

**ACTION REQUIRED!!**  
**GO** and turn what you have  
learned into **PRACTICE!**



# IT IS ALL ABOUT LEADERSHIP

A leader is somebody who accompany and guiding others to reach a specific goal

Principals are leaders of leaders  
who cultivate, guide and form leaders

# What is leadership...?      leading to reach a goal

**LEADER**



Vision



Strategy  
Planning

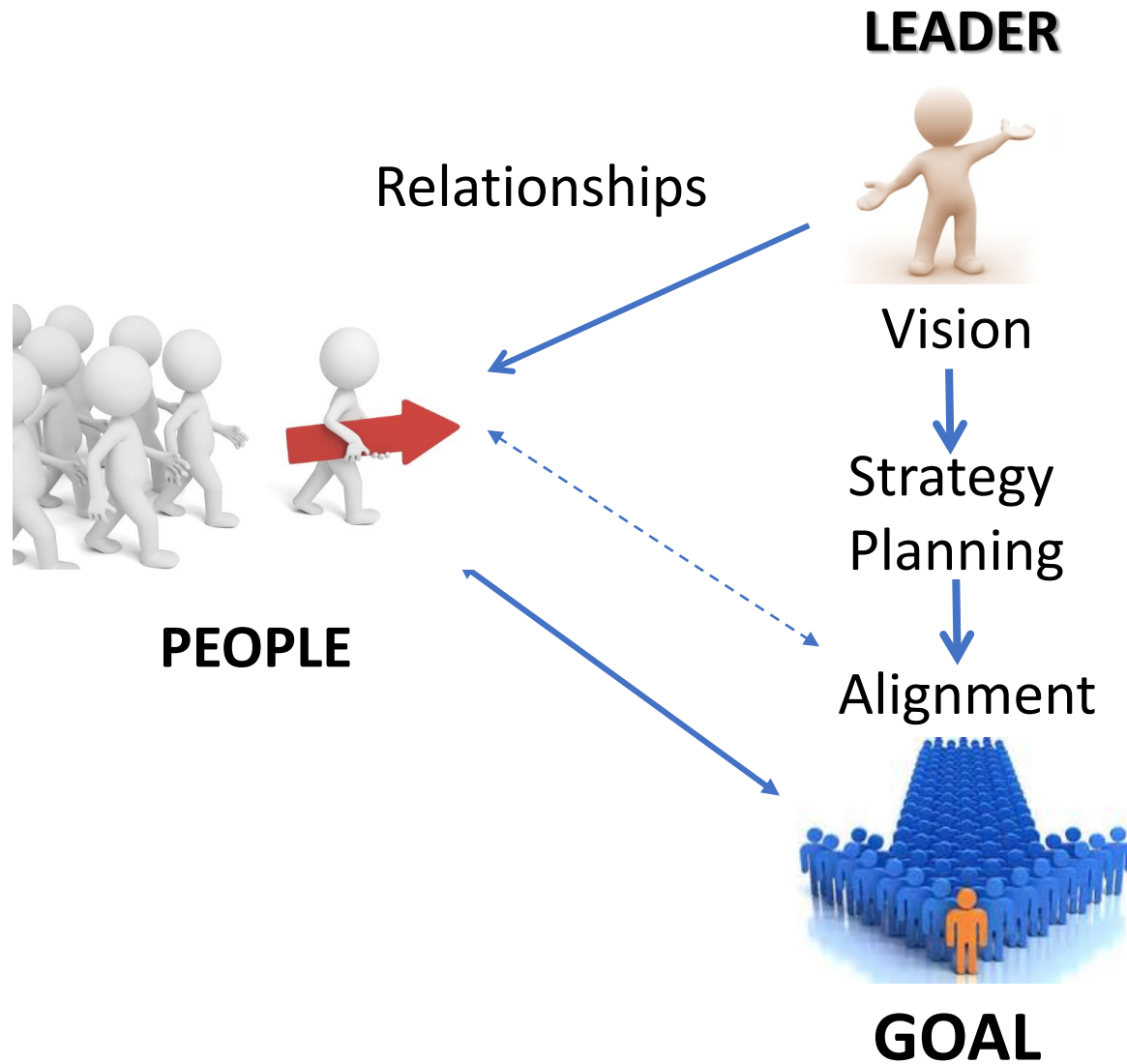


Alignment

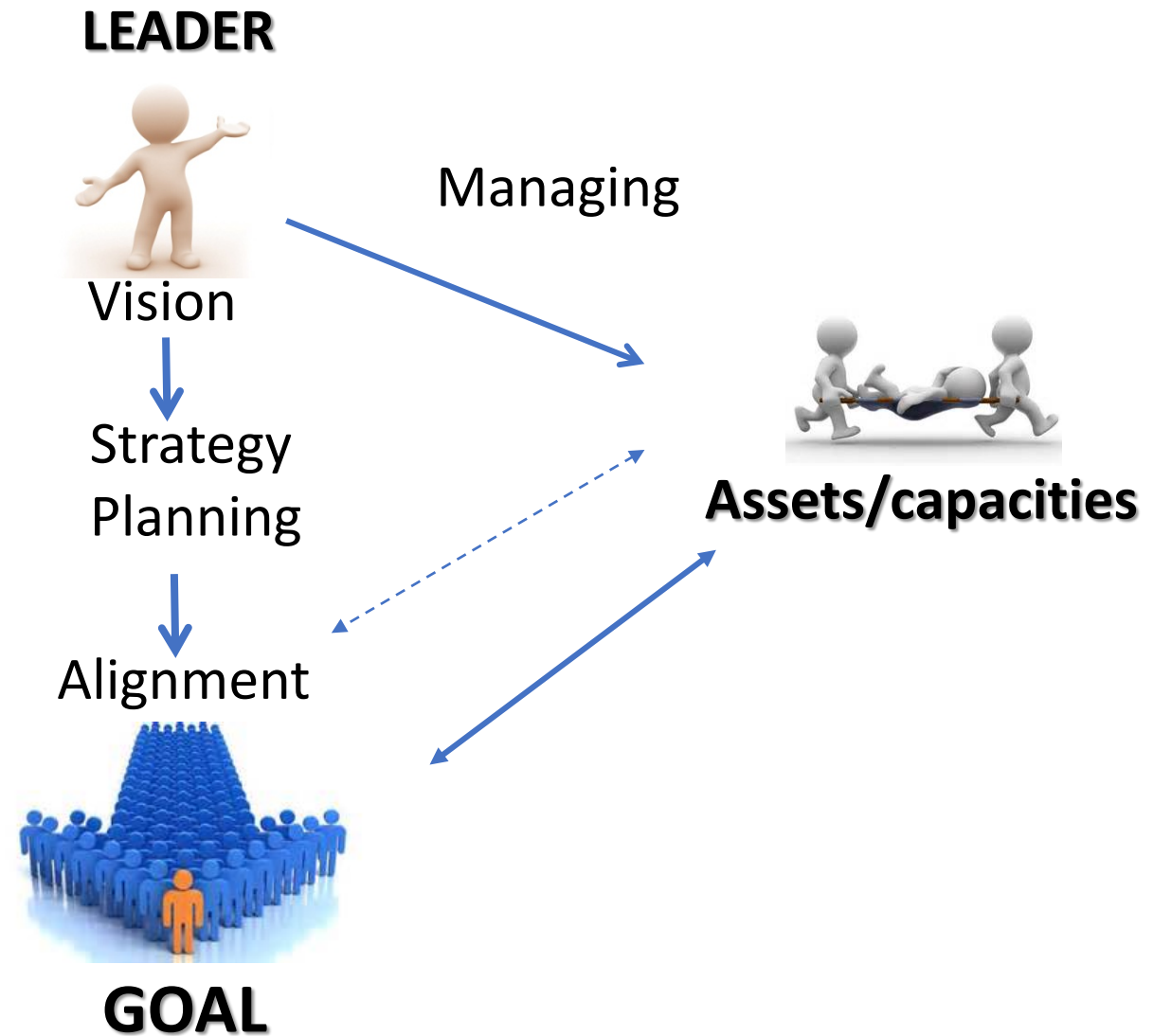


**GOAL**

# What is leadership...? guiding and inspiring people to reach a goal

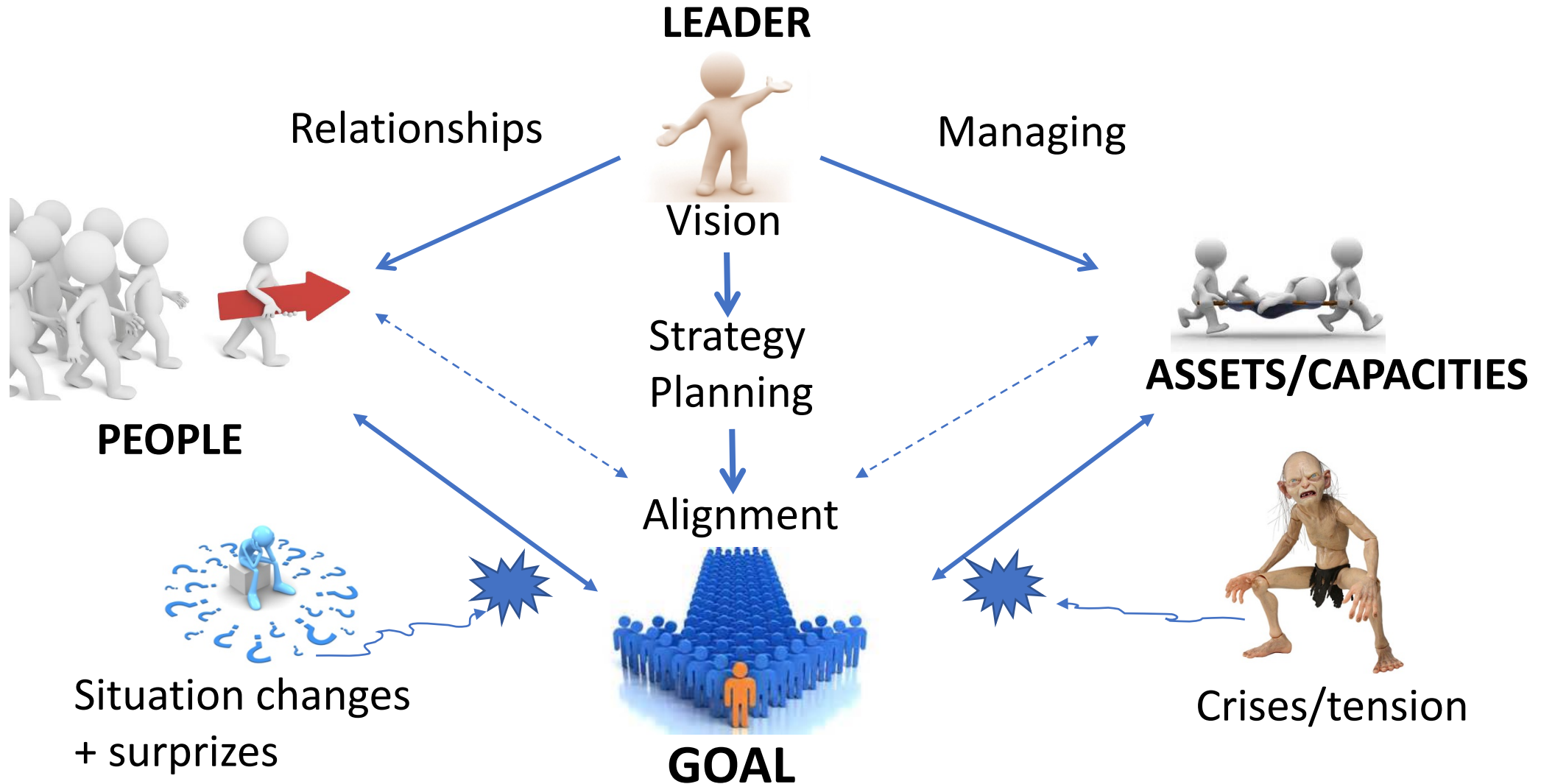


# What is leadership...? Managing assets to reach a goal



# What is the role of a principal of a school...?

