



Kāhui Ako Summit



He hōnore,
He korōria ki te Atua
He maungārongo ki te
whenua
He whakaaro katoa
Āmine.

What is Culture?



Culture is:

*everything you **say**,
everything you **do**, and
everything you **allow**.*

Culture is:

*established through **process**,
and reinforced through **events**.*



Kāhui Ako Summit

I N T R O D U C T I O N

“We exist to help leaders create cultures where everyone can thrive”

Marshall Diggs – Growth Culture

I N T R O D U C T I O N

“Only three things happen naturally in an organisation: friction, confusion and underperformance; Everything else require [you] leadership”.

Peter Drucker

I N T R O D U C T I O N

Order these six leadership qualities in order of priority:

Charisma
Communication Skills
Emotional Intelligence
Confidence
Expertise
Vision

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“Emotional intelligence is now the prerequisite of leadership in the 21st century”

Sheryl Sandberg
COO Google

Leading Across Generations

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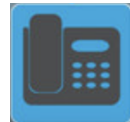
Working and Winning Across Schools Requires...
GENERATIONAL IQ

Leading Across Generations

GENERATIONAL IQ



TRADITIONALISTS (Born before 1945) #75 -



BOOMERS (Born 1946 – 1964) #60-75



GEN XERS (Born 1956 – 1980) #45-60



MILLENNIALS (Born 1981 – 1999) #25-45



GEN Z (Born 2000 – 2015) # 5-25

Leading Across Generations

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When you were born...

- a. Shapes how **you see the world**
- b. Shapes how **you lead**



*Great leaders are Leaders by **DESIGN** not **DEFAULT***

Leading Across Generations



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Events that shaped **Baby Boomers**:

- ☐ Surge in births after WWII
- ☐ Hyper-individualism
- ☐ Robust economic expansion
- ☐ Television
- ☐ Civil Rights Movement (1955-68)
- ☐ The Feminine Mystique (1963)
- ☐ Woodstock (1969)
- ☐ Psychology replaced Religion
- ☐ Created a new life stage = second adulthood (65-80)

Attitude:

➤ Optimistic

“Do Your Own Thing”

“If it feels good, do it”

Affluence
Entertainment
Empowerment

Post Modernism

Leading Across Generations

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Events that shaped Gen Xers:

- ☐ Society less interested in children
- ☐ Globalisation – jobs outsourced
- ☐ Double digit inflation
- ☐ Surge in divorce rates
- ☐ TV = Simpsons
- ☐ Gulf War
- ☐ Sony Walkman
- ☐ The only won one Rugby World Cup Generation

Attitude:

- Cynical and skepticism

“Whatever.. Get Real”

“Did they really land on the moon?”



Squished Gen

Downward Mobility
Re-Familied
Parody

Leading Across Generations



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Events that shaped Millennials:

- ☐ President Clinton and Monica Lewinsky
- ☐ Y2K New Millennium
- ☐ September 11 World Trade Centre attack
- ☐ Global Recession
- ☐ Barak Obama become the first...
- ☐ Facebook “always on”
- ☐ Heavy Parental Involvement
- ☐ Consumers of everything
- ☐ Emerging Adulthood
- ☐ TV = Friends

Informalisation

Break Through
Technology Reliant

Redefined Families

Attitude:

- Innovative and Optimistic: “Can We Fix It? *Yes, We Can!*”

Leading Across Generations



S T I C K I N G P O I N T S

Events that shaped Z:

- ☐ Terror (never know a world free from terror)
- ☐ Realistic TV (curators of their own networks)
- ☐ Accessibility
- ☐ Entrepreneurial
- ☐ Technology Reliant
- ☐ Selfies
- ☒ ~~TV~~ = Netflix / on-demand
- ☐ Influencer / YouTuber

Attitude:

- Realistic and resilient: “it complicated”

DRESS CODE



TRADITIONALISTS

Formal dress shows respect in and out of the workplace.



BABY BOOMERS

I dress to the expected standard/uniform at work, but I'm casual at home

What do I
think about
DRESS CODE?

I'd prefer casual at work, but it's not worth the fight.



GEN XERS

What's the big deal over dress code?



MILLENNIALS

COMMUNICATION



TRADITIONALISTS

I write a memo, send a letter, listen to a speech, and call a meeting.



BABY BOOMERS

I write a memo (with a distribution list alphabetized). Pick up the phone, and set up a meeting.

What do I
think about
COMMUNICATION?

What are memos? I send an e-mail or instant message, search online for a summary of the speech, and meet virtually.



GEN XERS

I sent a text (vowels optional) or instant message, replay a speech online, or connect on social media.
I can't believe you left me a voice message!



MILLENNIALS

LOYALTY



TRADITIONALISTS

Job hoping is the kiss of death for your career.



BABY BOOMERS

Leaving is necessary in some situations.

What do I
think about
LOYALTY?

Leaving is often necessary to get ahead.



GEN XERS

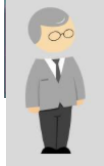
There's nothing wrong with changing careers until you find the right one for you.
But if you like your organisation, why leave? Just do a different job.



MILLENNIALS

MILLENNIAL

DECISION MAKING



TRADITIONALISTS

The boss decides.



BABY BOOMERS

We use decision-making processes, and the boss ultimately decides.

What do I
think about
**DECISION
MAKING?**

Whoever is the most savvy on the topic decides.



GEN XERS

We work through the options and decide together. If we can't decide, the boss decides.



MILLENNIALS

POLICIES



TRADITIONALISTS

Everyone needs to do what they're told.



BABY BOOMERS

Let's create a policy or procedure so everything runs smoothly and is fair for everyone.

What do I
think about
POLICIES?

Rules are made to be broken.



GEN XERS

If it doesn't make sense, I'll assume it's a guideline.



MILLENNIALS

MEETINGS



TRADITIONALISTS

We met infrequently and the boss did most of the talking.



BABY BOOMERS

Meetings were how we got information, and they created political opportunities for everyone.

What do I
think about
MEETINGS?

If meetings are not relevant and do not keep moving, I will multitask. Time is so valuable, we could do some of this electronically.



GEN XERS

Meetings are okay, but don't bore me. Make it interactive or I may interrupt or disengage.



