

Sam Stover, Assistant Principal- Participant of PTC Leadership and Team Dynamics 2019



" I want to share an anecdote with you today that I first read about in a book, written by an author named Matthew SIADH. And so as a British author and as an international school, I know we always try and pay homage or respect to host countries since the UK is a host country for PTC right now.

And this has been my host country and my home for the last eight years. I thought I would share an anecdote about, what I first heard about a book by British author about a British team and one of the anecdotes inside his book black box thinking. Really the book is about the relationship between innovation and failure. So there's something we talk a lot about in schools. It has to do with a man named sir David Brailsford. Some of you may have heard of him. He was very big in the cycling world, but in 2009, sort of cut the history short, in 2009, he announced to the world that he was going to create a road cycling team and British rowing cycling team, which in and of itself. Okay. But he also proclaimed that within five years that team would win the tour de France.

They actually did it in three, so 2012 rather than quick insert at the top of the podium, having just won the tour de France. And when all these people came to talk to talk to him and ask him, Hey, you know, how were you so successful so quickly? He attributed it to what he called the law marginal gains and marginal gains. And at its fundamental principle is that if you take a task or project or a goal and you slice it up into lots of different smaller pieces, you can have to try to improve each of the small pieces marginally incrementally. You don't have to focus on the whole project at once because if you make small improvements, you know, a little bit here, a little bit there, a little bit over here, when you add them up, the summation of those improvements is actually quite a significant chunk or significant improvement from where you started.

So you don't have to take it all at once. And so then when I read this, I was trying to think about what does this look like in schools? Um, I used the term unpack all the time now because we've been unpacking curriculum standards all years. I tried to unpack it, how do I apply it? And it reminded me of a speech I heard at an education conference several years ago. Some of



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you may have been, there was one of the East CIS leadership conferences, I think it was in Rome four or five years ago. Um, and one of the keynotes was a man named David Butler and David Butler is the vice president for innovation and entrepreneurship at Coca Cola, which I'm sure most of you have heard. Um, and what he did was one of his key takeaways was the idea that Coke has been so successful and ubiquitous in so many places because they've been able to clearly delineate between, what do you call it, they're fixed and they're flexible elements fixed in the sense that the, the core recipe of Coke is not changed in a very long time, is that we'll have some crazy flavors, but at its sort of core, it's been a fixed entity, but they're flexible elements.

They continued to innovate time and time again. How does Coke package the bottle shape, the size and the cereal cans? How was it consumed? How is it delivered? How does it give to the crunch series where all of your schools are located? Is it by plane, ship, train, took the bicycle, made deliberate, et cetera. And so I started thinking about, um, the law of marginal gains. I often think about how do we innovate within our flexible elements in schools because I'm not going to be able to pick up the phone and call the UK department of education saying we need to change this. You know, I have to be operated within certain faced frameworks. So I would encourage you to think about, um, the next time you pick off a project or initiative at your school, is it a potentially beneficial to think about dividing it up, thinking about it through the lens of the law of marginal gains and also as a starting point, um, start within those flexible elements like much

all. So we have to roll back. I don't even know that you don't want to wear it all day. I tried to explain this to people who don't know PCC. When I told my wife that I was backless first thing in the morning, she really questioned where I'm [inaudible]. Well, thank you very much and we'll see you all at the morning break. Have a great day."