## An integrated structured process



# The principal as the **LEADER** of a team aiming for a goal

\* Bill George (Harvard) – your **True North** = know yourself + beliefs, values, principles.

\* M Jensen (Harvard) –  
Ontological (being) model =  
**natural self-expression**

\* D Goleman (psychologist) –  
EQ, **self-awareness** and  
regulation, **empathy**,  
motivation

## LEADER



Vision

Which programs are in place and  
what did you recently do to improve...



Strategy  
Planning



Alignment

**Self** knowledge (EQ)

**Self** growth and development

**Self** help (identifying  
problems and solving them)



Goal

“The strongest principle of growth lies in human choice.” (George Eliot)

“The future is not a place to be found, but something to create. The paths to the future are not found, they are made. In the process of making those paths, both the maker and the destiny will be changed.”  
(read it somewhere without indication of who was so wise)

**The Principal is leading others into this future  
by creating it together**



# The principal as the leader of a team aiming for a **GOAL**

Leader



What is the goal of **your** school?

[Dr. Smit: extension of community]  
\* What is a school i.e. when can we say we are successful?

How do you reach your goal?

\* Envision and plan the road to be taken (roadmap)

How does your vision correspond with your goal?

\* The ,lighthouse' everybody moves to and talks about i.e. is this the language of your group? [Prof Beckmann en dr Kruger: taal, godsdien]

