

Paul has a strong moral purpose as a leader and an empathy for the students and their families. He is a big picture thinker and intellectual. He projects a professional image in his speech, demeanour and presentation and he is a role model for staff in his interpersonal relationships and concern for others.

Paul is very knowledgeable about education because he not only has experience as a successful teacher, middle and senior manager and principal, but also because he reads widely and thinks deeply. He has been a leader and teacher in low decile schools with high roll numbers of Māori and Pacific Nations students and is strongly culturally responsive. Students and parents appreciated the way he listened and empathised and that he always had students' learning and well-being at the core of everything he did. This deep respect for others and willingness to walk in their shoes means Paul is able to quickly establish rapport. All who work with Paul find his warm, caring, thoughtful manner makes them feel valued. His friendly and approachable demeanour combined with his gentle sense of humour, create inclusive relationships.

Paul is innovative. The 21<sup>st</sup> century approach to learning he implemented at Makoura College developed the skills and attributes students need for their future, engaged students and allowed them to follow their interests by learning in authentic contexts. His leadership of significant change was courageous, strategic and well thought out.

Paul has a strong work ethic and has demonstrated skill in strategic planning, finance and property development. He is articulate, reflective and perceptive. Paul used data effectively to identify issues and shape his problem solving.

Paul took a leadership role and made a significant contribution in the wider Wairarapa education community. He was well regarded by his principal colleagues and represented them in a range of fora. He chaired the local Principal Association, was a support leader for the cross-sector Wairarapa Community of Learning and played an influential role in developing the regional Youth Education, Training and Employment initiative.

***Colleen Douglas, Director – Colleen Douglas Education, New Zealand Ministry of Education professional development contractor***

Paul has inspired and shaped me as a leader and practitioner through his professional input. He has a highly relational management approach and takes the time to listen and understand people, their values and aspirations. Paul is an expert at identifying potential and he is prepared to take risks. He runs a high trust model that enables people to have a sense of ownership within their work.

Paul is a deep thinker, strategic planner, and is good at establishing clear outcomes. I have witnessed his uniting, collaborative approach on many occasions. Paul utilises an in-depth process to evaluate and gather a full 360-degree view of situations. Over time he peels back layers, revealing the heart of an issue all while demonstrating an inclusive approach whereby all involved have been heard and have a commonality regarding decisions made. Paul's calm approach sets people at ease and is invaluable when it comes to navigating complex situations. He can deliver equitable solutions in the toughest of environments. Paul is highly esteemed and respected in the community from a cultural

point of view, and a hallmark would be his fair, equitable treatment of everyone regardless of position.

***Ben Johnstone***

***Director - Makoura College Services Academy***

Paul lead staff and students in our school community, listened well to everybody, and built positive relationships with staff, students, families, and system stakeholders. He was very committed with his time and energy, and gave a lot of himself in the role of principal. He was highly respected and students particularly appreciated his warmth and friendliness.

I always appreciated Paul's honesty and integrity - ensuring I was well informed in my role as Board Chair, openly addressing issues in a professional manner, and making decisions after detailed consideration. Paul's intellect was strong, and his responses were always thoughtful and reflective, even in difficult situations.

I would definitely endorse Paul in the roles of governance and leadership in education. He is an intelligent, thoughtful and caring man who is committed and passionate about education, and young people and their futures.

Regards



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