Joanne McEachen); *Surreal Change: The Real Life of Transforming Public Education* (autobiography); and *Nuance: Why Some Leaders Succeed and Others Fail*.

For more information on books, articles, and videos, please go to [www.michaelfullan.ca](http://www.michaelfullan.ca).

Joanne Quinn is an international consultant and author on system change, leadership, and learning. As co-founder and global director of New Pedagogies for Deep Learning, she leads the capacity building of a global innovation partnership across eight countries focused on transforming learning. Joanne has provided leadership at all levels of education as a superintendent of education, implementation advisor to the Ontario

Ministry of Education, and Director of Continuing Education at the University of Toronto. Recent books include *Coherence: The Right Drivers in Action for Schools, Districts, and Systems*; *The Taking Action Guide for Building Coherence in Schools, Districts, and Systems*; and *Deep Learning: Engage the World, Change the World*. Joanne's diverse leadership roles and her passion to open windows of opportunity for all give her a unique perspective on influencing positive change.

"Coherence is a book that demands action - it moves from the narrative of fixing one teacher at a time, to asking about the coherence of the system (be it school, national, or world issues). Fullan and Quinn create an important narrative about direction, working together, deepening learning, and securing accountability. The book sparkles with examples of coherence in action, it makes no excuses for employing the wrong levers of change. This is the blueprint for a new vocabulary of education action; it shows where we need to go next, and is another example of Fullan at the top of his game."

-- John Hattie, Director and Author of *Visible Learning*

I love this book--timely, practical collaborative action! In an era of overload, frustration, and fatigue Coherence offers an extremely timely, necessary, and practical alternative to improving education. Coherence is essentially about the power, potential, and promise of people working collaboratively: the humanity and professional capacity of educators seeking to lead, learn, and teach to realize the persistent moral purpose of supporting all students to succeed. A hallmark of Coherence is that the principles and actions are grounded in practical examples from schools, districts and entire education systems. We desperately need coherence; this book provides a vital framework for collective action!

-- Carol Campbell, Associate Professor

"School systems that struggle often are riddled with incoherence-mismatched strategies, competing cultures, and illogical initiatives. In their highly informative book, Fullan and Quinn explain clearly how coherence can solve the problem. Based on solid research and lessons drawn from effective practice, Coherence provides a comprehensive model to guide educators as they learn and lead their way to better schools."

-- Susan Moore Johnson, Jerome T. Murphy Research Professor

"With the improvement of student learning at the center, Coherence assists educational leaders at every level to choose strategic drivers for change, learn collaboratively, and deliver results collectively. Fullan and Quinn nail the solution: building coherence is an on-going process that focuses on quality implementation of a small number of powerful goals that improve student learning. The Coherence Framework pushes and supports all leaders to improve their practice in the service of students."

-- John Malloy, EdD, Assistant Deputy Minister

"Coherence is a must read for educators and politicians who are ready to talk the walk

and take action with the "right drivers". As a site and district leader I learned from reformers and researchers alike, but I struggled to operationalize what I had learned to benefit the adults and students I served. In Coherence, Fullan and Quinn clearly articulate a plan for operationalizing the "right drivers" throughout the system-school site, district, county, state, and nation."

-- Wes Smith, Executive Director

"Michael Fullan and Joanne Quinn have hit it out of the park in their new book Coherence. This book is an excellent resource for any school or school system that is committed to continuous improvement. Coherence is a practical powerful action guide for schools and school systems to use as they work collaboratively to close the achievement gap that exists in our schools. This book should be the required reading for all school administrators and elected officials."

-- Chris Steinhauser, Superintendent

#### Other Books

City Schools and the American Dream 2, Over a decade ago, the first edition of City Schools and the American Dream debuted just as reformers were gearing up to make sweeping changes in urban education. Despite the rhetoric and many reform initiatives, urban schools continue to struggle under the weight of serious challenges. What went wrong and is there hope for future change? More than a new edition, this sequel to the original bestseller has been substantially revised to include insights from new research, recent demographic trends, and emerging political realities. In addition to surveying the various limitations that urban schools face, the book also highlights programs, communities, and schools that are making good on public education's promise of equity. With renewed commitment and sense of urgency, this new edition provides a clear-eyed vision of what it will take to ensure the success of city schools and their students. "City schools continue to play one of the most important roles in our quest to restore democracy. This is a must-read . . . again!" –Gloria Ladson-Billings, University of Wisconsin-Madison "The authors provide concrete examples of innovative strategies and practices employed by urban schools that are succeeding against all odds." –Betty A. Rosa, chancellor, New York State Board of Regents "This is the book every teacher, parent, policymaker, and engaged citizen should read." –Marcelo M. Suárez-Orozco, UCLA

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