Vision

Strategy  
Planning

Alignment

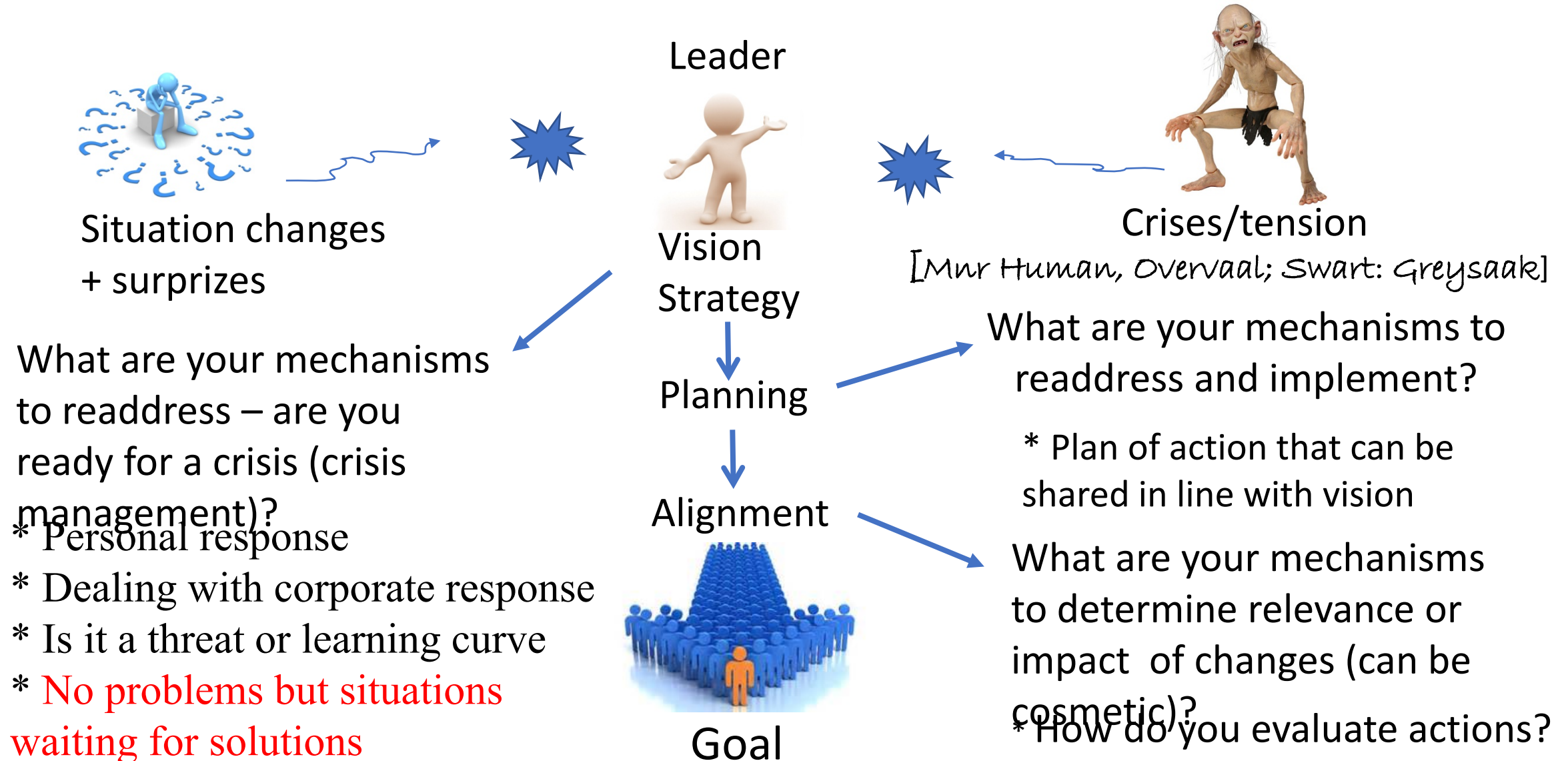


**GOAL(S)**

What do you now do to reach your goal?

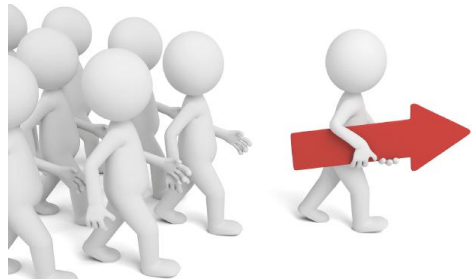
\* Keep direction, inspire, evaluate, listen....,

# Interferences in reaching your goal?



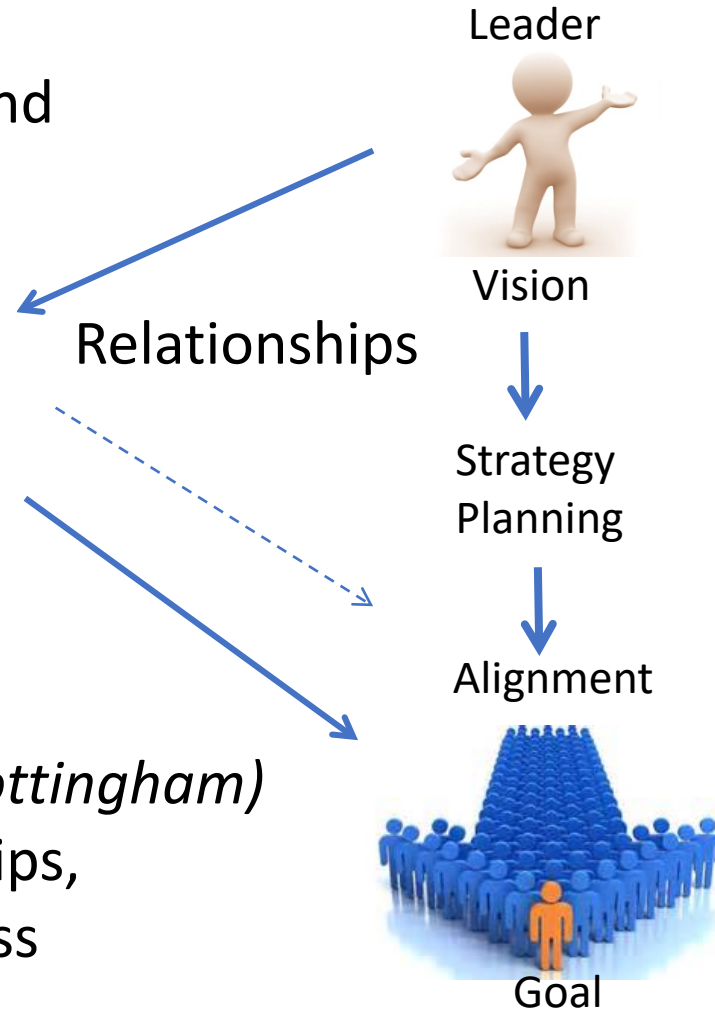
# The head master as the leader of **LEADERS**

\* *W Bennis (leadership specialist)* – **Trust**, communicate hope and optimism, action



**PEOPLE**

\* *Starkey and Hall (Nottingham)* – dialogue, relationships, intercultural awareness



What are the challenges?

