

# PARTNERS FOR POSSIBILITY

Leadership Development and  
Principal Support Process



EXPERIENTIAL TRANSFORMATIONAL  
SHARED VALUE COLLABORATE SIGNIFICANCE COACHING  
INSPIRATIONAL ACTION LEARNING  
CONSCIOUS CAPITALISM GROWTH  
COMMUNITY REWARDING  
EXCITING EDUCATION  
CONTRIBUTION INNOVATIVE CHALLENGING



## PARTNERS FOR POSSIBILITY

# OUR PURPOSE

Since its start-up in 2010, **Partners for Possibility (PFP)** has been contributing to the transformation of education in South Africa one school at a time. Launched by **Symphonia for South Africa**, a non-profit organisation, **PfP** is an internationally recognised leadership development initiative. The success of the programme lies in its partnership process, which joins business leaders with principals from under-resourced schools in South Africa. In a year-long journey, the two leaders collaborate to make a sustainable impact on the school community and the quality of education at the school. Since its inception, the programme has positively impacted thousands of learners across the country by focusing on leaders as agents of change.

**Partners for Possibility** relies on the efforts of committed leaders to develop and use their leadership skills to make a tangible difference in South Africa. Our hope is that as you learn more of what we do, you will join those already participating and benefitting from our pioneering process of social change. **PfP** is strictly non-profit, funded by individuals and business sponsors like you who are committed to quality education for all in South Africa.

QUALITY EDUCATION FOR ALL  
SOUTH AFRICAN CHILDREN BY 2025

PARTNERS FOR POSSIBILITY

# OUR ACTION LEARNING MODEL

The programme engages business leaders in a challenging hands-on educational environment with complex needs that require skilled leadership. Through partnership with the business leaders, our programme equips principals with the skills and knowledge to lead change and mobilise communities around their schools.

The programme works by asking partners to effect change collaboratively at four levels in the school environment:

- The school principal
- The School Management Team
- The teachers
- The parents and community



# PfP IS INFORMED BY & ALIGNED WITH THE FOLLOWING CUTTING EDGE LEADERSHIP THEORIES

## 1 CONSCIOUS CAPITALISM

Human social organisations are created and guided by leaders, people who see a path and inspire others to travel along that path. Conscious leaders understand and embrace the higher purpose of business, focusing on creating value and harmonising the interests of the business stakeholders. They recognise the integral role of culture and purposefully cultivate a conscious culture of trust and care. Conscious leaders focus on “we” rather than “me”. They inspire, foster transformation and bring out the best in those around them. They understand that their role is to serve the purpose of the organisation: to support the people within the organisation, and to create value for all its stakeholders. This proudly South African leadership development and social change programme is aimed at a special group of leaders who are committed to their own development and who want to live a life of significance. It will resonate profoundly with those organisations committed to the ideals of “Conscious Capitalism.”<sup>1</sup>

*“Practising Conscious Capitalism enriches your life and the lives of people you do business with. And it’s without a doubt, the most fun, enduring and profitable way to build a sustainable business.”* **Kip Tindell** — Chairman & CEO, The Container Store, Trustee, Conscious Capitalism, Inc.

## 2 50+20 (MANAGEMENT EDUCATION FOR THE WORLD)

50+20 is a collaborative initiative that seeks to learn of new ways and opportunities for management education to transform and reinvent itself. We ask critical questions about the state of the world, emerging societal issues, dominant economic logic, the purpose of business, the crucial role of leadership, and the challenges facing management education. The 50+20 Agenda describes a vision for the transformation of management education, in which the common tenet of being the best in the world is revised in favour of creating businesses that are designed and led to achieve the best **FOR** the world.<sup>2</sup>

## 3 FIELD IMMERSION EXPERIENCES FOR LEADERSHIP DEVELOPMENT

**Partners for Possibility** is a FIELD (Field Immersion Experience for Leadership Development) process as conceptualised by Harvard Business School to bridge the Knowing-Doing gap. FIELD experiences give leaders meaningful opportunities to practise leadership in “out of comfort” situations that are different from those in which they normally work. From the Harvard Business School website: “FIELD pushes an MBA education beyond learning management principles in an action-oriented discussion context and into direct experiences, that, through integrated study, practice, and reflection, develop graduates capable of **inspired leadership**.”<sup>3</sup>

## 4 EXECUTIVE DEVELOPMENT THROUGH CONSCIOUSNESS-RAISING EXPERIENCES

Phil Mirvis from the Boston College Centre for Corporate Citizenship makes the case that conscious leadership can only be developed through carefully designed “consciousness-raising experiences” where leaders move “from the relative comfort of the corporate classroom into unfamiliar territory where they encounter people and problems seemingly far removed from the day-to-day scope and concerns of business life.” This is where they learn the most powerful and relevant lessons.<sup>4</sup>

1. [www.consciouscapitalism.org](http://www.consciouscapitalism.org)

2. [www.50+20.org](http://www.50+20.org)

3. <http://www.hbs.edu/mba/academic-experience/Pages/the-field-method.aspx>

4. “Executive Development Through Consciousness Raising Experiences” (Phil Mirvis). Academy of Management Learning & Education, 2008, Vol. 7, No. 2, 173–188.

