



### TABLE OF CONTENTS

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<b>STAFF</b>	<b>2</b>
• Mandla Mthembu	2
<b>ARTICLES OF INTEREST</b>	<b>2</b>
• Inverting Bloom's Taxonomy	2
• Twitter Power	2
<b>PROFESSIONAL DEVELOPMENT</b>	<b>2</b>
• Dr Rob Evans and Dr Michael Thompson	3
• Pilanesburg 3 Day Conference	3
• One-Day Conference	4
• Biographical Note: Robert Evans	5
• Biographical Note: Michael Thompson	5
• 2010 Wits Business School / SAHISA LDP	5
• SAHISA ECD Lunch and Workshop	8
<b>LEADERSHIP WEBSITE TO VIEW</b>	<b>8</b>
• Institute for Global Ethics	8
<b>GENERAL</b>	<b>8</b>
• "Get It Right"	8
• Quote of the Week	9

## STAFF

- **Mandla Mthembu**

It is with deep regret that we learn of the passing of Mandla Mthembu's son.

Such a senseless killing is difficult to comprehend and the SAHISA community extends sincere condolences to the Mthembu family. Our thoughts and prayers are with his family at this tragic time.

## ARTICLES OF INTEREST

- **Inverting Bloom's Taxonomy**

The magic of Bloom's Taxonomy, that familiar classification system for levels of thinking (and hence learning objectives), was that teachers could close their eyes and picture it. And with a little help from entrepreneurial consultants, they didn't need to close their eyes at all – posters of colour-coded pyramids became a standard part of classroom decor. There was only one problem. The pyramid was upside down.

The full article is available under the Electronic Library -> Articles of Interest section on the SAHISA website.

- **Twitter Power**

Twitter helps companies build relationships, enhance brands, find resources and attract new Web site visitors. People like Twitter's immediacy and easy two-way communication. Social media gives you access to millions of connections and prospects, but building a following on Twitter requires providing good, engaging tweets.

The full abstract is available under the Electronic Library -> Articles of Interest section on the SAHISA website.

**Contact:** Jenny Mundell. Tel: 011 648 1331, Email: [jennym@isasa.org](mailto:jennym@isasa.org)

## PROFESSIONAL DEVELOPMENT

The SAHISA Council agreed upon four strategic imperatives to guide the work of the association. One of the four strategic imperatives focuses on the professional development of heads. SAHISA is committed to supporting heads on a professional, personal and practical level. SAHISA aims to support heads in building effective and sustainable leadership.

2010 will focus on the leadership development imperative and, as you plan for the year ahead, we urge you to diarise two leadership development opportunities.

- **Dr Rob Evans and Dr Michael Thompson**

SAHISA and ISASA bring together two of the leading consultants in the U.S. independent school world, Michael Thompson and Rob Evans.

- **Pilanesburg 3 Day Conference**

This programme, designed for experienced school heads, will offer an opportunity for thoughtful, stimulating dialogue and engagement with colleagues on key issues facing school heads: head-board relationships, strategic planning, relationships between schools and parents and the psychological stresses of headship.

Some places will also be made available for those heads who would like to bring their spouses or partners/guests. The conference focus will be on straight talk about school, leadership, and living. It will explore the real-life challenges of sustaining first-rate leadership and ways to balance working with living. It will look at what makes the job so challenging and so fulfilling. It will combine learning and laughter and allow time for reflection, relaxation, and recreation – a perfect way to refresh and renew one’s skills and outlook.

