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“My, my Pearl today is focused on school culture and relates specifically to a process for establishing norms and beliefs in your school so that the behavior of challenging ideas rather than people is valued. And uh, you know, this is critically important I think in all of our organizations. So that teacher voice in agency is integrated into all the decision making processes. So, you know, as leaders and emerging leaders, I think we're all very familiar with the idea of having dissenters on staff, people who can be lead adopters or just challenging to and confrontational in, in all areas of work. And so my Pearl is the idea of assigning someone very specifically into their role as the designated dissenter for each meeting. So this is someone who is designated to specifically challenge ideas through meetings or presentations. Oh, sorry. [inaudible] yes.

that's a fantastic question. So [inaudible]

okay. So thank you so much for, for modeling the effect of demonstration. So the process involves firstly, uh, establishing some essential agreements by the, by the way in which this would work. Obviously that needs to sort of release your organizational norms, um, coaching colleagues and, and how it works, how it's appropriate to challenge ideas and not people and some of the norms associated with that, you know, use language within your organizational culture and then obviously rotating that role at each meeting so that, uh, different people have the opportunity to, to be in the role and, and then revisiting the process throughout the year and the agreements just to ensure it's, you know, working effectively. Some of the benefits I've noticed, uh, it creates a culture in which challenging ideas is promoted as of Northface and leaders is really important for me because I need people to sort of challenge and reconsolidate my ideas throughout. Uh, it's gives a voice to more introverted colleagues. So by being able to select people and designate them in that role, gives a voice to people who may not speak up as often. And finally, you know, it has the potential to sort of remove or reduce the power from some of the, uh, the vocal minority of colleagues. So next meeting, just consider adding a recorder, a timekeeper, and a designated dissenter. Thank you.”