*“The future of humanity depends on the quality of its political and business leaders. The 50+20 vision gives us hope in a despairing world, direction for a lost journey, energy to an apathetic generation, and inspiration for a new model of management education and research aimed to develop transformational and responsible leadership for a better world, a better future.”* **Anne S. Tsui** — Motorola Professor of International Management, Arizona State University



## PARTNERS FOR POSSIBILITY

# OUR LEADERSHIP DEVELOPMENT PHILOSOPHY

**Partners for Possibility** is a transformational leadership development experience with the objective of developing conscious leaders who collaborate effectively for the benefit of their organisations and communities.

**15** aspects of leadership development built into the process

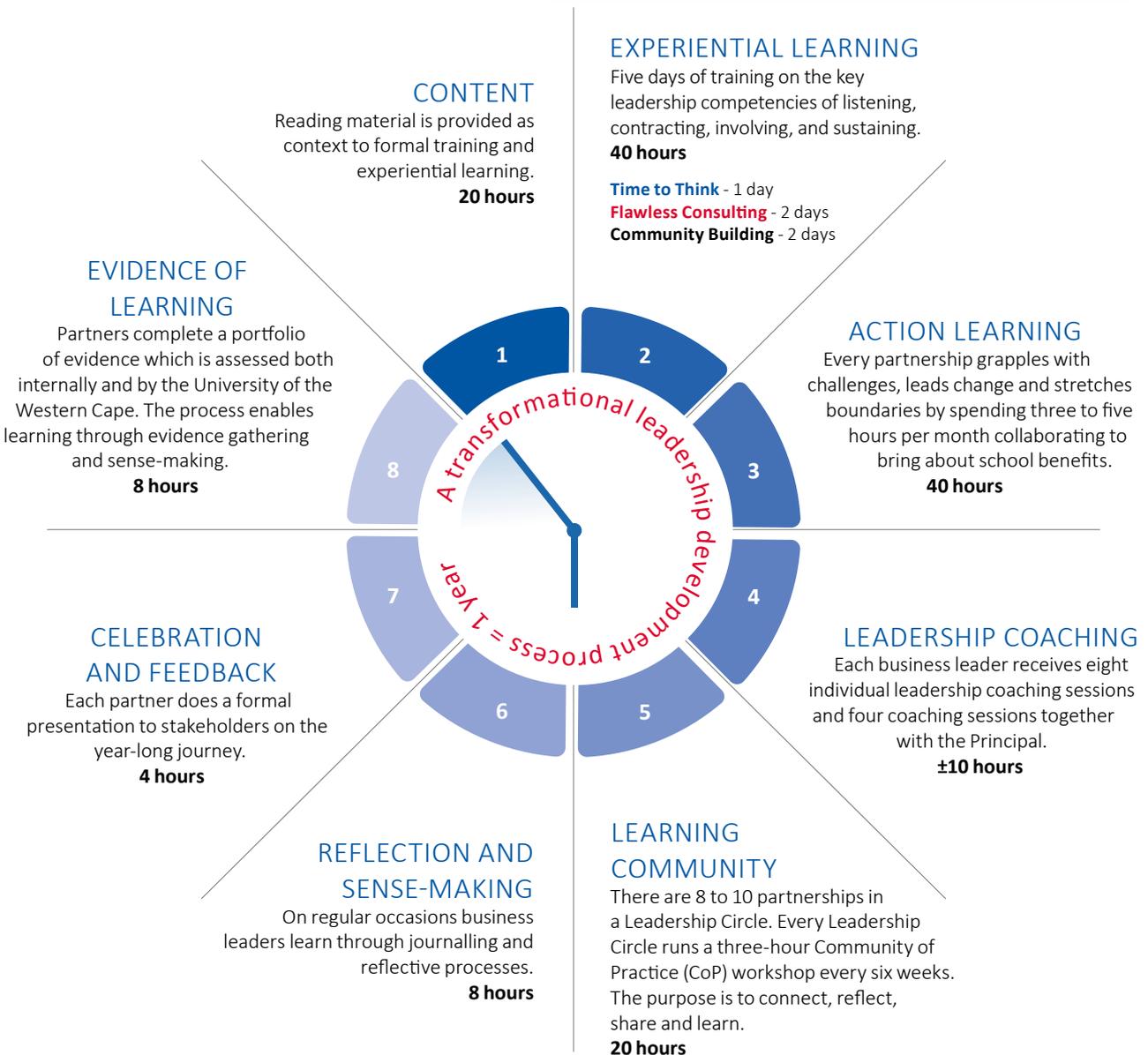
**70:20:10** approach which consistently leads to high levels of impact



PARTNERS FOR POSSIBILITY

# OUR PROGRAMME STRUCTURE

The **Partners for Possibility** programme incorporates a range of best practice components of leadership development in a year-long learning journey.



## FORMAL TRAINING

### NANCY KLINE

#### Time to Think - One day

This workshop is designed to teach business leaders how to be thinking partners to their principals (as opposed to mentors or coaches). Thinking skills are critical for leaders, and the ability to influence the quality of another's thinking is a vital leadership competency. This module provides techniques to enhance one's own and other's thinking.



