

## Anne Dwyer, Curriculum Director- Participant of PTC Curriculum 2019



My name is, as Carol said, I work for an organization that has 13 schools. So I've got a little challenge with some of the tasks that we've set. I'm sure we can make it work. Um, the organization was founded in Hong Kong, has schools in mainland China and also run in the USA in Silicon Valley. My story though isn't from an international school. It's from my time in an independent school in Australia. And I guess I was in a leadership role, a teaching and learning role. And our principal invited me to a meeting, and we were meeting with a staff member who was a really important person. She was one of those staff that would do 150% of what she was expected to do or more when she committed to it. So Margaret, the principal invited me here and basically I was listening to her give Frankie every opportunity to not do what she wanted him to do. She sort of said, look, Frankie, it's going to be a lot of work. Do you think we're ready for it? And at the end of it, Frankie committed to it. And I spoke with Margaret afterwards because this was something we really wanted to have happen. And I said, why did you do that? And she said, I needed to give Frankie a chance to say it, to realize she really, really wanted to do this. And I walked away from that and thought, what a fantastic strategy instead of just boring forward and try to take everybody on that journey with you. Suppose, understand the person and find a way to get them to commit. So as someone who has a real interest in change management and the Ed camp model talks about awareness and desire, Margaret checked Frankie's awareness and her desire.

Because without that desire as an influential staff member, this was not going to work. So I guess like Pearl know, your people know yourself and find the best way forward for what it is that you wish to do. And I think one of our readings from last night for frameworks and leadership, we had a little discussion about where the Margaret, the principal had actually been, not coercive, but influencing in a negative way. And I think we agreed that she wasn't, she actually knew those people and she used the political framework to determine how to right move forward. Thank you."