MILLENNIALS

THE THREE STEPS FOR... LEADING THROUGH GENERATIONAL DIFFERENCES

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1. **ACKNOWLEDGE:** Talk about the generational differences (use the slides).

**WHEN RESPONDING:
ACKNOWLEDGE THE ISSUE**



THE THREE STEPS FOR... LEADING THROUGH GENERATIONAL DIFFERENCES

1. **ACKNOWLEDGE:** Talk about the generational differences (use the slides).

WHEN RESPONDING:
ACKNOWLEDGE THE ISSUE



2. **FLEX:** Agree on how to accommodate different approaches.
Focus on the “why” not the “what” and the common needs.



THE THREE STEPS FOR... LEADING THROUGH GENERATIONAL DIFFERENCES

- 1. ACKNOWLEDGE:** Talk about the generational differences (use the slides).

WHEN RESPONDING:
ACKNOWLEDGE THE ISSUE



- 2. FLEX:** Agree on how to accommodate different approaches.
Focus on the “why” not the “what” and the common needs.



- 3. LEVERAGE:** Maximise the strengths of each generation to help determine which option will yield the best result.



Leading Across Generations

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FOR THE FIRST TIME EVER THERE ARE FOUR (FIVE) GENERATIONS
WORKING SIDE BY SIDE IN NEW ZEALAND SCHOOLS

There is no need to remain stuck!

Whakapainga ēnei kai
(Bless these foods)

Hei oranga mō te tinana
(for the goodness of our bodies)

Mō ō mātou wairua
(and our spirits)

Hoki *(as well)*

Āmine *(Amen)*





Aaron Ironside

Wellness Kaiārahi





?



**Your shining star.
Eager to learn and
take on responsibility**

?



**Not excited
about learning
new things**

?



**HATES
emails.
Would
prefer you
Slack or
call her**

?



**Needs to
be held
account-
able**

?

**Key
stakeholder.
Hates long
meetings**

Introverts

Endeavour to communicate
your thoughts and processes

INtuatives

Try not to neglect the detail

Extroverts

Try not to be
too outspoken

E

Extroversion

I

Introversion

N

Intuition

S

Sensing

Sensors

See the bigger pic

Feelers

Concentrate on
logical decision
making

F

Feeling

T

Thinking

J

Judging

P

Perceiving

Perceivers

Try not to be too
disorganised or in

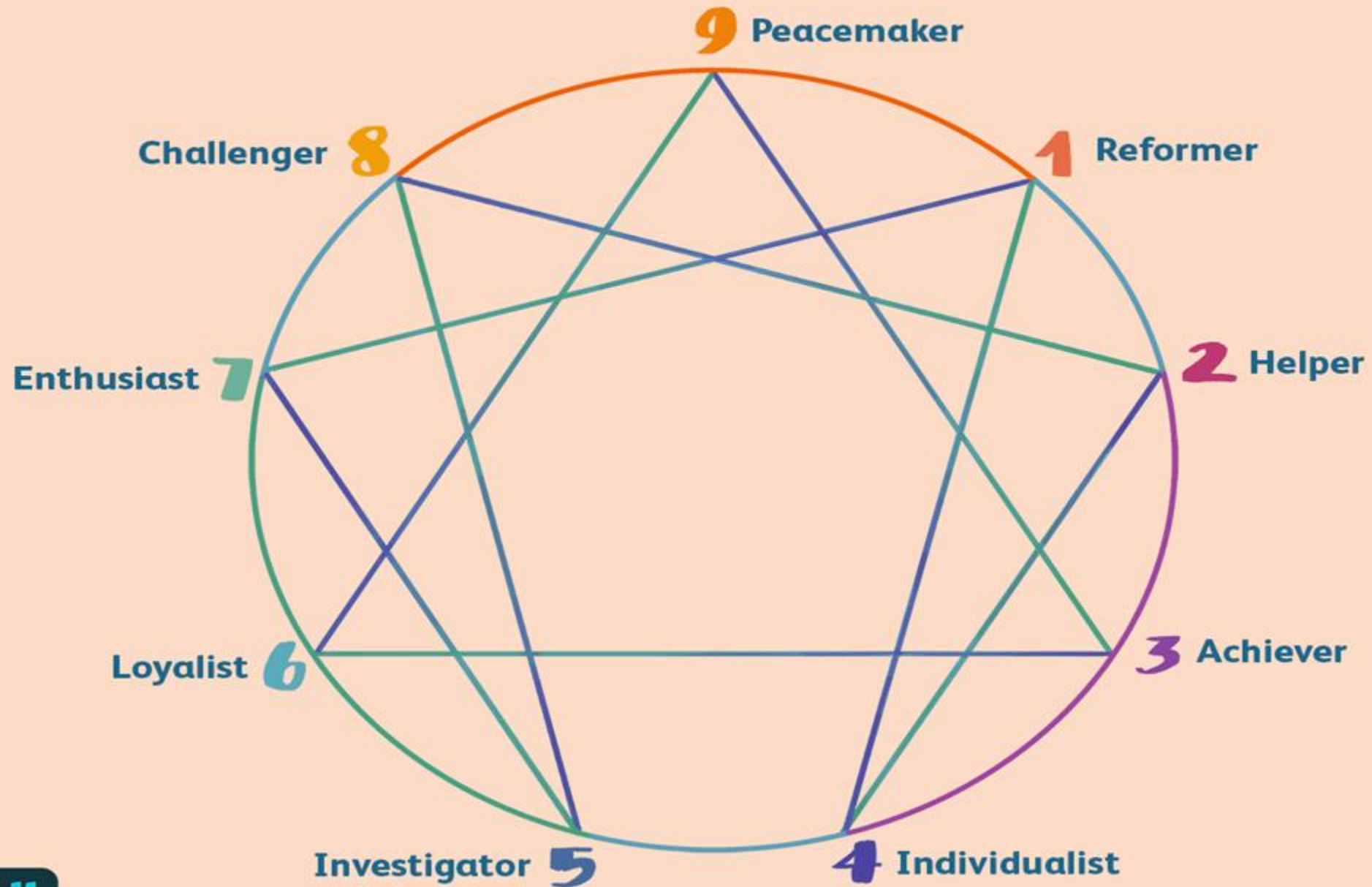
Thinkers

Remember to consider the
effects on other people

Judgers

Try not to appear too inflexible

The Enneagram of Personality



ROUND THE TABLE

What kind of personality or psychometric tests
have you completed?