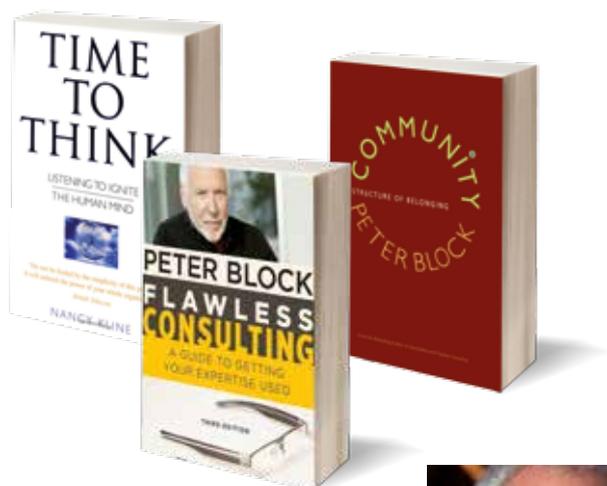
*"Sometimes there emerges in the world an idea that moves humanity forward inexorably in our lifetime. PFP is exactly that. What the participants are achieving with each other reaches into the lives of people far afield as well, inspiring us, encouraging us, helping us to know that the unleashing of independent thinking in every human mind matters and is possible. I honour you from the bottom of my heart for changing our world, steadily, visibly, forever."*

Nancy Kline

### PETER BLOCK

#### Flawless Consulting - Two days

In this workshop participants learn how to develop generative adult-to-adult relationships with colleagues, partners and other stakeholders. Leaders become conscious of how they show up and how this impacts on their ability to lead. It is also an opportunity to challenge thinking about "leadership" (some get to lead) and "citizenship" (we are all called to lead and take responsibility for the future we want to create).



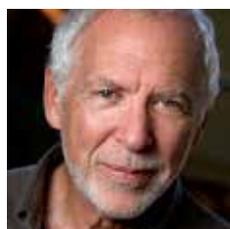
#### Community Building - Two days

In this workshop, leaders learn the art of convening and building community in their workplaces and school communities. Participants learn a vital leadership skill: how to shift the narrative from problems and deficiencies to possibilities and gifts.

The main purpose of the workshop is to equip PFP participants with the skills to mobilise parents and other community members to become actively involved at the schools. Most business leaders are then inspired to use these ideas with their own teams.

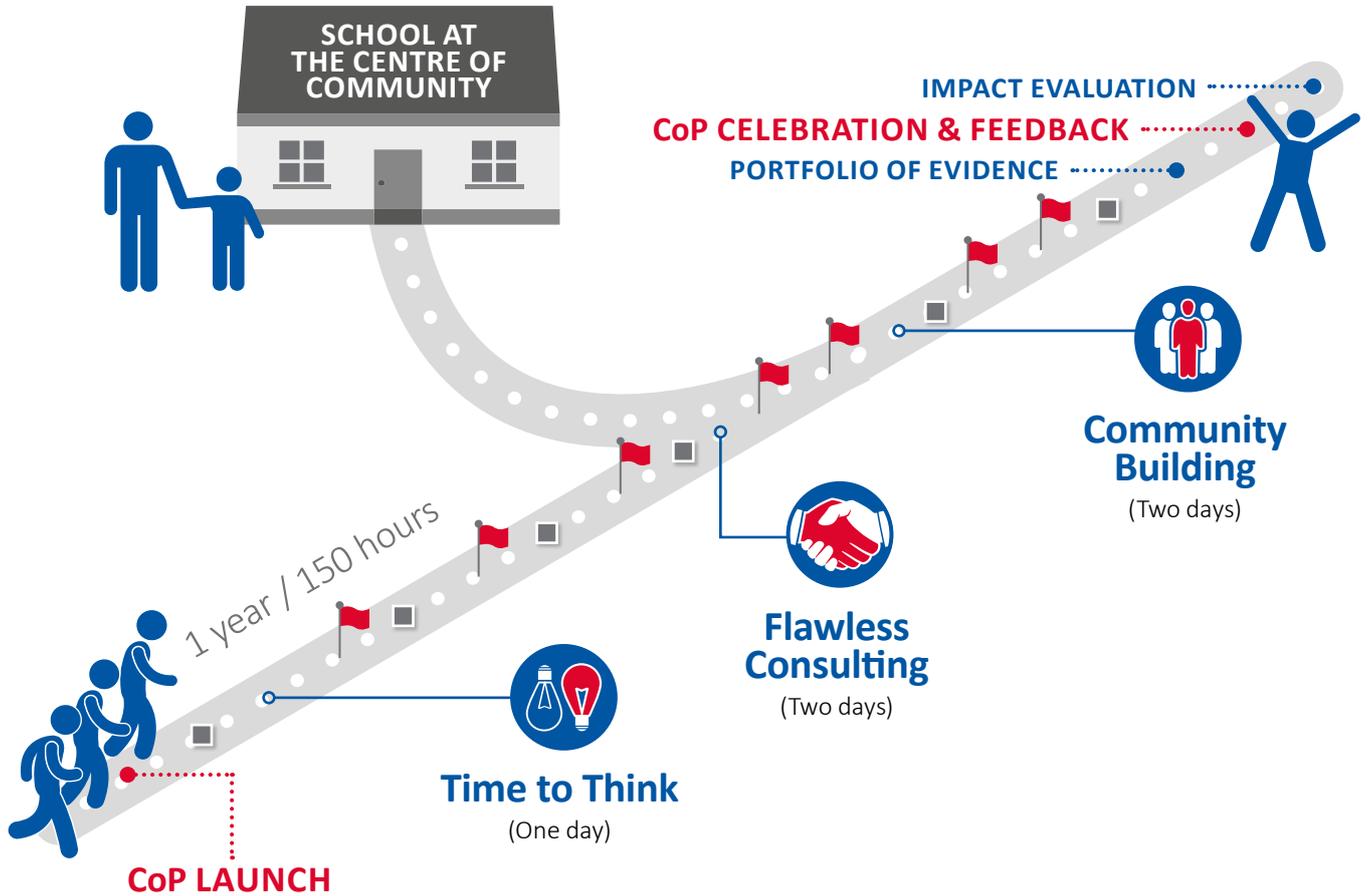
*"The PFP effort by Symphonia is absolutely unique in its ability to bring schools, community and the business sector together as true partners caring for our children. It is based on the gifts and strengths of all parties. Unlike many efforts, it does not treat the school as broken, the business sector as all-wise, or the community as disinterested. It changes the lives of each person who engages in the process in the direction of faith and hope in our collective future. The subtle design of the partnerships that Symphonia has constructed is a model for all similar efforts to heal the wounds of our cultures and make a smart investment in creating a real future for the next generation. This program is true genius."*