The three-day conference will be held at Bakubung in the Pilanesberg. The course offers the opportunity for personal engagement and reflection and as such it is necessary to limit numbers. The conference will take place from **19 – 22 March 2010** (ahead of the World Cup) to take into account school and public holidays. The cost of the programme is R12 500 per school head and this includes delegate fee, accommodation, meals and game drives. The cost per partner/spouse/guest is R11 500. Both amounts exclude travel costs. Below please find the proposed outline of the programme:

**Proposed Schedule for Heads Conference in Pilanesberg**

<b>FRIDAY afternoon and evening</b>	
16h00-17h00	Registration
17h00-18h30	Group introductions
18h30-20h00	Dinner
20h00-20h45	Michael: "Bearing Other People's Pain as a Head of School"
	Evening to socialise

<b>SATURDAY</b>	
05h30	Early morning game drive
	Breakfast
09h00-10h30	Rob: "They'll Never Understand: Chronic Dilemmas of Leadership" plus discussion
10h30-11h00	Tea
11h00-12h30	Continuation of Rob and an hour for discussion
13h00-14h00	Lunch
14h00-15h30	Michael: "Differing Views of Power: Teachers, Parents and Board Members" plus discussion
15h30-16h30	Tea
16h30-18h00	Michael and Rob: "The Life of the Spouse of the Head of the School" – two groups. First group made up of Heads and spouses/partners/guests. Second group will be made up of Heads who choose not to bring a spouse/partner/guest to conference

19h30	Dinner
	Arts evening. Everyone brings and reads their favourite poem

<b>SUNDAY</b>	
	Breakfast
08h30-10h00	Rob: "Working with Boards of Trustees (Governors)"
10h00-10h30	Tea
10h30-12h30	Continuation of Rob
12h30-13h30	Lunch
13h30-16h30	Michael: "Helping Teachers to Work with Difficult Parents"
16h30-19h00	Game drive
19h30	Dinner
	Evening to relax

<b>MONDAY</b>	
05h30	Early morning game drive
	Breakfast
08h30-10h00	Michael: "Still Crazy after All These Years: Secrets of Long-Term Headship"
10h30-12h00	Rob: "From Savvy to Wise"
12h15-12h30	Closure

The final programme details and booking deadlines will be communicated to you in the next few weeks.

- **One-Day Conference**

Dr Thompson and Dr Evans have also agreed to hold day conferences that will be taken to various regions thereby ensuring that all heads, staff and parents have equal opportunity to benefit from their wealth of international experience.

Dr Thompson will host a day conference in Durban on **10 March**. Dr Evans and Dr Thompson will co-present day conferences in Cape Town and Johannesburg on **16 and 24 March** respectively.

<b>Proposed Schedule for Day Conferences in Cape Town and Johannesburg</b>	
08h30	Rob Evans "Changing Families, Changing Schools"
	Break
09h45	Michael Thompson: "Understanding Families and Dealing with Difficult Parents"
10h45	Q & A and conversation with Rob and Michael
	Lunch
13h00-14h15	Concurrent sessions
	Rob: "Taking Care of #1"
	Michael: "Best Friends, Worst Enemies"
14h45-15h30	Concurrent sessions
	Rob: "Taking Care of #1"
	Michael: "Best Friends, Worst Enemies"

The final programmes, venues and booking details will be communicated to you closer to the time.

In addition to this, it has been agreed that Dr Thompson will address the local IBSC (International Boys Schools Coalition) conference in East London.

- **Biographical Note: Robert Evans**

Robert Evans is a clinical and organisational psychologist and the Executive Director of The Human Relations Service in Wellesley, Massachusetts. He is a former high school and pre-school teacher and for many years a child and family therapist. He has served in schools for more than 30 years and now speaks widely at educational conferences and consults to schools throughout the U.S. and internationally, working with teachers, administrators, and boards. He is currently concentrating on the changes in American families and their impact on schools.

He is the author of many articles and two books, *The Human Side of School Change*, and *Family Matters: How Schools Can Cope with the Crisis in Childrearing*.

Visit his website at <http://www.robevans.org/>

- **Biographical Note: Michael Thompson**

Michael Thompson is a consultant, author and psychologist specialising in children and families. He is the clinical consultant to The Belmont Hill School and has worked in more than five hundred schools across the United States, as well as in international schools in Central America, Europe and Asia.

