

# THE STRATEGIC CHANGE LEADERSHIP TEAM

Māori students enjoying and achieving success as Māori

## Leading Kia Eke Panuku

The Strategic Change Leadership Team is the conduit for Kia Eke Panuku within the school. Leaders in the school need to be strategic about this kaupapa, and in order to do that they need representation across all levels of the school.

The make-up of the Strategic Change Leadership Team is one of the defining factors for how well they'll move forward as a group.

## Leveraging off multiple voices

It constitutes a group of people who can lead this new way of being. They are leveraging off multiple voices, groups of people, both inside and outside the school, who've got a vested interest in raising Māori student achievement.

'We have people from different spaces and places. We've got many views coming in and that makes the learning a lot richer and a lot stronger'.

There's a different dynamic when you've got different voices around the table, especially the voices that may have not necessarily been heard that much before. It certainly changes the conversations.

In the past we've seen isolated people trying to effect change. However, where there is spread across the school, where there are connects to different groups around the school and community, then change is more likely to happen.

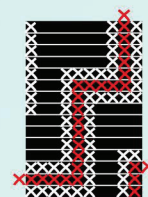
## Ways of working

The *strategic* aspect is so important for spread to actually occur. The Strategic Change Leadership Team is bringing detail and processes to activate the intent. Where Strategic Change Leadership Teams are meeting frequently for that dialogue, it is working well.

Defining how they're going to work, and who they're going to work with, is an opportunity to look at some of the systems and structures, and the kind of institutions that sit within the school. That has been quite unsettling for many of the schools because it challenges hierarchical leadership structures that are not working for Māori students and whānau.

This is generally quite challenging work for people. It challenges lots of their long-held assumptions and values. When you raise any kind of an issue you're going to get a range of opinions. The teams that are effective are where people actually listen to each other as well as express their thoughts. In particular, principals who really listen to what their team is saying and who have the ability to synthesise that - to bring it together - can bring some coherence to all those different views that come out. But first of all, they sit and they listen. That models respect.

85% NCEA Level 2 & qualifications for tertiary education



**Kia Eke Panuku**  
building on success

## Facing the challenge with honest conversations

We have to start getting really brave and having honest conversations about the nature of the relationships of the people within the team. So if we're talking about trust, care and respect being fundamental in the classroom, what does that look like in the staffroom? How as a principal do those notions of care and respect play out in my interactions on a daily basis with teachers?

I think to get to the heart of the matter, to really start to reposition within a culturally responsive and relational pedagogy, you've got to get right down into those deep layers of who you are, of what you're doing and the impact it's having on others. Within Strategic Change Leadership Teams and within the hui and the face-to-face sessions that we have, there is a space for people to feel comfortable enough for them to start peeling back some of those layers. 'Don't need that one, don't need that one, now that one's a bit challenging, that's going to hurt a bit so I'm going to sit back for a while, just listen'. And as they grow in confidence, they're able to really get to the heart of it. And that's where Māori students are, at the heart of it.

It's the pedagogy itself that actually holds it together. If there are issues around power-sharing that come through within the Strategic Change Leadership Team, then the challenges pop up because voices aren't heard, people feel marginalised within the space. People want to have their say.

Some of those conversations have been more challenging to have than some of the conversations about pedagogy in the classroom.

The Strategic Change Leadership Teams are driving this. They've taken ownership of it and they're driving it forward, and they're pleased our team is with them, but they're not going to wait for us to push things forward.

## Committing to action

You have to pull from everywhere in order to build a learning community around this work. People start to talk to one another and pull in connections. It's important to extend those conversations beyond the school gates. It has to benefit Māori kids at the end of the day, otherwise we have a great relationship, but nothing's changed.

Kia Eke Panuku is based on research over a number of years around what works for Māori students. So there's the evidence, and therefore if you want to make a difference to those results in your school then you need to change, and Kia Eke Panuku has the levers for making that change.

That unrelenting focus on Māori students, where you see that priority in practice, where you see that's where they're putting funding, where they're putting people, it really tells you a lot about the urgency of change. Key people are driving pieces of work and the resources to do that work - that's the signal of real change coming.