Peter Block



## PROGRAMME OVERVIEW

Partnerships are generally launched nationwide between February and October. Launches take place in groups of eight to ten partnerships with one leadership facilitator. These groups form the Communities of Practice (CoPs) that walk the year-long learning journey together.



 **CoP:** Community of Practice made up of 8–10 partnerships in a Leadership Circle that meets every six weeks for 2.5 hours

 **Leadership Coaching**

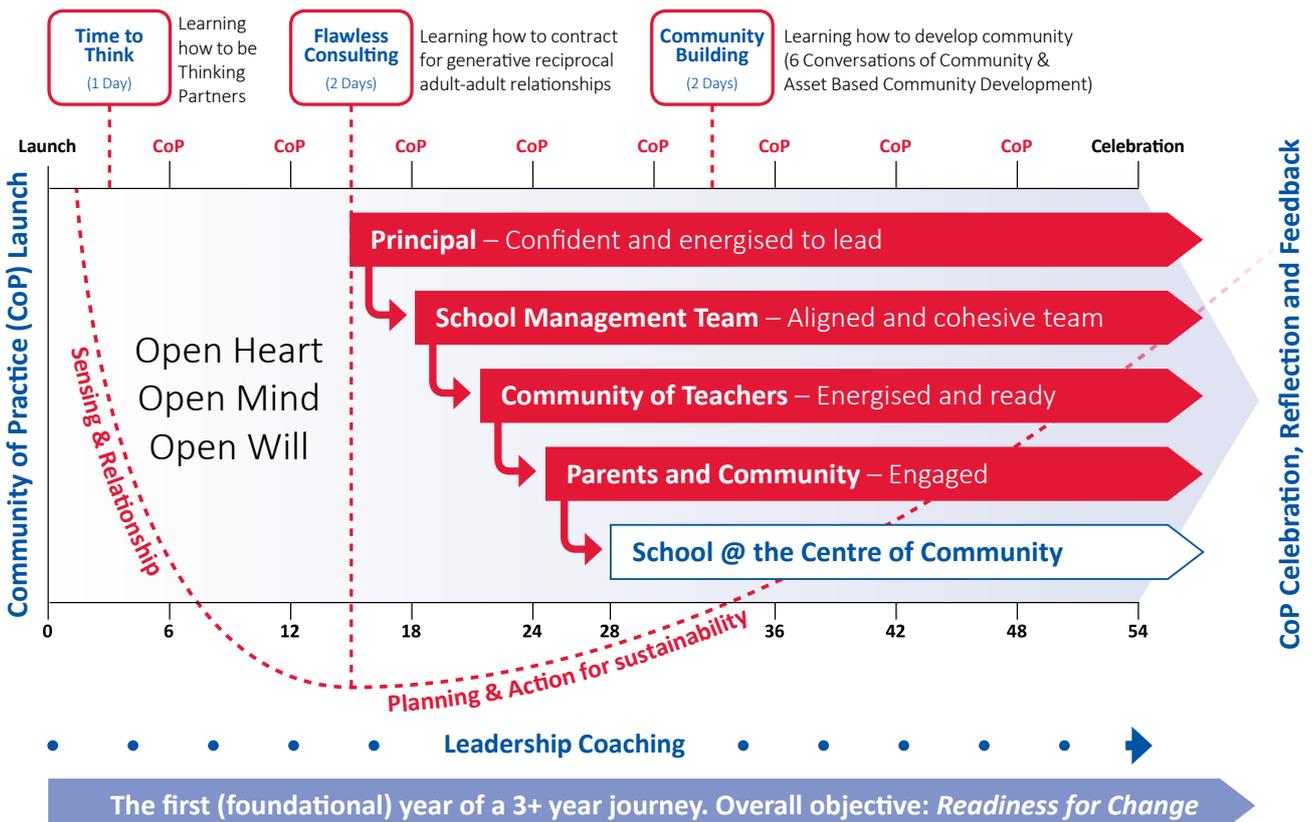
 **Formal Training**

## PfP LEADERSHIP DEVELOPMENT METHODOLOGY

The **Partners for Possibility** leadership development and principal support process incorporates 15 aspects of leadership development (see page 5) as follows:

A transformational leadership development process		1 year						
1. <b>Community of Practice/Learning Community</b>	8 – 10 partnerships in a Leadership Circle. Every Leadership Circle operates as a Community of Practice ± 3 hour meetings every 6 weeks	20 hours						
2. <b>Content</b>		20 hours						
3. <b>Experiential Learning</b> (structured processes)	<table border="1"> <tr> <td><b>Time to Think</b></td> <td><b>Flawless Consulting</b></td> <td><b>Community Building</b></td> </tr> <tr> <td>1 day</td> <td>2 days</td> <td>2 days</td> </tr> </table>	<b>Time to Think</b>	<b>Flawless Consulting</b>	<b>Community Building</b>	1 day	2 days	2 days	40 hours
<b>Time to Think</b>	<b>Flawless Consulting</b>	<b>Community Building</b>						
1 day	2 days	2 days						
4. <b>Action Learning</b> (grapple with real challenges and lead change at the school)	3 - 5 hours/month x 11 months	40 hours						
5. <b>Leadership Coaching</b>	10 x 1 hour coaching sessions (virtual/face-to-face)	10 hours						
6. <b>Reflection, Sense-making and Portfolio of Evidence</b>	Journaling and monthly reporting	20 hours						
7. <b>Celebration and Feedback</b>	Feedback on outcomes achieved from the year-long journey							

## PfP LEADERSHIP DEVELOPMENT & PRINCIPAL SUPPORT PROCESS



**CoP:** Community of Practice made up of 8 – 10 partnerships in a Leadership Circle that meets every six weeks for 2.5 hours

## PARTNERS FOR POSSIBILITY

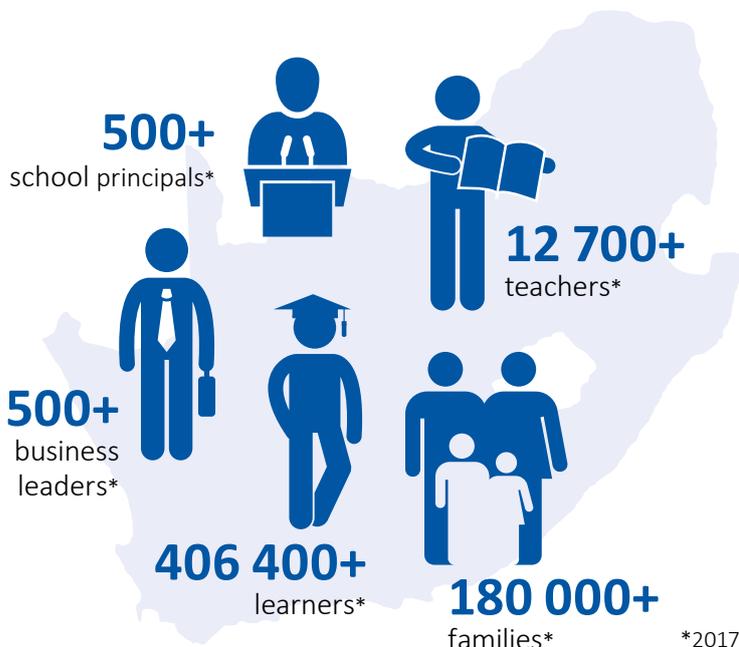
# OUR IMPACT

The **Partners for Possibility** programme has made a significant impact within our South African school communities. Through collaboration, development of principal and business leadership and practise of the acquired leadership competencies, the partnerships have succeeded in achieving tangible results for South African society and education.

### OUR IMPACT IN NUMBERS

The **PfP** programme has worked with more than 500 school principals and business leaders. In turn this has impacted thousands of individuals and communities.

**Leadership in action is visible in school outcomes.**



### OUR IMPACT ON PRINCIPALS

The **PfP** programme results in principals and business leaders who are re-energised and confident, optimistic about their ability to effect change, leading communities to become actively involved and already active champions of change in South Africa.



### OUR IMPACT ON TEACHERS

Schools that have participated in the **PfP** programme have seen an increase in teacher motivation and engagement. Teachers have embarked on personal development training, growth projects and extra fundraising activities to support the development of their schools. They also regularly report being more motivated and willing to give of their best in the interests of their learners.

### OUR IMPACT ON THE COMMUNITY

The programme has ensured that more parents and members of the broader community become active citizens in South African education. Schools report increased parental attendance and volunteering, new community projects and more.

### OUR IMPACT ON ACADEMICS

Most partnerships have implemented initiatives in their schools that have a direct bearing on educational performance. Reading programmes, new or upgraded libraries, extra Maths programmes, Saturday school, literacy volunteer programmes, and many other initiatives, have been launched and sustained to generate meaningful improvements in academic performance at **PfP** schools. Wherever possible, **PfP** will partner with other organisations to bring beneficial programmes and resources to participating schools. Consequently, over time, academic performance in **PfP** schools improves.



## OUR IMPACT ON HOLISTIC EDUCATION

Many partnerships have engaged with providers to ensure that children in impoverished areas have access to broader educational opportunities such as sports, culture and enrichment programmes. As part of their year-long programme with **Partners for Possibility** schools have started choirs, bands, recycling programmes, sporting opportunities, projects in the broader community, adult education, swimming lessons, parent training and many other initiatives that have enriched not only the learners, but also the broader community.