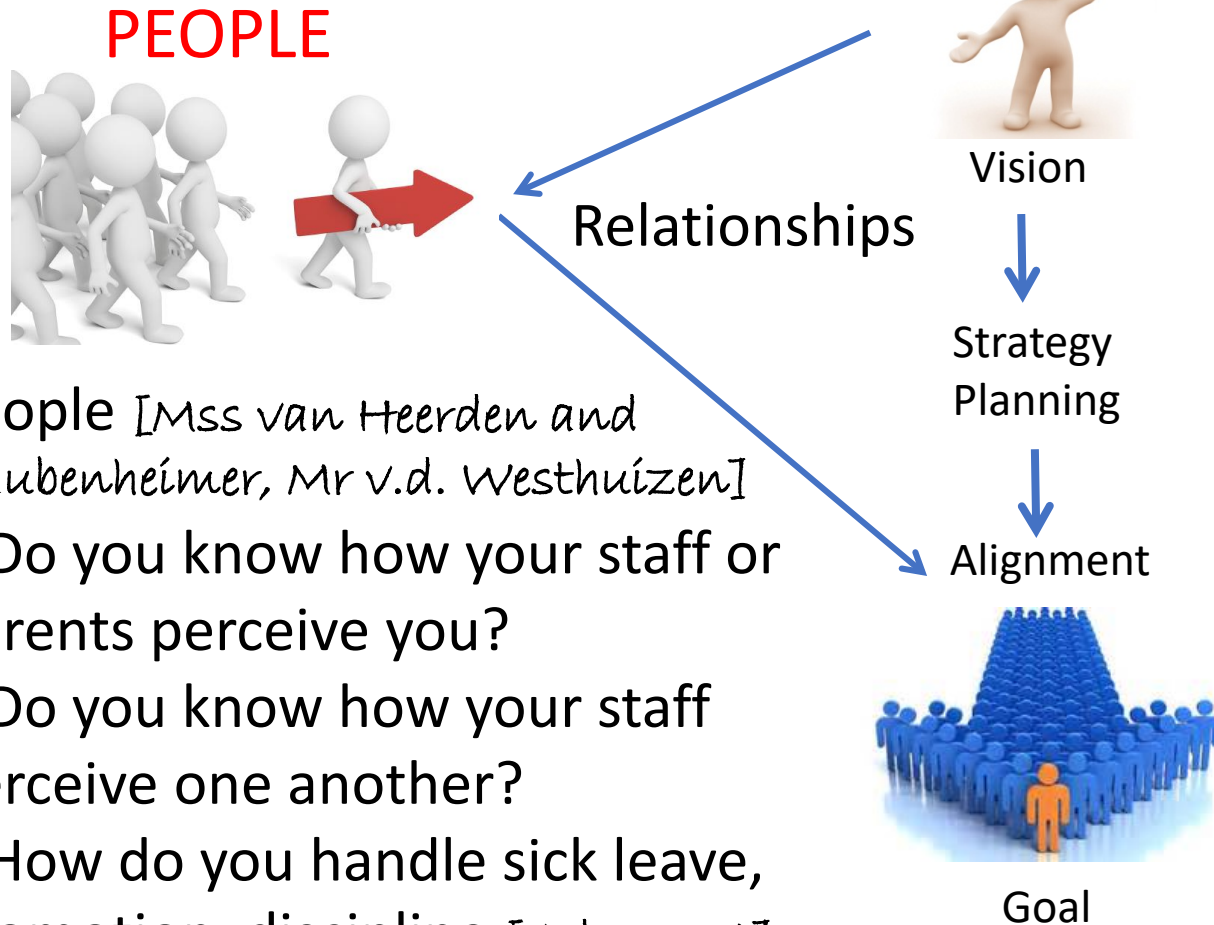
**DIVERSITY** of people in different relations  
[Mr Burger: relationship management]

What are your strategies and planning to align the separate groups to a common goal?

To what extent do your people **ACCEPT YOU** and the **VISION** as theirs and align themselves willingly?  
Do they speak the same language and dance the same dance?

# The head master as the leader of **LEADERS**

What are the challenges?