What did you learn about yourself?

FIXED MINDSET

- SOMETHING YOU'RE BORN WITH
- FIXED

- SOMETHING TO AVOID
- COULD REVEAL LACK OF SKILL
- TEND TO GIVE UP EASILY

- UNNECESSARY
- SOMETHING YOU DO WHEN YOU ARE NOT GOOD ENOUGH

- GET DEFENSIVE
- TAKE IT PERSONAL

- BLAME OTHERS
- GET DISCOURAGED

SKILLS

CHALLENGES

EFFORT

FEEDBACK

SETBACKS

GROWTH MINDSET

- COME FROM HARD WORK.
- CAN ALWAYS IMPROVE

- SHOULD BE EMBRACED
- AN OPPORTUNITY TO GROW.
- MORE PERSISTANT

- ESSENTIAL
- A PATH TO MASTERY

- USEFUL
- SOMETHING TO LEARN FROM
- IDENTIFY AREAS TO IMPROVE

- USE AS A WAKE-UP CALL TO WORK HARDER NEXT TIME.

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

The background is a solid blue gradient. On the left side, there are white circuit-like lines with small circles at the ends, resembling a stylized tree or a network diagram. In the upper left, there is a glowing, circular ring of light. The text is positioned in the lower right area.

People Want to Be Known

Humans are hard-wired to feel before they think and their desire to reach higher and achieve more is driven by the depth of relationship you're willing to build with them.

A piece of brown cardboard with a jagged, torn edge. A rectangular hole has been made in the center, revealing a white background. The text "What's your story?" is printed in bold black font on the white background. To the left of the hole, a small, curled-up piece of the cardboard is visible.

What's your story?

Powerful emotions that cause reactivity are “trauma” responses

Whether...

Capital **T** trauma

or

Little **t** trauma



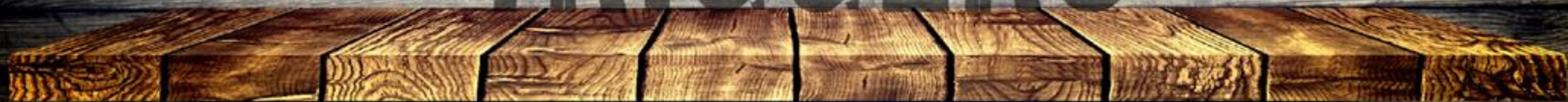


- A teacher humiliating you in front of the class.
- Repeatedly picked last for the team.
- A business venture failing.
- Your parents divorcing.
- Moving town or country.
- Missing out on a great opportunity.
- Over-heard your parents describe you.
- Getting fired from your job.
- Mocked for your appearance.

ROUND THE TABLE

Can you think of a small-t trauma
that may have shaped you?

RECOGNIZING YOUR EMOTIONAL TRIGGERS



Left
behind

Powerless

Dislocated

Rejected

Abandoned

Disrespected

Overwhelmed

Betrayed

Dumb

Nagged

Inadequate

Afraid

Missing-
out

Disapproved
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Despair

Disappointmen
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Injustic
e

Humiliated

Dominated

Used

Unheard

Mis
understood

Misjudge
d

Futility



FIGHT

Sympathetic NS

- irritability
- anger
- aggression
- moving toward



FLIGHT

Sympathetic NS

- What if...?
- anxiety & fear
 - panic
 - avoiding
 - chronic worry
 - perfectionism



TRAUMA RESPONSES

FREEZE

Dorsal Vagal

- stuckness
- collapse
- immobilization
- spacing out
- dissociation
- depression
- shame



FAWN*

- people-pleasing
- avoiding conflict
- prioritizing others needs over own
- difficulty saying "no"
- setting boundaries is hard





ROUND THE TABLE

Which of the four F's are most likely to use?

What do others see when you are stressed?

The most common lies that we tell ourselves:

- 1. I must have the love and approval of others.**
- 2. I must be perfect, a success in all that I do. I must not make any mistakes.**
- 3. People must always do the right thing, or they must be punished.**
- 4. Things must be the way that I want them to be.**
- 5. I have no control over my happiness (or unhappiness).**
- 6. I must worry about things – otherwise they might happen.**
- 7. I will be happier if I can avoid life's difficulties or responsibilities.**
- 8. I am weak and need to depend on those who are stronger than I am.**
- 9. Events in the past define me.**
- 10. I must be upset when others have problems.**
- 11. I should not have to feel discomfort or pain.**
- 12. There is one right and perfect solution to any problem.**



Truth
Lie

TRUTH OR LIE?

My worth is in my performance

TRUTH OR LIE?

My worth is in decided by others

TRUTH OR LIE?

My feelings are a reliable
guide to reality

ROUND THE TABLE

What truth could you use to reassure
yourself when in a stressed body?

Leading Across Contexts - Culture & Relationships

**Tena koutou
katoa I'm Murray
Burton... and this
is how I roll!**



YOU CAN'T TRANSFORM WHAT YOU REFUSE TO CONFRONT.

Change requires *courage*.
Growth demands
confrontation.

**What about your freight
train?**



*....the struggle in the journey will
make us*



What are you a leader of...?

One school on one site becomes one
school on two sites becomes one
school on three sites....becomes one
school on 2 sites!!

***“Be yourself - everyone
else is taken.”***

<https://youtube.com/shorts/TMzEMHmLNjw?si=WEumH6hifrrSFMcZ>

They created a bio dome to grow trees in but the trees would grow up, and then they would completely fall over, and they couldn't figure out why.

It was the wind. The wind strengthens the stem and gives it the ability to stand up as the wind gets greater and greater and as the plant gets bigger and bigger.

If you take a plant from inside where it experiences no wind, and put it outside, as soon as that wind hits, not only are the leaves going to start to brown, it's not going to have the strength to stand up. So not only are you getting it ready for temperatures and light, but that wind is important too.

