I think the thing for us that was most important in terms of managing change was having a really clear vision and understanding of what the end would look like, the idea of beginning with the end in mind. So we wanted to have a really clear understanding.

Before all, we kind of dived into using iPads about how it would work in our school, how we would manage the combination of new devices, the combination of lots of training for teachers, because I think maybe one of our teachers had used iPads before, but also, more importantly, to frame those things in what do we actually want the technology to help us achieve.

So we spent a lot of time at the very beginning visioning of what our use of technology would look like. And as is always the case, as we began to start things, we had to kind of reshape and refine our vision slightly.

But for us, it was always really important in managing change that we had built consensus with the team and that we've made it really clear to them the benefits of using technology because it was a huge departure for us. So by being able to identify the positives, the positive changes that technology would drive, things like a reduction in time spent on marketing and feedback by streamlining in terms of engagement, in terms of staff development and staff learning new things was really important. But also we were confident that if we continue to use technology effectively, actually it can give teachers maybe a greater freedom in terms of how they approach things.

So for us, really the most important driving factor for change was making sure we had a really clear vision, not just one that we as a leadership team had created, but that we had shared with all of the staff involved and that we had their say. Because actually that really helped us to build consensus and to drive that change effectively.