## OUR IMPACT ON SCHOOL INFRASTRUCTURE

Most **PfP** partnerships result in additions and improvements to school infrastructure, facilities and equipment through activities including collaboration with the business community and fundraising initiatives. Learners at some schools are now benefitting from brand new and fully equipped facilities such as computer and science labs, libraries and school halls. **PfP** schools often become magnets for gifts and contributions. To date almost every **PfP** school has received important new resources including internet connectivity, IT-based teaching and learning tools, vision and hearing testing equipment, musical instruments and sporting equipment. All of these contribute to the creation of school environments that are increasingly conducive to high quality teaching and learning.



## PARTNERS FOR POSSIBILITY

# BENEFITS OF OUR PROGRAMME

## FOR ORGANISATIONS

- **PfP** strengthens organisations by developing business leaders' capacity for citizenship through active engagement with one of the toughest (and most critical) issues facing our country, namely the crisis in education
- value for money: **PfP** is a Not-for-Profit social enterprise with a mission to make large scale impactful change and is able to offer leadership training at costs far below that of For-Profit enterprises. The cost of participating in the **PfP** leadership development programme is R40 000 per person
- all funds spent on **PfP** count as Socio Economic Development (SED) spending because more than 75% of the project beneficiaries are black. Skills Development (SD) and SED points are available to all organisations that sponsor the PfP programme
- **PfP** is aligned with the South African Government's National Development Plan (NDP) which explicitly identifies the strengthening of school leadership as a national priority. The NDP also promotes Active Citizenship and envisions all aspects of society working together to build a just and equitable South Africa
- marketability: a commitment to making a positive impact on society provides excellent marketing opportunities within the commercial sector, the community, and among employees, thus enabling your company to generate increased levels of loyalty
- more of your people will gain an understanding of the emerging market through engagement with the community. A better understanding of your surrounding community will also pave the way for your company to redefine "Corporate Social Responsibility" in a more meaningful way

## FOR THE LEADERS

- **PfP** provides the opportunity learn and apply key leadership skills "in the real world" outside the usual classroom environment and the comfortable known world of business, making the lessons much more impactful
- learn how to deal effectively with ambiguity and complexity
- bring new knowledge and experiences about leadership and collaboration back into the business and apply them there
- learn to influence change without the formal power to command
- build stronger and deeper relationships with stakeholders
- an opportunity to develop a better understanding of colleagues and clients who come from diverse communities
- the ability to build a real sense of community among colleagues, teams and departments
- innovations that result from teams being led more collaboratively

## PROGRAMME QUALIFICATION

**The Partners for Possibility (School at the Centre of Community)** course is offered by Symphonia for South Africa NPC and moderated by the University of the Western Cape (UWC). Academically, the programme is registered as a Continuous Education course and earns non-formal, non-credit bearing points with UWC at NQF level 6.

Delegates who successfully fulfil the academic requirements are awarded the following:

- a Certificate of Competence and 20 non-formal, non-credit bearing points from UWC
- school principals receive 40 professional development points through the South African Council of Educators (SACE)
- principals are also offered the opportunity to earn additional professional development points through study at UWC and the University of Johannesburg

## PARTNERS FOR POSSIBILITY

# WHAT SOUTH AFRICA'S LEADERS SAY

Since the establishment of the **Partners for Possibility** initiative in 2010, the organisation has grown in stature and reputation. Our work has been endorsed by some of the country's most influential business and education leaders such as Wendy Luhabe, Pravin Gordhan, Dr Thabo Makgoba, Bonang Mohale, Sheila Camerer, Dr Franklin Sonn, Prof Jonathan Jansen, Dr Reuel Khoza, Clem Sunter, Edward Kieswetter, Paul Harris, Tony Leon, Conrad Sidego, Prof Nick Binedell, Prof John Volmink, Yusuf Abramjee, Kuseni Dlamini, Graeme Bloch, Brand Pretorius, Dion Chang, Dr Graham Power, Terry Meyer, FW de Klerk, Dr Mamphele Ramphele and Ian McLachlan.



### **PRAVIN GORDHAN**

*South African Minister of Finance*

"In today's complex and fast-changing society, leadership is particularly challenging, whether in a school or any other institution.

School principals are expected to be visionary and ethical role models who nurture and care for learners, educators and the community. PfP provides an indispensable bridge so that both principals and business leaders share these qualities, the responsibility of leading change at a school and to enrich lives. Through this process business leaders and principals develop new skills, insights and a passion for change."

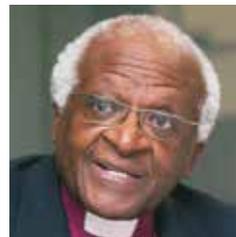


### **ADVOCATE THULI MADONSELA**

*Previous Public Protector of South Africa*

"Sometimes we focus on moaning, but there's far more nobility in

taking the initiative and doing something about education. There is a very clear link between educational inequality and societal inequality, and the efforts of **PfP** are really about lighting a candle and improving people's lives. Business must be commended for its involvement in **PfP** and I encourage many others to become involved in the



### **DESMOND TUTU**

*Archbishop Emeritus of Cape Town*

"I am always moved by the number of people who are engaged in wonderful acts

of transformation, of making a real difference in the world. When each of us does something good – where we are – it's these acts of goodness that together overwhelm darkness and change the world. I warmly commend Symphonia for South Africa for bringing together citizens committed to building our country through education – such as in the **PfP** programme. God bless you!"



