

The Nine Pages

Facilitator note: The skill is capacity over heroics - noticing when a system runs on a person instead of on anything that survives the person, and fixing it by writing, teaching, and sharing the role. Keep the frame on the eleven-seconds handoff: Aidel is never lazy and never selfish; her failure is that excellence made the knowledge invisible, even to her. The coordinator affirms an action anyone can copy ("Twelve girls just got four leaders instead of one"); nobody ranks leaders, and Matti's bad week is treated as a design failure, not a personal one - Matti is never shamed, and Aidel's defense sentence stays in her mouth, unsaid. Do not let this become "don't be too needed" (being needed is not the problem; being the ONLY copy is) or "write everything down always" (the audit happens because a real failure showed the cost). Students are not asked to disclose real responsibilities they hold; Activity 7 is a fictional case.

Teacher answer key

1. Running well means the afternoons go smoothly while she is there; running only-when-she-is-there means the smoothness has no other home. The first five chapters describe the second kind wearing the costume of the first: the group hums, but the latch trick, the ladders, the shelf, and the seating all live in one head. "The usual was two years, and I gave her eleven seconds of it."
2. Any four: the latch trick - lift the handle and go left (head only); the loud-medium-quiet game ladders (head only); snacks on the middle shelf in bags of twelve, plain ones near the girl who can't have peanuts (head only); Sari and Peshy on opposite sides, and the why (head only); where the song sheets live (head only); who to find when something is over your head (head only). The missed chances: Chapter 2, "There is nothing to write" when the coordinator offers; Chapter 3, the eleven-second handoff at recess.
3. d, b, e, a, c. The collapse (d) has to come first - without a real failure, the audit (b) is just tidiness; the rotation (e) spreads the role before the test; the folder being reviewed and improved by Matti (a) proves it is a tool, not a memoir; and the watched week (c) is the honest test, because the builder is present and not leading.
4. (a) $3 \times 44 = 132$ hours. (b) $11 \times 2.5 = 27.5$ hours per leader. (c) Yes, either way you count it. Aidel's own hours: 132 becomes $27.5 + 4$ (the one evening of writing) = 31.5 - a saving of 100.5 hours, about 25 times the folder's cost. Whole-group (four leaders plus the folder): 132 becomes $4 \times 27.5 + 4 = 114$ - a saving of 18, about 4.5 times the folder's cost. The hours do not measure: twelve girls now have four people who can lead (resilience), or any honest answer about what the numbers miss. Steps shown.
5. "It" is the work of running the hour - the hundred small knowings that make the afternoon smooth. Aidel's two smooth years made it look like nothing, because competence hides its own cost; the knowing was invisible precisely because it worked. Matti is the right person to say it because she is the one who had to run the hour with only eleven seconds of it - she paid the

cost the smoothness had been hiding.

6. The folder should show nine pages (latch; game ladders; snacks; seating with the why; rain plan; tears; song sheets; little questions; who to find) plus a tenth page added when Matti names the missing rhythm-clapping game. Strong captions quote "A way, on paper, with room" or "Twelve girls just got four leaders instead of one." Any honest rendering counts.

7. Sample: Pages - "Leila writes the office forms page, the introductions page (which teachers, in what order), and the lunch-walkers page, with two girls named for each day." Teacher - "She teaches the folder to her lab partner Shifi, who already sits near the door." Test - "The next new girl is walked through a full first morning by Shifi while Leila only watches, and Leila adds the one question Shifi had to ask." All three parts, with names; wording may vary. (Case name Leila is fictional.)

8. FOLDER row 1 columns 1-6; LEADER row 2 columns 1-6; GAMES row 3 columns 1-5; CLOSET row 4 columns 1-6; SNACKS row 5 columns 1-6; SONGS row 6 columns 1-5; LATCH row 7 columns 1-5; ROTATION row 8 columns 1-8. The object that lets the group survive its leader is the FOLDER (accept FOLDER; NOTEBOOK with reasoning); the system that gives twelve girls four leaders is the ROTATION.