



Lei, leer en inspireer  
Lead, learn and inspire

WERKSWINKEL VIR SKOOLBESTURE  
PORT ELIZABETH  
"LEER JOU LES – OF STAMP JOU KOP"  
SWARTBORDLESSE OOR 25 jaar  
24 AUGUSTUS 2017  
Jannie van der Westhuizen

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**MSM**

Chapter 7.3: Management



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**SWARTBORDLESSE**

**Bestuurspanne      Management Teams**  
\* Enorme uitdagings      \* Huge challenges

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**SWARTBORDLESSE**

<b>AANBIEDING</b>	<b>PRESENTATION</b>
<ul style="list-style-type: none"><li>• Nie wetlike fokus</li><li>• Nie teoretiese fokus</li><li>• Wel prakties</li></ul>	<ul style="list-style-type: none"><li>• No legal focus</li><li>• Not a theoretical focus</li><li>• But practical</li></ul>

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**22**

• Swartbordlesse / Blackboard lessons

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**1**

**Die belangrikheid van kommunikasie**  
**The importance of communication**

- Intern / Internal
- Ekstern / External
- Swak kommunikasie → dikwels oorsprong van probleem  
 Poor communication → often source of all problems

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**1 vervolg / continues**

- Goeie kommunikasie: Volledig / betyds / spesifiek  
 Proper communication: detailed / in time / specific
- Onmoontlik: “te goed” of “te veel”  
 Impossible: “too good” or “too much”
- Kommunikeer jou verwagtinge  
 Communicate your expectations

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**2**

**Skep oral en altyd ‘n gedeelde verantwoordelikheid**  
**Always create a mutual responsibility**

- Betrek ander: beplanning  
   strategie  
   besluite
- Involve other: planning  
   strategy  
   decisions

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**2 vervolg / continues**

- Verbreed betrokkenheid/risiko  
Create involvement / broaden the risk
- Mede-verantwoordelik / Mede-eienaarskap  
Mutual responsibility / Mutual ownership

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**3**

**Wees sigbaar  
Be visible**

- Krities / Critical
- Skool/gange/klasse/sportveld/funksies/  
kultuur/gemeenskap  
School/passages/classrooms/functions/  
cultural activities/community
- "Management by walking around"
- Onsigbaar impliseer "afwesig"

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**4**

**Weet altyd wat aangaan in die skool  
Know what is going on!**

- Hand op die polse!  
Stay in touch
- Klasse/sportvelde/dissipline/finansies/  
personeelkamer/ens  
Classes/sport fields/discipline / finance /  
staffroom / etc.

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#### 4 vervolg / continues

- Dan: regte vrae vra  
Then: you can ask relevant questions
- Hoe? / How?
  - Waarneming / observation
  - Verslae / reports
  - Oop oë / watch!
  - Aanvoeling / gut feeling

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#### 5

##### Wees pro-aktief/antisipeer risiko's Be pro-active / anticipate potential risks

- Ervaring / Experience
- Noodsaaklike eienskap: onderwysleiers  
Essential ability: management
- Antisipeer: reaksies/krisisse/gevolge  
Anticipate: reactions/crisis/consequences
- Vra altyd [tov elke besluit] – wat gaan dit tot gevolg hê  
Always ask: what will the consequences be?

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#### 6

##### In elke skool / in every school

- dinge wat moet verander  
things that need to change
- dinge wat nie mag verander nie  
that which need to stay unchanged
- Weet wat is hierdie dinge / know them!
- Onveranderlikes: bv die skool se waardes  
Non-variables: e.g. the school's values

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**6 vervolg / continues**

- Veranderlikes: uitgediende tradisies  
Variables: worn out traditions
- Verandering / aanpassing – krities/nodig  
Change / making adjustments: critical
- Ken ook die onveranderlikes  
Also know what should not change
- Vra durf en moed  
Requires guts

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**7**

**Alles in die skool moet eties verantwoordbaar wees**  
**Everything in the school must be ethically justified**

- Die kinders sien nooit meer etiek in aksie nie  
Our learners do not see ethics in action any more
- Hulle moet dit in die skool sien/ervaar!  
It must be visible at school!