### **WENDY LUHABE**

*Economic activist and social entrepreneur*

"In a world where there is a chronic leadership vacuum and pockets of excellence,

I am inspired by this home-grown, innovative and sustainable solution which places education at the centre of community. We invite you to join us in creating new possibilities, new partnerships, collaborative and experiential approaches for leadership development in a changing environment that requires a new intelligence. This is essential for us to leapfrog South Africa to realise her full potential."

## WHAT OUR PARTICIPANTS SAY:

Every **PfP** participant has a unique and transforming experience. Please go to our website to read more stories about those who have travelled the journey with us.



**ITUMELENG KGABOESELE  
(BUSINESS PARTNER)**

*CEO Sphere Holding*

“**PfP** gives us as business people a platform to assist in the education sector, which is in crisis, with the skills and networks that we have. I find it especially appealing that the partnership between a business person and school principal is structured as an equal partnership in which both parties can learn from each other. **PfP** has had a significant impact on my life and the school where I am assisting and I fully support their work in improving basic education in South Africa.”



**LOUISE BRITS  
(BUSINESS PARTNER)**

*Managing Director Mandevco  
Consultants*

“**PfP** is a truly life changing experience, for you as the business leader, for the school principal and for the children at the school. The programme is designed to take you out of your comfort zone and stretch your capacity as leader, while supporting you and your principal partner with regular coaching sessions and formal training. I applaud **PfP** for the way in which they allow for each partner to play to their strengths and for each partnership to focus on the issues that their specific school face. We ARE the leaders we are waiting for.”



**JANE TSHARANE  
(PRINCIPAL)**

*Makgatho Primary School*

“As an alumna of the programme, I experienced all that it had to offer. I joined the programme and believed that I would further develop my leadership skills, but I was skeptical of being partnered with someone whom I did not know. That changed however and over time my business leader-partner and I formed a very strong bond that lasted for much longer than our formal year together. I would encourage any principal to join the **PfP** programme.”



**RIDWAN SAMODIËN  
(PRINCIPAL)**

*Kannemeyer Primary School*

“I was privileged to be part of the **PfP** discussions from the first day that Louise van Rhyn arrived on my doorstep at Kannemeyer Primary. Her and her colleagues’ willingness to learn as well as to teach, their honest enthusiasm for the improvement of basic education and their boundless energy is reflected today in the ethos of the organisation. Over the past six years I have witnessed business leaders and school principals join in partnership with little hope of any change. I then see them emerge, 12 months later, with a newfound sense of purpose, with renewed energy and with a firm belief that possibilities, not problems, abound. In seeing this, I can truly say that **PfP** is the most powerful leadership development programme that I have yet encountered.”