People [Mss van Heerden and Raubenheimer, Mr v.d. Westhuizen]

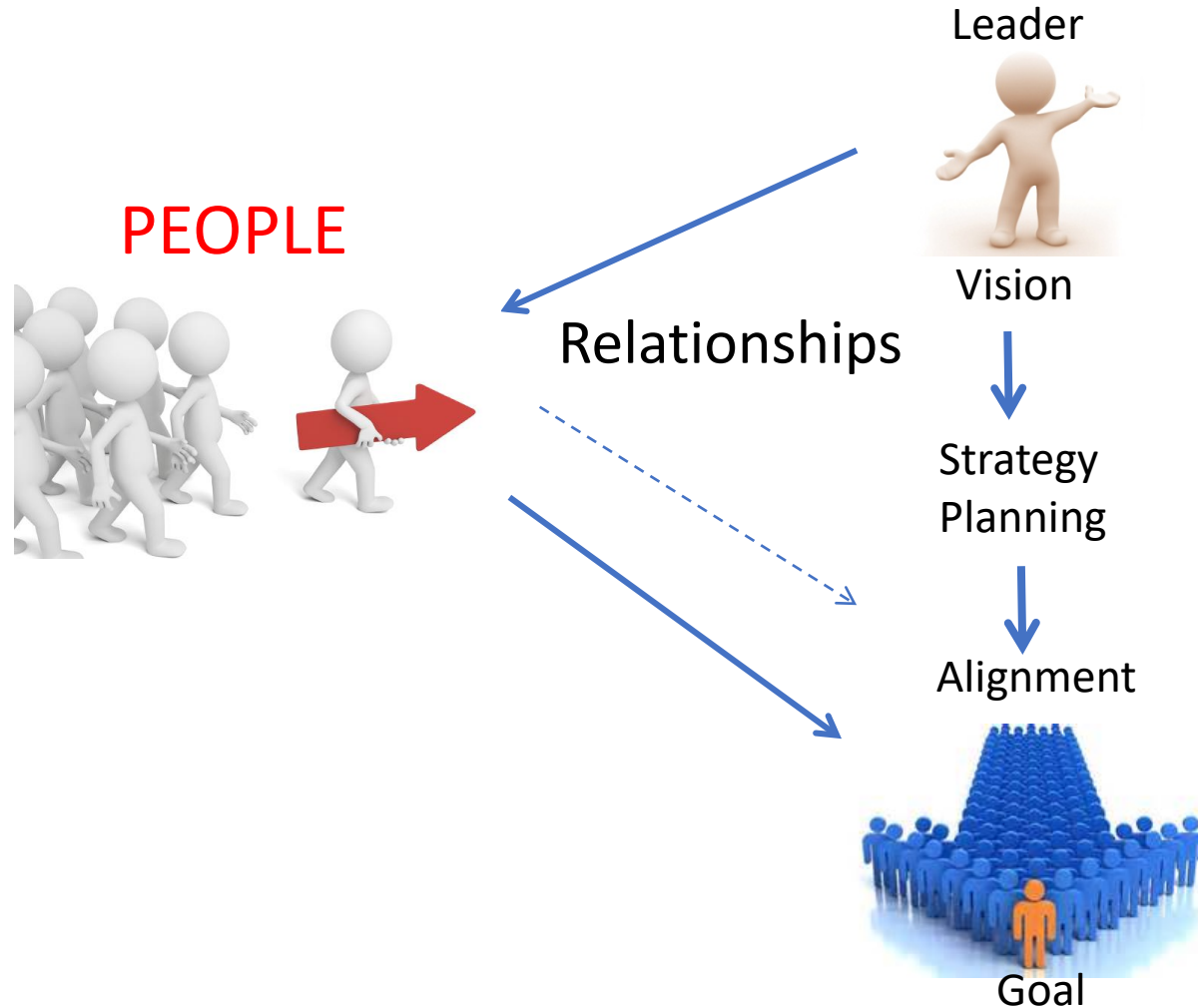
- \* Do you know how your staff or parents perceive you?
- \* Do you know how your staff perceive one another?
- \* How do you handle sick leave, promotion, discipline [Adv Trent]

Which programs are there for professional development and mentorship? [Dr Cereseto and Dr Swanepoel]

Do you know your people and do you create opportunities to develop them to their full potential?

To what extent are you willing to delegate in the true sense of the word?

# The head master as the leader of **LEADERS**



IS YOUR SCHOOL A RIVER  
OR A SWAMP  
OR PERHAPS A SWAMPY  
RIVER?

To what extent are your  
people aligned towards  
attaining your goal?