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**7 vervolg / continues**

- Oorweeg altyd/Always consider:
  - enige besluit / any decision
  - enige beleid/ any policy
  - enige aksie / any action
 Is dit eties verantwoordbaar?  
Is it ethical?
- Begroting/Werwingsbeleid/Toelatingsbeleid/  
Vergoeding van werknemers, ens.  
Budget/ Recruitment policy /Admission policy/  
Remuneration to employees, etc.

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8

**Hanteer mense respekvol  
Always act respectfully**

- Opwaarts / Afwaarts  
Upwards / Downwards
- Mense wil beleef: “ek het waarde”  
“ek word geag”
- People want to experience:  
“I have value”  
“I count”

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8 vervolg / continues

- Belangrik: “luister” – deel van respekbetoning  
Important: “to listen” – part of showing respect
- Mense is verdraagsaam met jou indien jy respekvol optree  
People are forgiving if you act respectfully

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9

**Skep altyd / Soek altyd wen-wen situasies  
Create / look for win-win situations**

- Tydens konflik verwag mense dat jy as onderwysleier “wenner/verloorder” moet verklaar  
In conflict situations: people expect you to declare winners and losers.

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**9 vervolg / continues**

- Uitdaging – nie WIE is reg nie?  
– maar WAT is reg?
- Challenge – not WHO is right?  
– but WHAT is right?
- Daardie benadering: verlig spanning / konflik  
: skep wen-wen  
That approach: releases tension  
: creates win-win
- Skep klimaat → suksesvol aanbeweeg  
Creates climate → to move on

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Sometimes you win,  
Sometimes you learn.




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10

**Versterk / Strengthen: "Sense of belonging"**

- leerdere / learners
- personeel / staff

- Kritiese motiveerder / Critical motivator
- \* → "ek behoort aan" / "ek gee om" / "ek is lief vir my skool" / "ek doen dit vir my skool"
- \* → "sense of belonging" / "I care" / "I love my school" / "I do it for my school"

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10 vervolg / continues

- Bate / Asset!!
- Versterk deurlopend / Strengthen constantly
- Hoe? / How?
- Moenie misbruik nie / Do not misuse

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11

**“Laat veral die son op ander skyn”  
“Let others get the shine”**

- Kenmerk – ware leierskap  
Typical – true leadership
- Inisieer → laat gebeur → gee oor!  
Initiate → let happen → let go!
- Erkenning! / Recognition!
- Stel bloot / Gee geleenthede  
Create challenges / Create opportunities

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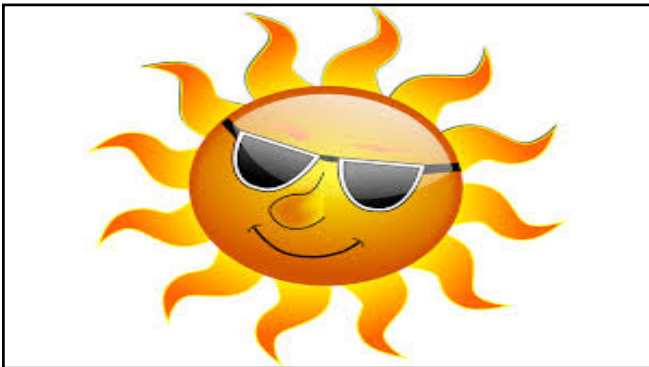
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**11 vervolg / continues**

- Laat ruimte vir foute  
To fail (make mistakes) is OK
- Versigtig: “om self die eer te neem”  
Be careful: “to take the credit”

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12

**Moet nooit iets wat verkeerd is, regverdig nie**

**Never justify anything that is wrong**

- Erken foute / leemtes / probleme  
Acknowledge mistakes / shortcomings / problems
- Wie? Wat ookal  
Who? Whatever
- Erken as jyself fouteer het!  
Acknowledge your own mistakes / own up