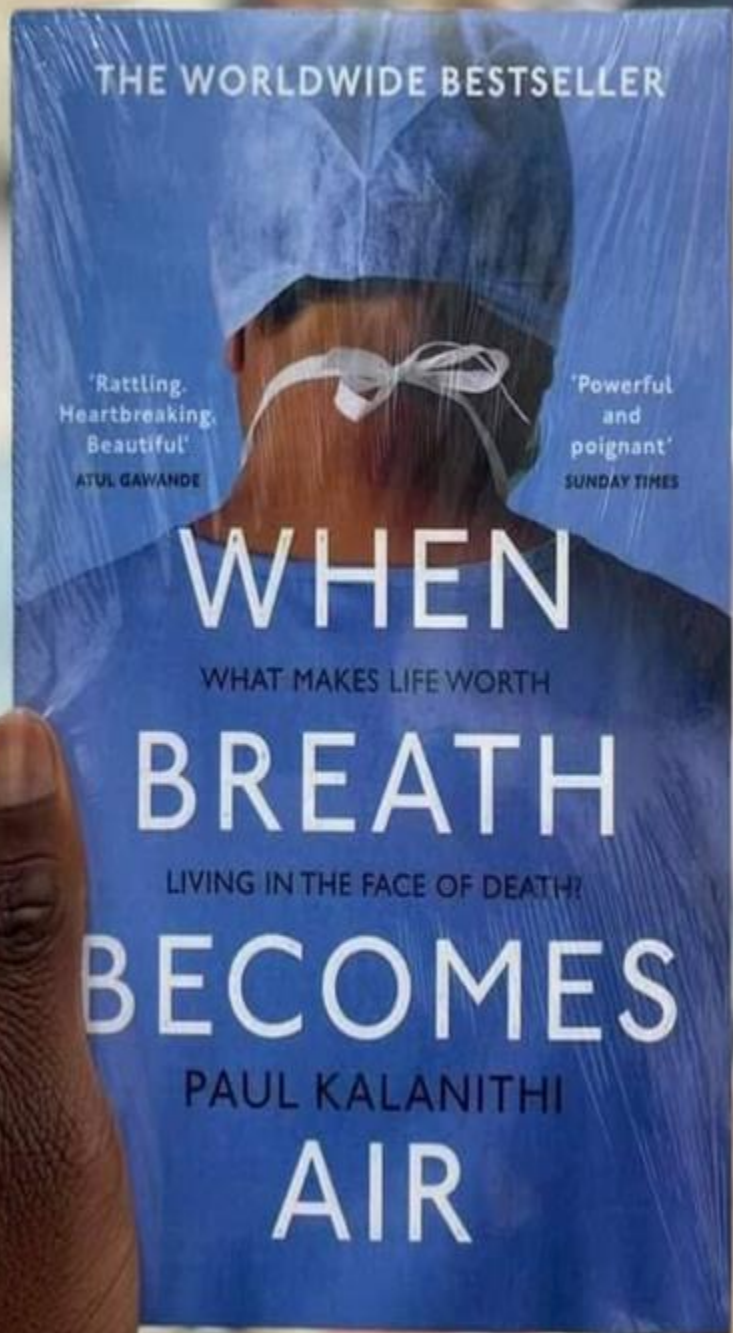


CURRENT
CHALLENGES NEED
STRATEGIC ACTION -
A PERSONAL THOUGHT



**Embrace uncertainty some of the
most beautiful chapters in our
lives won't have a title until
much later**

Anon



1. Death is the Only Certainty—Yet We Live Like It's Optional

Paul's Wake-Up Call: As a neurosurgeon, he saw death daily—yet his own diagnosis shocked him. **Mirror Moment:** "What would I do today if I knew I had a year left?" Start there.

2. Identity is Fragile—What's Left When Your Title is Gone? **Soul-Crushing Transition:** From surgeon to patient. **Question to Carry:** "Who am I beyond my achievements?"

3. Time Doesn't Care About Your Potential

Paul's Anguish: His unfinished research, the children he'd never meet. **Brutal Clarity:** Stop saying "someday." Someday is a lie we tell ourselves to avoid living today.

4. Love is the Only Currency That Outlasts Death

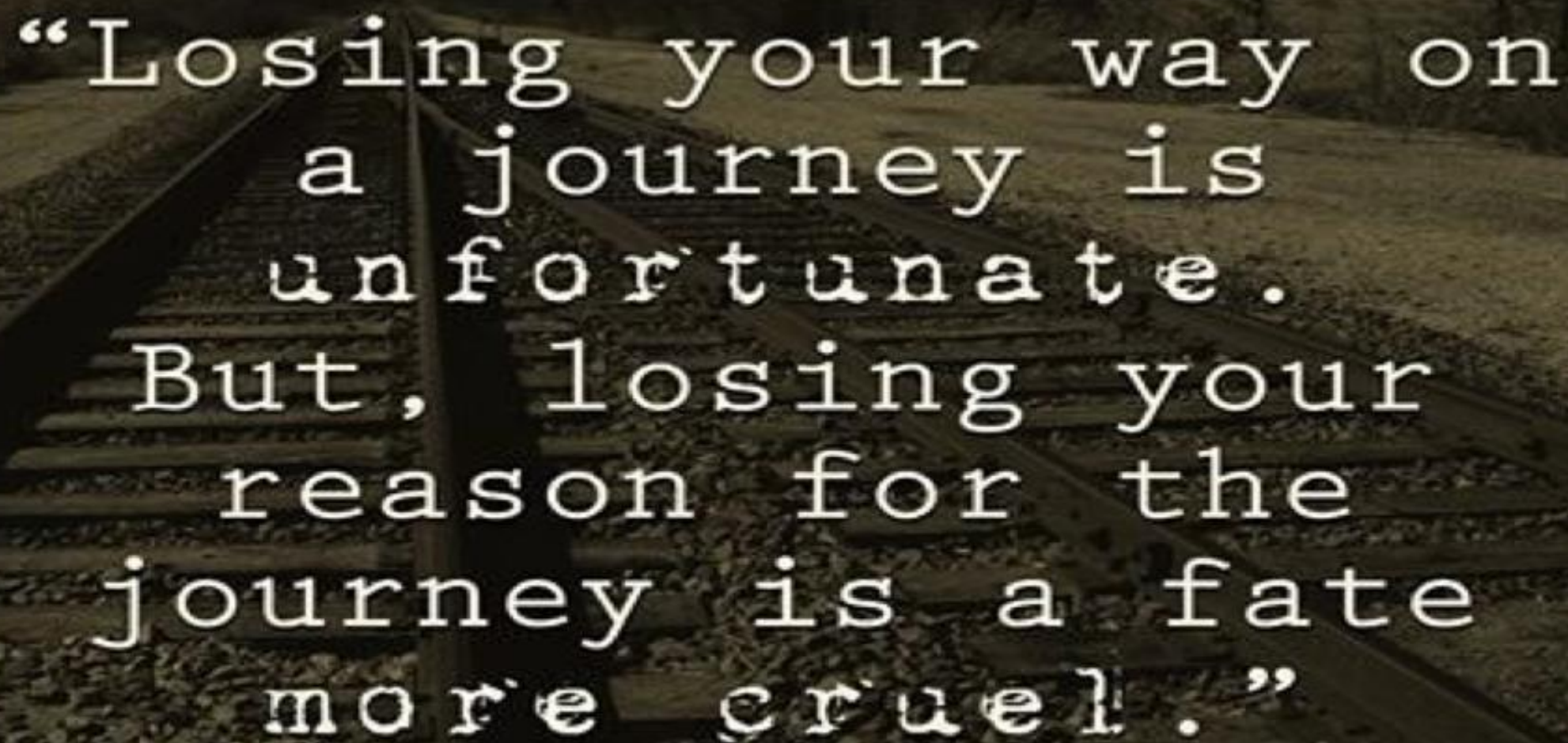
Tear-Stained Page: Paul's wife Lucy's epilogue wrecks me every time. **Action Step:** Text someone "You matter to me" right now. Not later.