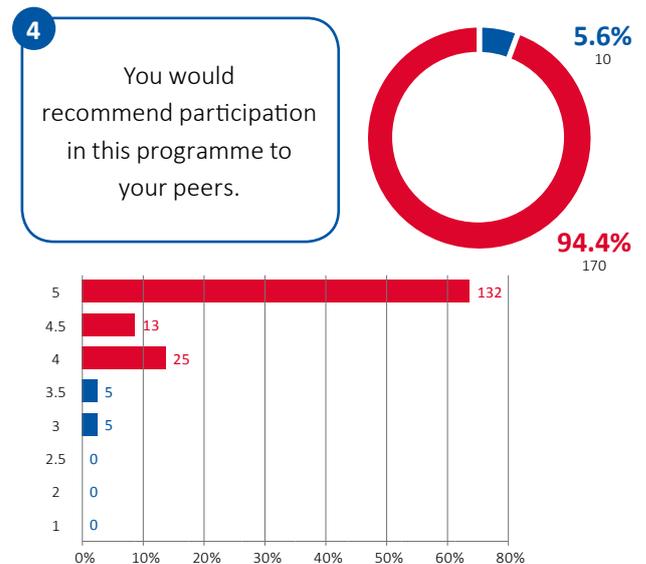
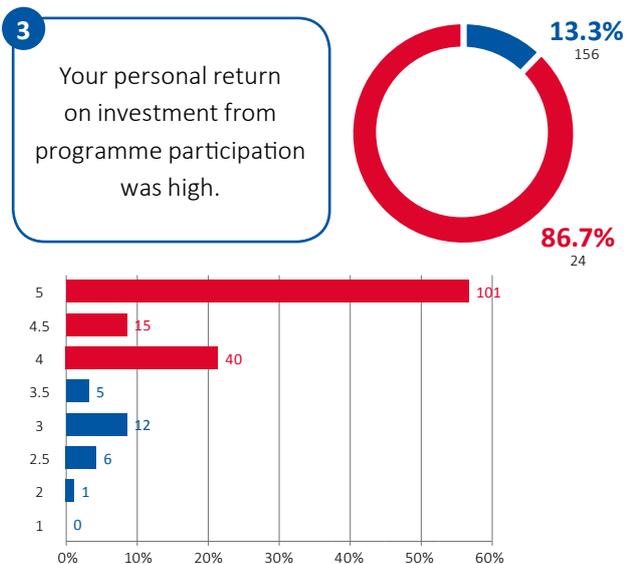
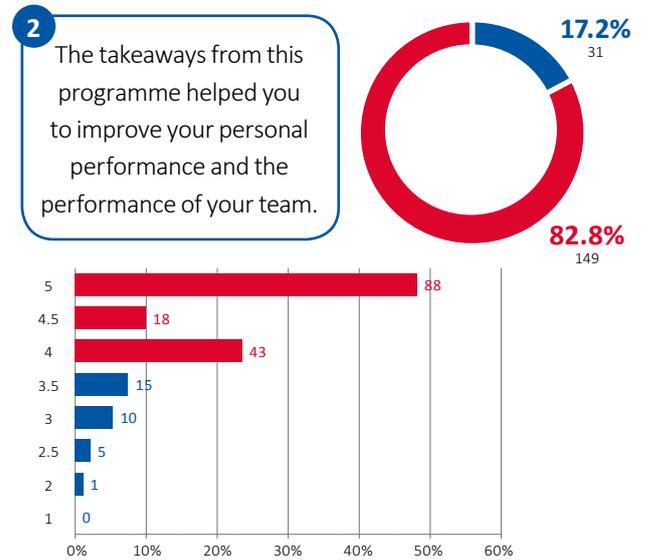
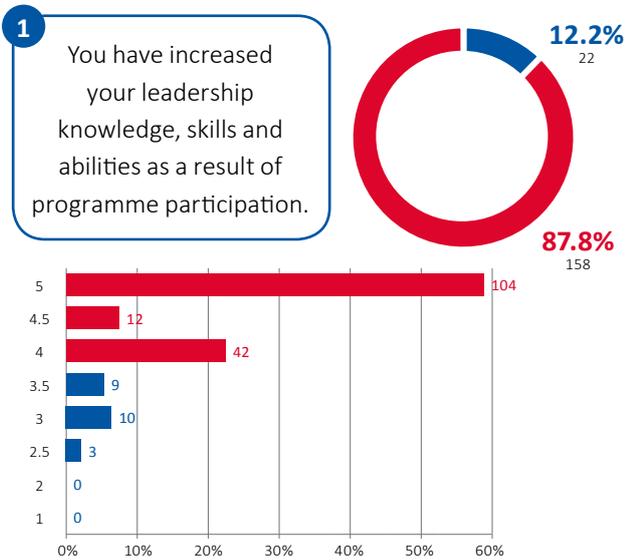
INFLUENCE  
COMMUNITY  
IMPACT EDUCATE INSPIRE  
CONSCIOUS INSPIRE CREATE  
IMPACT INVOLVE CONTRIBUTION  
LEADS SUSTAIN GROWTH TEACH

# 2017 results from the HR.COM survey about PfP

## A TRANSFORMATIONAL LEADERSHIP DEVELOPMENT PROCESS.

Every year, the Leadership Excellence and Development Conference (LEAD) brings together human resource, leadership development and management education specialists from across the globe in a unique two-day event.

In 2017, **PfP** received a LEAD Award as a Top Leadership Partner at the LEAD2017 Awards in Nashville, Tennessee. It ranked #6 overall out of more than 200 organisations that were polled by HR.com for the awards.



KEY: 😞 1 - 3.5    😊 4 - 5

# OUR ACCOLADES



The programme is **moderated as a NQF Level 6 Leadership Development process with the University of the Western Cape.**



In addition to this, **principals are awarded 40 CPD points through the programme's accreditation with the South African Council for Educators (SACE).**

## AWARDS AND RECOGNITION

The **PfP** programme has been recognised internationally for its innovative approach to leadership development and principal support.



**PfP** won the 2013-14 **Institute of Justice and Reconciliation Award.**



**PfP** was identified as **one of the top leadership development providers in the world** at the global LEAD Awards, held in Tennessee in February 2017. It was selected **#6 in the overall Top Leadership Partner Category**, as judged by HR.com. In 2014 and 2015, HR.com also listed **PfP** on its list of Top 500 Leadership Development organisations in the world.



**PfP** was selected for the **2014 World Design Capital** as a project that shows innovative thinking and design in tackling complex challenges faced in education South Africa (October 2013).



The **PfP** programme was the recipient of the **2013 Business Partner – Emerald Award** by the Gauteng Department of Education (GDE) **for the significant positive impact it has had on 50 schools in Gauteng.**



The International Business Partnership Network (IPN) identified **PfP** as **one of the most innovative education projects on the African continent** and awarded it with the **2016 Global Best Award** during its conference in Norway. At the previous conference in 2014, the IPN awarded **PfP** with a category prize for Innovative and Creative Partnerships.

## PARTNERSHIP WITH GOVERNMENT

**PfP** has forged strong bonds with the Department of Basic Education (DBE) at Provincial and National level, and the programme is supported by the DBE as an impactful intervention to improve school leadership and functionality. Engagement is ongoing in a spirit of co-operation and collaboration.

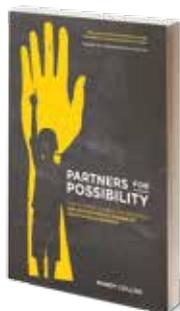
In addition, the **PfP** Programme receives support for its work from a variety of other Government Institutions, including the National School of Government.

Hundreds of South African organisations have decided to place their leaders on our Leadership Development Programme.

Here are just some of the companies that have participated:



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[www.PfP4SA.org](http://www.PfP4SA.org)

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