He and his co-author, Dan Kindlon, wrote the New York Times best-selling book, *Raising Cain: Protecting the Emotional Life of Boys*. He is the author of *Speaking of Boys: Answers to the Most-Asked Questions About Raising Sons*, and co-author of *Best Friends/Worst Enemies: Understanding the Social Worlds of Children and Mom*, and *They're Teasing Me: Helping Your Child Solve Social Problems*. His latest book, *It's a Boy!* is a comprehensive guide for the parents of boys.

A dedicated speaker and traveller, Michael Thompson has appeared on The Today Show, The Oprah Winfrey Show, ABC 20/20, CBS 60 Minutes, The Early Show and Good Morning America. He has been quoted in the New York Times, The Washington Post, Newsweek, Time, U.S. News and World Report.

Visit his website at <http://www.michaelthompson-phd.com/>

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- **2010 Wits Business School / SAHISA LDP**

It is with great pleasure that we confirm details for the 2010 Wits Business School / SAHISA customised strategic leadership development programme, the LDP, for heads, deputy heads, bursars and senior management.

The leadership development programme will be held at Wits Business School. We urge you not to miss a unique opportunity to attend a three-week course that will change how you think about the future of your school and provide you with a toolkit of strategic management skills.

### **WHY THE LDP?**

**The next five years will be critical for independent schools.** As the latest ISASA environmental scan shows, the sector is challenged by political, economic, social, technological and educational changes.

Independent schools will face:

- more competition from many more new schools and the likelihood of a new category of semi-private public schools;
- an increasing barrage of legislation affecting every area of their work (in 1998 there were only two pieces of legislation that really affected independent schools, now there are more than 40!);
- ever-rising fees;
- a severe teacher shortage;
- increasing levels of social pathologies; and
- the implementation challenges of the new curriculum and examinations.

**Most heads have never been exposed to strategic thinking on an intensive practical basis, and the positioning of schools in the next five years will demand this.**

The LDP is designed to provide school leadership with powerful ideas and strategic skills in the areas of governance, management, finance, marketing, intrapersonal understanding and optimising people management. The focus is on a strategic overview of these areas, not the detail of each area.

### **WHO SHOULD ATTEND?**

The LDP is targeted at heads, aspiring heads, bursars and senior staff with several years of managerial-level experience who have recently been appointed to a senior management position, or who are expected to reach this level soon.

In these times, when new thinking and strategic skills are essential, the Programme will be valuable not only for new heads and senior management of new schools, but also for experienced ones of well established schools, as the participants in previous programmes will attest. Most described the LDP as “a life changing experience”, one which benefited them more than they could have imagined.

### **DURATION**

**The 2010 LDP programme in Johannesburg is built around two full-time modules:**

- **10-21 May 2010**
- **26-30 July 2010**

Heads and senior management in schools have very little time for formal studies. The LDP has been specifically customised to meet the need for an intensive course of short duration that does not take them away from their schools for too long, yet fulfils the objective of providing a comprehensive management education experience geared to the challenges of South African education.

### **VALUE OF THE LDP**

*Seeing the full picture. That is what the Development Programme does for you. The presentation and the learning process enhance innovative thinking in problem-solving and managing.*

The specific objectives of the LDP programme are to:

- make participants aware of the strategic demands of the rapidly changing environment that is becoming increasingly complex at strategic and operational levels;
- introduce them to examples of best international and local business practice relevant to schools;
- increase their knowledge of the main functional areas of a school operating in a business-like manner;
- broaden their outlook by improving their understanding of the interaction between the operational and strategic leadership of a school;

- improve their people management skills by enhancing their understanding of individual and organisational behaviour;
- develop greater insight into the leadership role; and
- increase personal effectiveness.

The programme is intended to be a major learning/unlearning experience and provides participants with an opportunity to update their knowledge, acquire additional skills, attitudes and the understanding essential for strategic and dynamic leadership. The course will afford heads time for reflection and self evaluation in a different and informal atmosphere to strengthen their personal abilities and meet the challenges that school leadership presents.