5. Suffering Can Either Destroy You or Define You **Hospital Bed Revelation:**

Paul chose to write through the pain. **Your Turn:** Find one defiant act of creation—even in your darkest hour.

6. Meaning Isn't Found—It's Built **Neurosurgeon's Wisdom:** The brain seeks purpose like lungs seek air. **Daily Practice:** "What tiny thing gives today weight?"

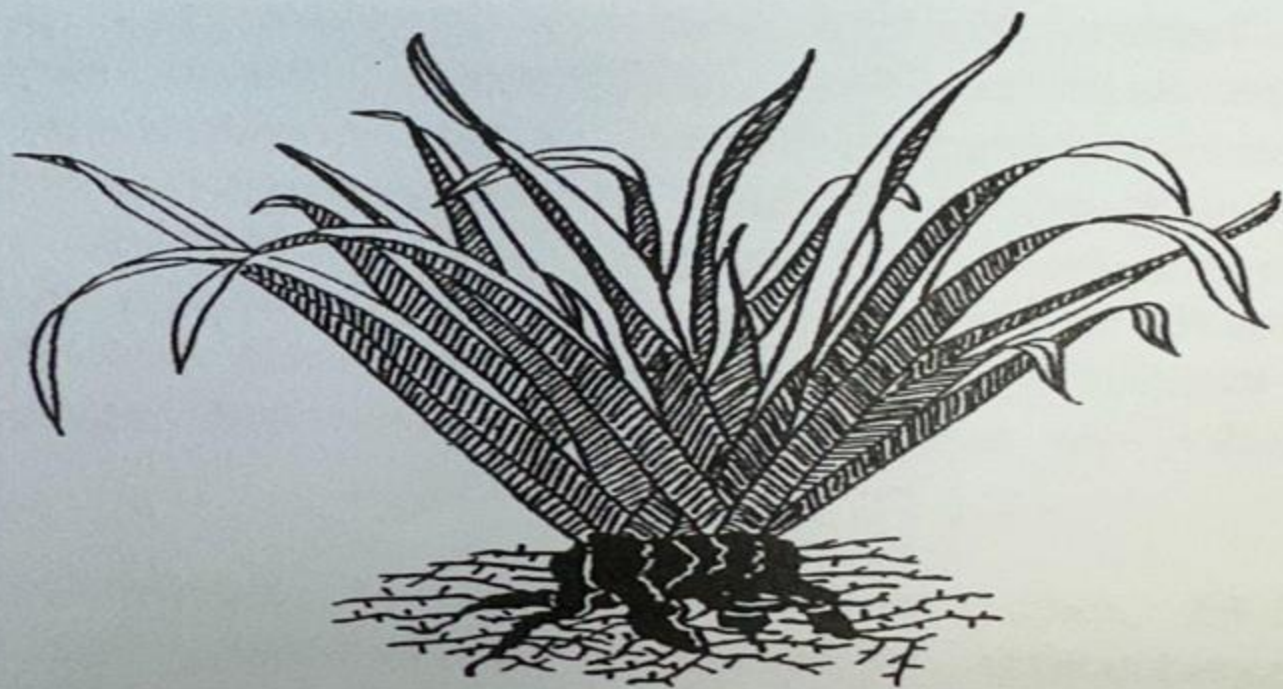
7. Dying Teaches You How to Live **Final Gift:** Paul's daughter, born months before his death. **Legacy Question:** "What will my existence have meant?"



“Losing your way on
a journey is
unfortunate.
But, losing your
reason for the
journey is a fate
more cruel.”

H.G. Wells


AETHERLIGHT
CHRONICLES OF THE RESISTANCE



*Parapara waerea a ururua,
kia tupu whakaritorito te tupu o te harakeke.¹*

*Clear away the overgrowth, so that the flax will put forth
many young shoots.*

**“I love the job -
vision,
mission.....
whatever, but
I’m exhausted
by the
culture?”**



“Some of you will need to examine where you sit with me and the ELT. As a team we have all failed you at some point. I have failed you and frustrated you. For some of you I have not moved fast enough, my methods, my likes and my dislikes have gotten to you and caused frustration and maybe even anger at times. I fully understand that you can feel this way. I just want you to know the following and to hear it oh so clearly -

I am not your saviour but **I count it a privilege to walk with you**; I am not your ticket to whatever you want but I can't think of anything better than **to find ways to enable your most noblest of aspirations**; I am not the answer to whatever it is that bugs you but **I will listen** and I will apply whatever skill I have **on your behalf**; I am also not some sort of superhuman know-it-all alpha male but **I submit to a growth mindset - to being shaped and sharpened along with you all**”

2016

End of 2021.....