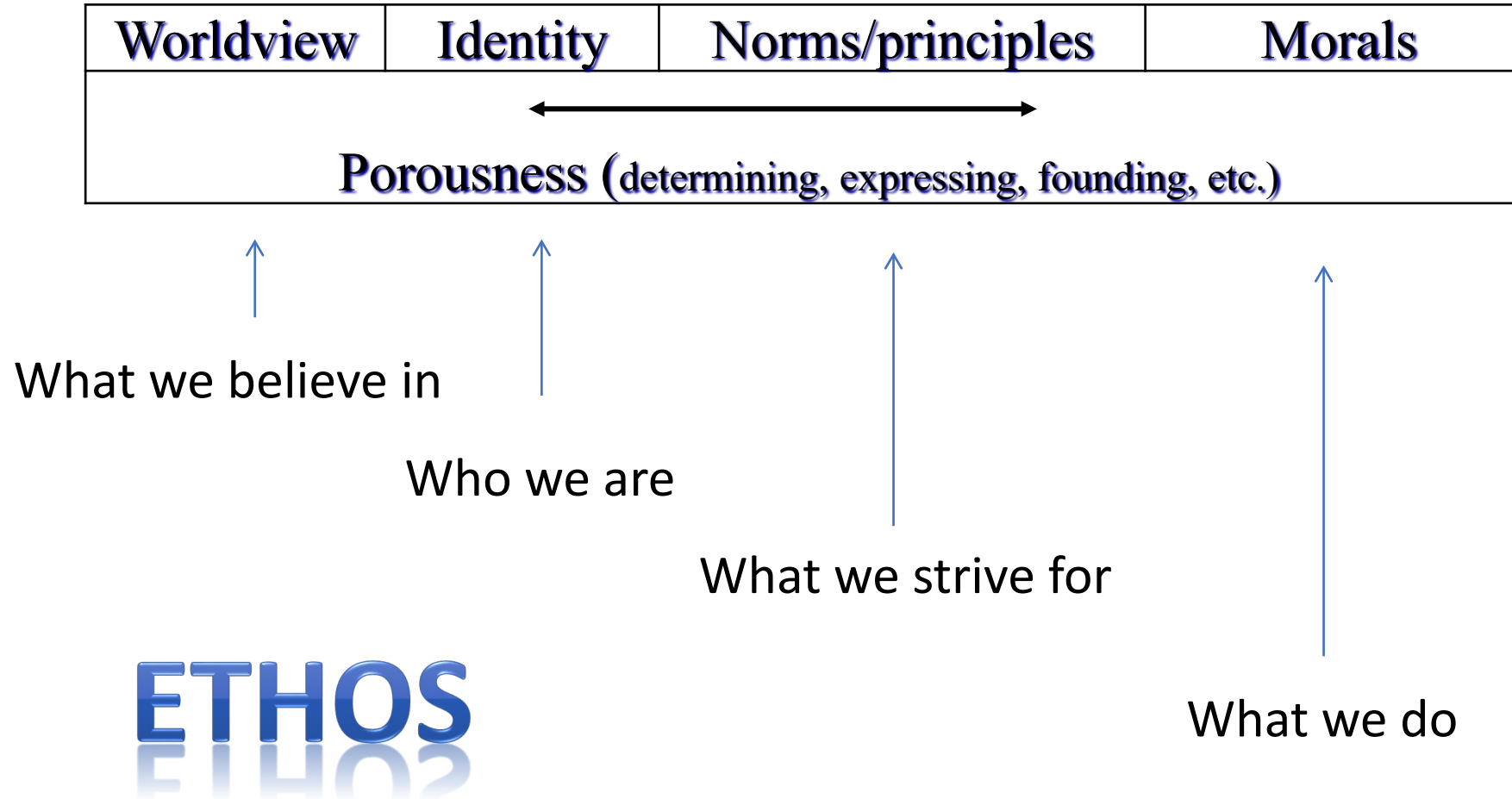
“If a situation cannot be changed, if suffering cannot be avoided, what is retained is the freedom to change ourselves” (Victor Frankl)

“There are two primary choices in life; to accept conditions as they exist, or accept the responsibility for changing them.”  
(Denis Waitley)

**PERCEPTIONS** are created by ideas, impressions, interpretations of reality

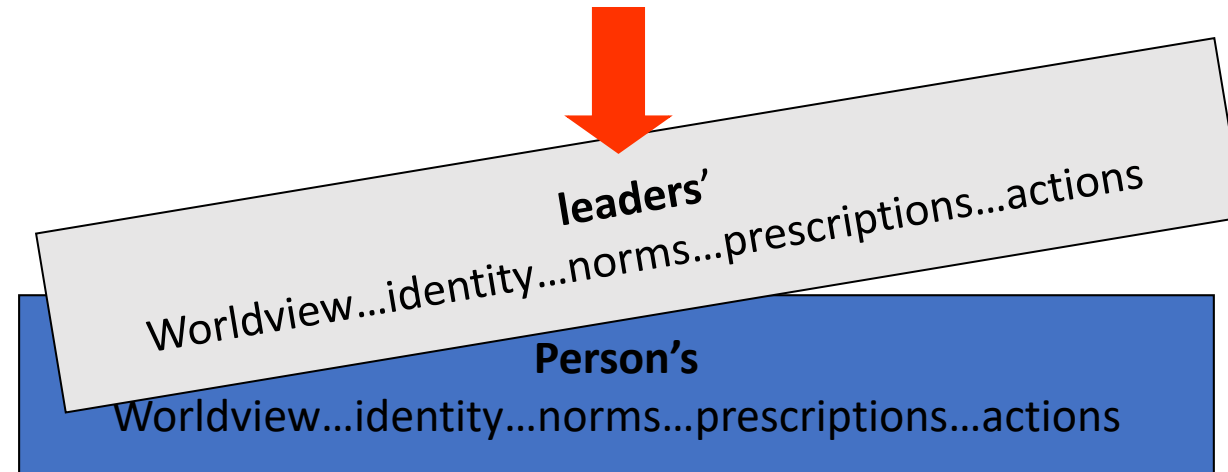
**PERCEPTIONS** create reality

# What is involved?



# Values and/in leadership?

Worldview	Identity	Norms/principles	Morals
<div>←————→</div> <p><b>Porousness</b> (determining, expressing, founding, etc.)</p>			





