



THE RIGHT DRIVERS FOR EDUCATION

In 2011, Michael Fullan wrote a seminal paper entitled *Choosing the Wrong Drivers for Whole System Reform* (Fullan, 2011). In this paper, he identified four pairs of drivers, which were

- accountability (vs capacity building);
- individual (vs group quality);
- technology (vs pedagogy); and
- fragmented (vs systemic).

Fullan was not necessarily discounting the merit of the wrong drivers, but rather noting that they did not serve to lead system change.

In two subsequent publications, *Coherence: The Right Drivers in Action for Schools, Districts, and Systems* (Fullan and Quinn, 2016) and *The Right Drivers for Whole System Success* (Fullan, 2021), he has further articulated the right drivers to constitute a proposed single, integrated model that generates continuous development. “My conception of a driver is a force that attracts power and generates motion on a continuous basis. The four drivers in question are not travelling down a divided highway. Instead, they form a constellation of stars that give each other energy and purpose” (Fullan, 2021, p. 5).

The new model is represented below:

<u>Right Drivers</u>	<u>Wrong Drivers</u>
Wellbeing and Learning	Academics Obsession
Social Intelligence	Machine Intelligence
Equality Investments	Austerity
Systemness	Fragmentation

Again, it is useful to note that the wrong drivers have merit as long as they are used in support of the right drivers. “ . . . the drivers are not always in opposition to each other but can form complementary pairs, provided that the right driver is the lead” (Fullan, 2021, p. 5).

Access the resources below to read more about the interaction of the drivers. You will want to read these in the context of the SWUC Education by Design framework, particularly the 7Cs.

References

Fullan, M. (2011). *Choosing the wrong drivers for whole system reform*. Retrieved from <http://michaelfullan.ca/wp-content/uploads/2016/06/13396088160.pdf>.

Fullan, M., and Quinn, J. (2016). *Coherence: The right drivers in action for schools, districts, and systems*. Thousand Oaks, CA: Corwin.

Fullan, M. (2021). *The right drivers for whole system success*. Retrieved from <https://michaelfullan.ca/wp-content/uploads/2021/03/Fullan-CSE-Leading-Education-Series-01-2021R2-compressed.pdf>.