Embrace school with a difference, trust your intuition, fall back on your experience and back your ability to make decisions when something needs to change because it's not working. The more you do this the more you will support the work of your Campus Leads.

In other words - actively take responsibility (the coalition of the willing) and the initiative because you have what it takes!!”

“Our job is not to make you happy; not to orient your lives around comfort - but to raise emotionally healthy 40 year olds, not happy teenagers”

“We’re not aiming to be a drill sergeant but to help you understand your limits, participate in the common good, practice generosity, be sacrificial in love and embrace your gifts”

Anon

2024

“Most importantly I have learned the importance of an

administrator to facilitate and encourage teacher leadership, to empower and then get out of the way, to support from the background, to keep my ego in check and understand it's about the students and the teachers, not about me. To be an instructional leader, but not necessarily the expert in everything. To listen more than to speak. To be a leader and a team player, not a manager. Without relationships where people feel valued, listen to and trusted there is only superficial and shallow progress.

As I look around tonight and walk through the hallways, visit a couple of my favourite spots and box up my final belongings I feel sad, scared, excited, but mostly I feel proud to have been a member of this incredible community.”

I want this

Hmmmmm really.....?

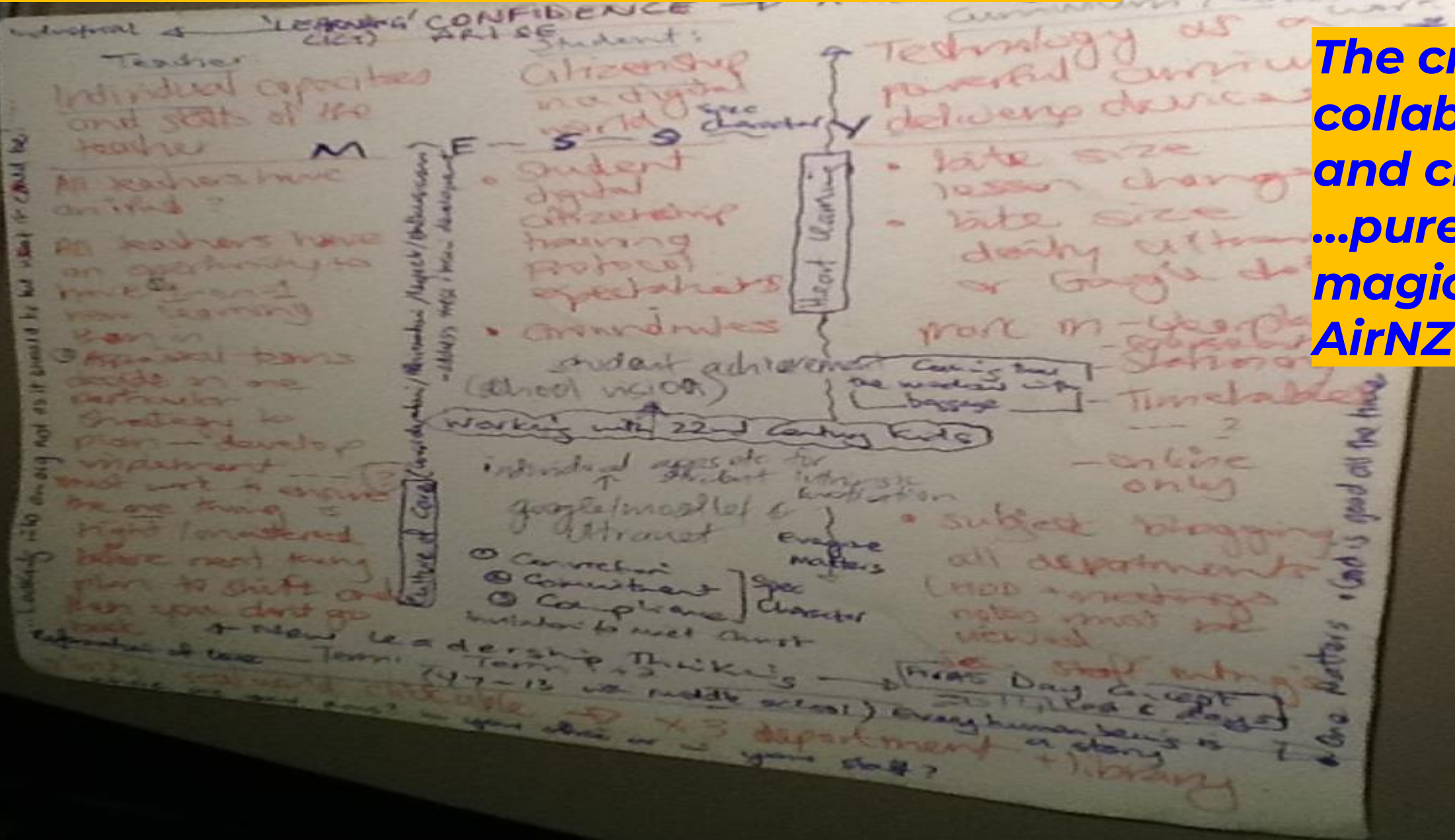
- Waft and Weft from identical to fraternal.....
- Change the language & the power of words
- Toxicity kills and control wreaks havoc - circling sharks
- Lead yourself first and daily
- Lay down a cloak
- Celebrate, affirm, gather - but no empty praise
- On ongoing focus in the same direction.....messy
- 'Time in erodes awareness of'
- 'Puppy feet' ...the potential...avoid those fully grown!
- 'Strategic' is a mindset not a piece of paper
- Vision leaks

It's not mine - we are guardians, kaitiaki



THEY'RE ASKING FOR YOUR TIME AND
YOUR ATTENTION, AND THEY'RE
ASKING FOR YOUR COACHING AND YOUR
MENTORSHIP. THEY'RE ESSENTIALLY
ASKING FOR YOU, AND YOU ARE THE
ONLY ONE THAT CAN GIVE THEM THAT

2013...1.5 years in with two campuses.....



