

Senate and House Education
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The Paradigm Shift
From knowing what, to knowing how.

“The world doesn’t care what you know. What the world cares about is what you can do with what you know.” – Tony Wagner

Instead of learning about,
students should be learning the
discipline of ...

Howard Gardner - Five Minds For
The Future

This shift is creating an “adaptive challenge” for our schools and policy makers.

Adaptive Challenges
Problems that cannot be solved by someone who provides answers from on high.

Distinguishing Technical From Adaptive

	Problem definition Problem solution	Who’s problem is it?	Type of work
Technical	Clear what to do	Expert/ authority	Fit/optimized
Adaptive	Requires learning	Stakeholders	Progress through experiment

- Heifetz and Linsky

Leadership

“Indeed, the single most common source of leadership failure we’ve been able to identify ... is that people, especially those in positions of authority, treat adaptive challenges like technical problems.” – Heifetz and Linsky

Like our educational issues, our policy issues have shifted from technical to adaptive.

“We made to many wrong mistakes.”

Yogi Berra

We may not know exactly what the adaptive solutions are, but we can foresee possible implications of policy through the use of a tool called The Implication Wheel.