#8 - Readings

The readings below have been chosen to help you in preparing for your Assignment 1 in this unit, the first part of a two-part assignment, with the second part being completed in the next unit. Note that the readings are not necessarily listed in the order in which they appear in your texts, nor are they meant to be read in chapter order. All of them will serve as continuing references in your later courses.

*The Jossey-Bass Reader on Educational Leadership*

* Chapter 13, "Introduction," pages 207–219.

Fullan introduces and describes his six secrets for bringing about positive change in an educational organization. For this unit, pay particular attention to Secret 4 ("Learning Is the Work") in which the author argues for the necessity and validity of integrating work and learning. His idea of the overall value of evolutionary theory will support and strengthen your understanding of the concept of continuous quality improvement.

* Chapter 14, "Conclusion," pages 220–254.

This summary of the ideas about positive organizational change in education brings together a broad range of principles and tools for those interested in improving a culture of learning. Pay particular attention to the unusual suggestions Wagner and Kegan make about such things as involving building administrators in instruction, staying relentlessly focused on a priority, and welcoming contradictions.

*Appreciative Inquiry*

* Chapter 7, "Principles for a Positive Revolution," pages 49–53.

Read and then reread this chapter from Cooperrider and Whitney's [*Appreciative Inquiry*](http://ezproxy.library.capella.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=260683&site=ehost-live&scope=site) until you have ingrained in your mind the principles of appreciative inquiry (AI):

* The Constructionist Principle (relationship is the locus of knowledge).
* The Simultaneity Principle (inquiry is intervention).
* The Poetic Principle (pasts, presents, and futures are endless sources of learning, inspiration, and interpretation).
* The Anticipatory Principle (the infinite human resource we have for generating constructive organizational change is our collective imagination and discourse about the futures).
* The Positive Principle (the major thing a change agent can do that makes a difference is to craft and ask positive questions).