The critical, collaborative and creative...pure magic...on an AirNZ flight

EHO Review — ECC Story — 'Bite sized chunks'

2019

T3-4
Mandy
lead

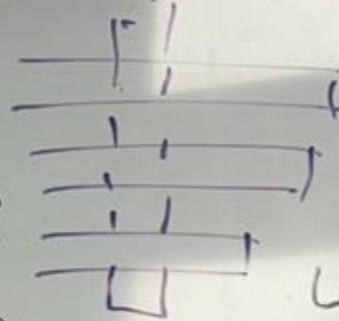
Fraser

Internationals
gone

Stallman

NSAC

conline



Non my

Leadership
structure

2020

Covid

cones

Necks

Don
knows

Kahui

Ako

2021

BOARDS

Cognition

2022

Reflex

AKO

Heaty

Briefs

Andes

Mandy

2023

Not

Perhaps

2024

Henderson

Vulnerable leadership

Coherence

SC Review

Church Building

Ra Butner

Stall leave

Home learning

can construct/sharing

up staff

Chic Foste

Atlas

Learning
Design Team

Identical

SC: Chris M

2024.....the convergence of ideas, edicts, innovation, expertise and experience is also messy. do the mahi anyway.....

Towards an Elim Kaupapa

POU = The values we uphold

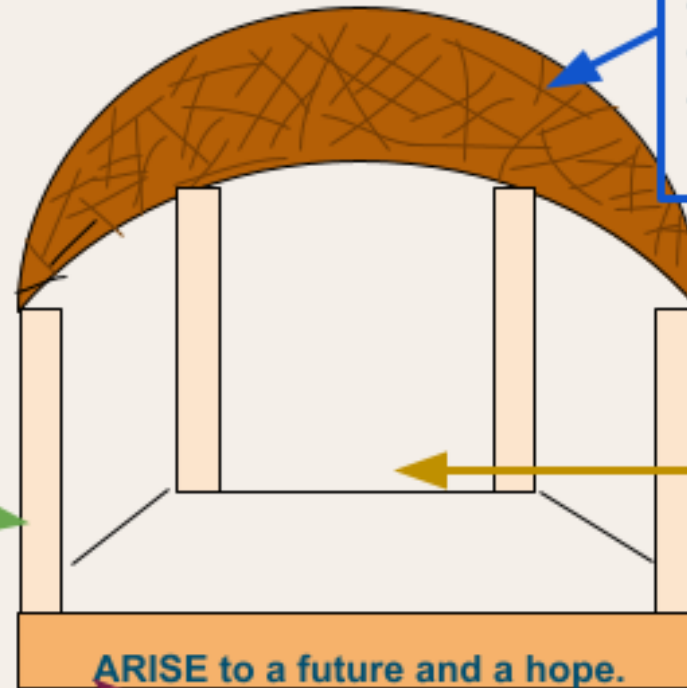
Biblical Truth &
Christian Discipleship

*"To be outside the pou is to be not
family like"*

Harakeke



The anchor



PROTECTION

- Thatching: everyone's contribution
- Curriculum Capability
- Learner Agency & Resilience
- Classroom Craft, Culture & Capability
(the sandpit space)

OPPORTUNITY

Relationship based
pedagogy
Discipleship
Pacific & Bi-Cultural
Partnership
(the sandpit space)

ARISE to a future and a hope.

PROMISE

Each student to be inspired, responsible,
academically and practically skilled life-long
learners, living their Christian values and
exploring their God-given potential, to achieve
personal excellence for God's glory.



**“When you can’t do what
you’ve always done, do what
matters most”**

Anon



In spite of our highest aspirations,
good health and a serving attitude
....life at school can simply be like
herding sheep! Sometimes we are
the sheep, the dogs or the farmer
or even the bridge...we feel walked
over, there's plenty of bleating and
poop all over the place! But ..never
ever ever give up

To end.....

homework

a whakatauki

a proverb

a reflection

Your homework ...*should you choose to accept it*

**‘Research the breaking in of a baseball
or softball mitt’**

***“Never run over your glove - instead
bend it to your will”***

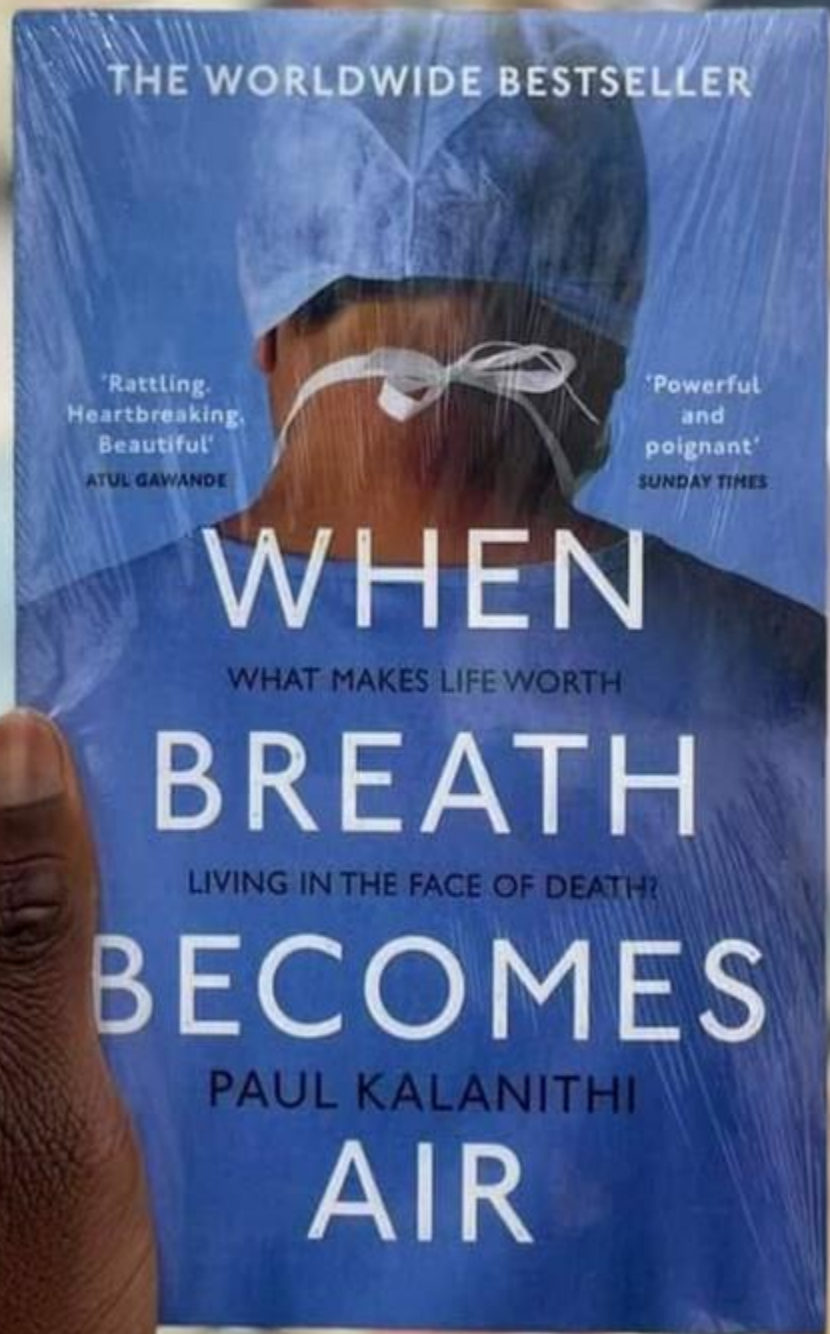
***Ma mua ka kite a muri, ma
muri ka ora a mua***