Since 1968 the Executive Development Programme, on which the LDP is modelled, has been the premier general management course offered by the Wits Business School, and over 2000 senior executives have benefited from the experience. *Financial Mail* surveys in recent years have confirmed that the WBS is regarded by employers as the No. 1 business school in South Africa.

## **LEARNING PROCESS**

The methods of instruction include:

- Pre-reading of material
- Lectures and case discussions led by the faculty
- Syndicate discussions of various assignments with the chairman's role rotating in the group
- Information-sharing and exchange of ideas with local and international faculty, guest speakers and other participants
- Learning through an action-orientated strategic assignment focused on a challenge in the participants' own schools, which must be completed between the April and June modules
- No examinations are written.

**The learning method is highly interactive.** This approach develops analytical and decision-making skills and equips participants to identify salient issues in an education environment and come up with effective solutions. An important feature will be the group analysis and discussion of real life cases and examples, involving practical management decision-making.

**Sessions will be supported with a pack of extensive reading** which will provide a lively and stimulating mix of material, enabling participants to think about and apply it in the course, as well as use it for subsequent self-study and reference. This format offers participants an in-depth opportunity to sharpen and re-energise their management performance. Participants will be able to try out new approaches and push their own personal boundaries in a low risk environment.

## **COST**

The Wits Business School EDP, the model for the LDP, costs more than R150 000 with an overseas component (for comparison, UCT's equivalent course costs R65 000 without an overseas component).

- **The cost of the 2010 LDP will be R26 000 per delegate** which equates to less than 5% increase on the 2009 fee of R25 000.

We are also fortunate to have been offered some funding by WBS, so anyone who is interested in the programme and requires financial assistance should apply: we will help where merited.

- The limited bursary funding will be made available to applicants from category 4, 5 and 6 schools only.

**Please email Jenny Mundell regarding financial support. Applications for support should be made by latest 10 November 2009.**

## **ACCREDITATION**

The LDP is an attendance-only programme involving only one individual assignment. As no examinations or research are involved, the programme does not entitle a participant to any credits toward other tertiary studies.

It does, however, improve the chances of acceptance into a Masters course, such as an MBA or M. Ed because it is placed on the NQF Level 7, the Masters level.

Heads, bursars and senior managers interested in enrolling for the LDP should contact the Programme Manager, Hilary Beck on 011 717 3110 or email [Hilary.Beck@wits.ac.za](mailto:Hilary.Beck@wits.ac.za)

### **• SAHISA ECD Lunch and Workshop**

A SAHISA Early Childhood Development Lunch and Workshop will be held on 29 October at the Heronbridge Retreat, Heronbridge College, from 12h45 for 13h00 until 15h45.

We have great pleasure in inviting you to join us for a SAHISA ECD afternoon where we will share lunch and then participate in a two-hour workshop entitled "How senses can change the world of play" presented by Gaye Dorkin. All ECD teachers/assistants and Heads are encouraged to join us for this wonderful afternoon of networking and learning.

A [Workshop Registration Form](#) is available on the ISASA website.

**Contact:** Glynis Courtney. Tel: 0861 HERONC, Email: [gcourtney@heronbridge.co.za](mailto:gcourtney@heronbridge.co.za)

## **LEADERSHIP WEBSITE TO VIEW**

### **• Institute for Global Ethics**

Paula Mirk, Director of Education at the Institute for Global Ethics (IGE), spoke with six secondary school leaders on 5 October to learn how ethics and values contribute to leadership effectiveness. Those leaders offered five key recommendations.

The article and other information is available at [www.globalethics.org](http://www.globalethics.org)

## **GENERAL**

### **• "Get It Right"**

We try to "get it right" and communicate information that you can trust.

If we have neglected to communicate any relevant details or if you would like to contribute to the SAHISA Weekly Bulletin, please contact Jenny Mundell.

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- **Quote of the Week**

*Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men.*

*~ Lao Tzu*