# Leadership in **MANAGEMENT**

Management... [Dr Kruger, Cereseto]

Planning assets

Controlling and protecting assets

Improving assets

Imagining assets



Vision

Strategy

Planning

Alignment



Goal

**MANAGING**

Do you have  
balanced view of

assets?  
Are you good at  
**DELEGATING?**



**ASSETS/CAPACITIES**

Leadership...  
lies in  
**ALIGNMENT**

## What are your assets?

**Physical** assets (books, social media,  
sports equipment, buildings)

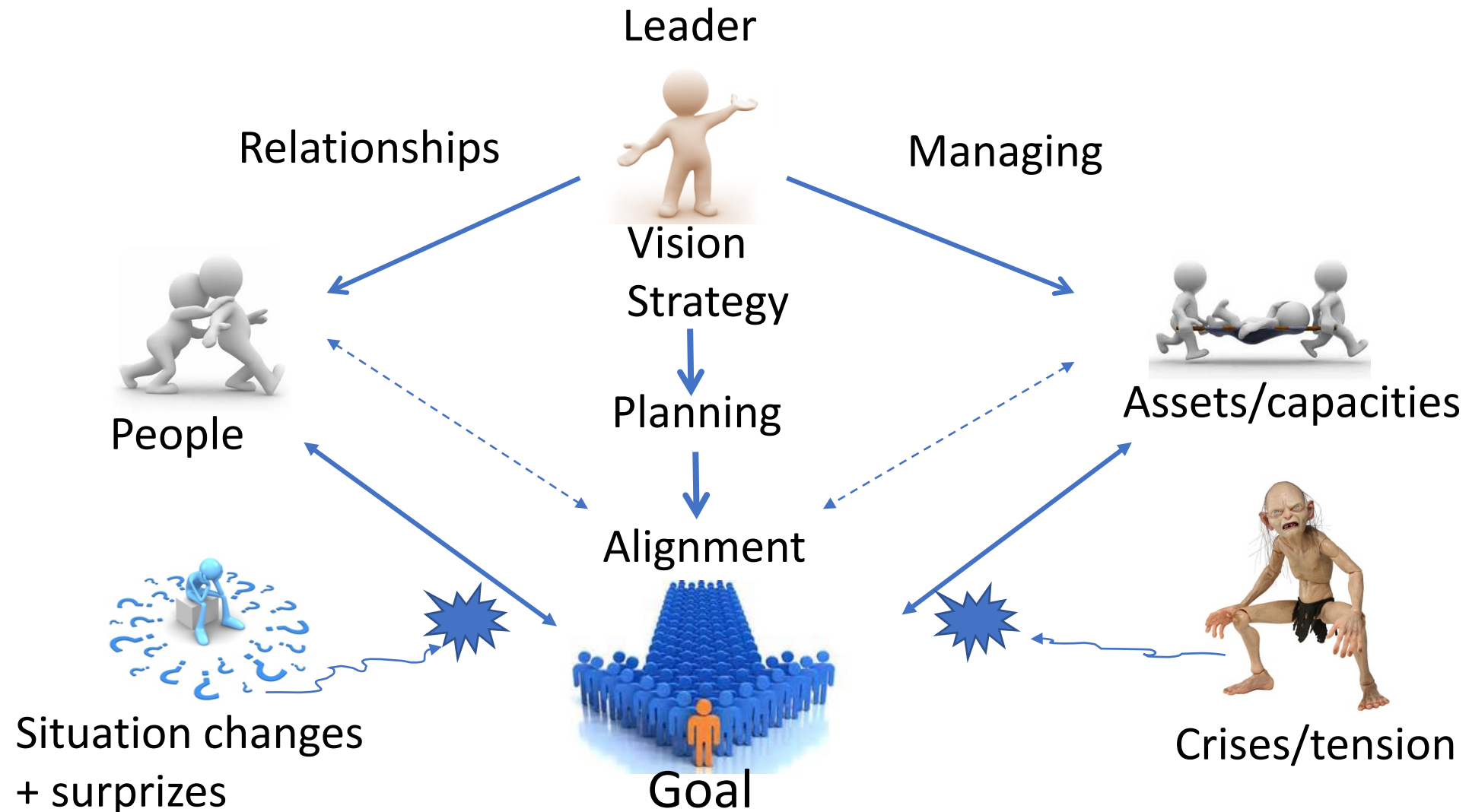
**Educational** assets (learning material)

**Spiritual** assets (values, culture)

**People** assets (parents, department)

**Projects** and **outside activities** [Dr  
Kriek, mr Snyman, Human, Viljoen]

# Leadership... an integrated structured process



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