***Those who lead give sight to those who follow,
those who follow give life to those who lead***

Nga mihi nui

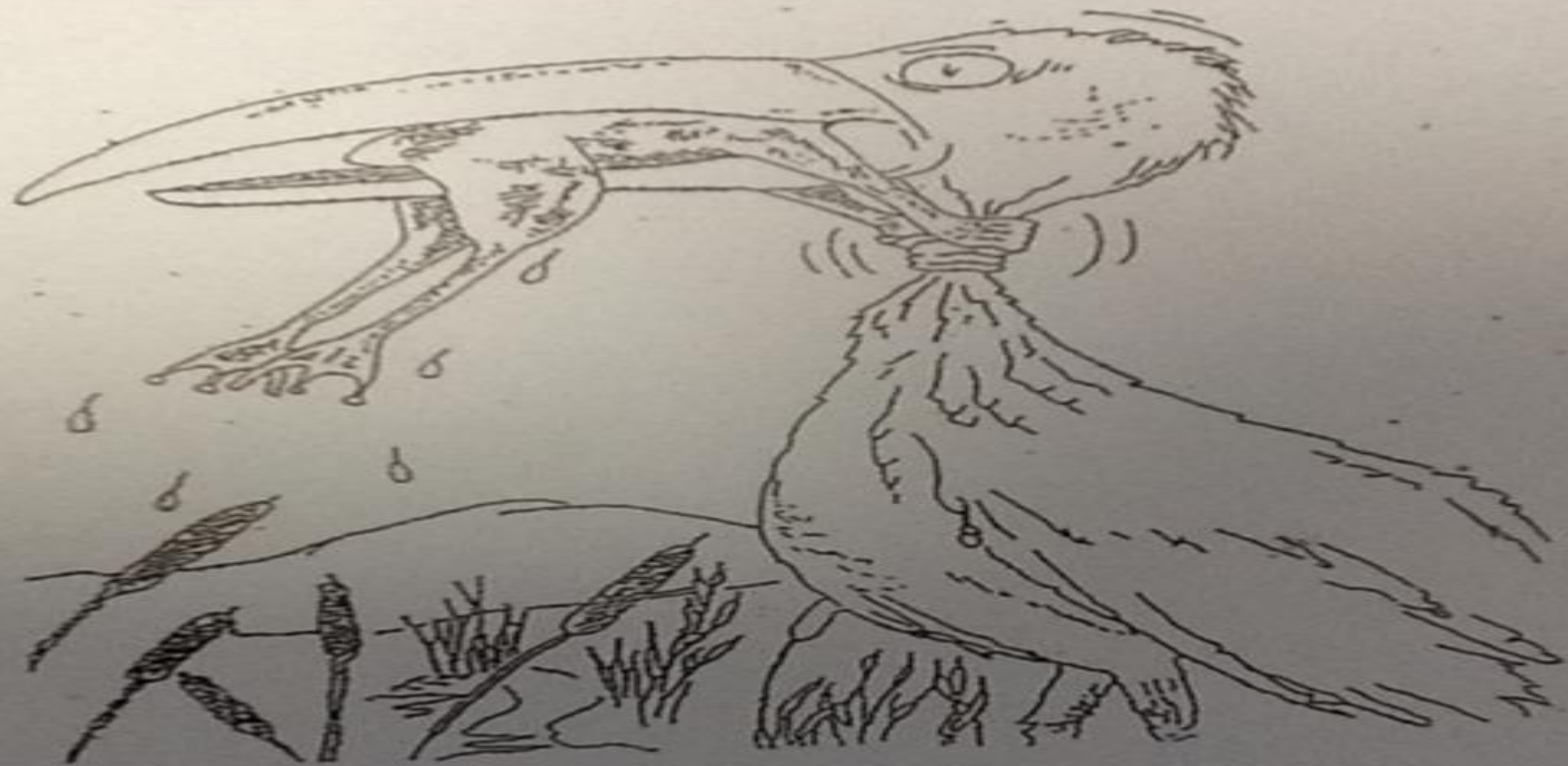
*“Without good direction, people lose their way;
the more wise counsel you follow, the better your
chances.”*

Ancient Proverb



THIS BOOK WILL HOLLOW YOU OUT—
THEN FILL YOU WITH SOMETHING
FIERCER THAN HOPE.
PUT YOUR HAND ON YOUR CHEST.
FEEL THAT HEARTBEAT? THAT'S YOUR
INVITATION

NEVER EVER GIVE UP





Kia tau kia tatou katoa
Te atawhai o to tatou Ariki
a Ihu Karaiti
Me te aroha o te Atua
Me te whiwhinga tahitanga
Ki te wairua Tapu
Ake, ake
Amene