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12 vervolg / continues

- Neem verantwoordelikheid
  - erken
  - verskoning
  - hanteer en stel reg
- Take responsibility
  - acknowledge
  - apologise
  - act → rectify

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12 vervolg / continues

- Die verswyg van foute / probleme → tas jou eie integriteit aan  
To deny a mistake / problem → damages your own integrity
- Omgekeerde ook waar!  
Opposite also true

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13

**Ander mag maar jou eie menslikheid ervaar**  
**Allow people to experience you are just human**

- Departementshoof/Adjunk/Hoof  
HOD/Deputy/Principal
  - Ons is almal gewone mense  
Just human
  - Kry ook seer / kry ook swaar  
Also get hurt / also suffer
  - Het ook beperkinge / swakhede  
Also have shortcomings / limitations

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13 vervolg / continues

- Laat mense jou eerlikheid / egtheid / menslikheid ervaar – hulle kan ook jou emosies ervaar!  
Allow them to experience your honesty / compassion / genuineness
- Natuurlik: nie verabsoluteer  
Obviously: not absolute
- Skep 'n atmosfeer waarin mense veel meer geduldig met jou sal wees  
Create an environment where people will be more forgiving

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14

**Dapper wees is een ding – astant wees iets anders!**

**Being brave is one thing – impudent (cheeky) something different**

- Staan sterk / handel met moed / moenie jou laat boelie nie  
Be strong / act firmly / do not allow others to bully you
- MAAR: Wees slim!  
BUT: Be wise → not stupid!

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14 vervolg / continues

- Moenie astant wees nie → maklik domastrant!  
Being impudent → often pure stupidity
- “Pick your battles”
- Moenie “baklei” vir iets wat nie die moeite werd is nie  
Only fight when it is a worthy cause
- Moenie oormatig braaf of dapper wees nie – hê moed, en wees slim

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15

**Skool: is die oefenplek vir die lewe**  
**School: practice ground for life**

- Leerskool: vir die lewe wat wag  
Place where one should learn the lessons of life
- Daarom: Plek van 2<sup>de</sup> kanses  
Therefore: Place of 2<sup>nd</sup> chances
- Moenie: oorreageer nie  
van kinders voorbeelde maak nie  
Do not: overreact  
use kids as examples

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**"Difference between school and life?**

School teaches you lessons and then gives you a test.

Life gives you a test and you learn the lessons."

WWW.DIMCOY.TUMBLR.COM

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**15 vervolg / continues**

- Doelwit (ALTYD): is om gedrag ten goede te verander  
Aim (ALWAYS): to change behaviour to the good
- Natuurlik: Grense  
Obviously: Boundaries
- Skool moet altyd ruimte laat dat leerders die lesse van die lewe kan leer  
- Skool moet dit toelaat  
- Ouers moet dit toelaat  
Both school and parents must allow kids to learn the lessons of life

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**16**

**Probleme gaan nie vanself weg nie  
Problems never just disappear**

- Daarom: moet dit hanteer word  
Therefore: Must be dealt with
- Tyd: heel en genees  
bring perspektief  
Time: heals  
brings perspective

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**16 vervolg / continues**

- Maar: Probleme kan nie ignoreer of weggewens word nie  
But: Problems cannot be ignored or wished away
- Indien 'n probleem bestaan – spreek dit aan!  
If you have a problem – deal with it!

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17

**Plaas altyd 'n probleem of uitdaging in konteks**

**Always get a broader perspective when a problem exists**

- Probeer die groter prentjie verstaan.  
Moenie in isolasie na 'n probleem kyk nie  
Understand the broader picture. Do not deal in isolation with a problem.

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17 vervolg / continues

- Soek: konteks  
agtergrond  
perspektief  
Seek: context  
background  
perspective
- Dit bring begrip en insig  
This creates insight
- Verklaar dikwels 'n "waarom"  
Explains "why"
- Beter oordeel / Better judgement

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18

**"Anything can happen to anyone"**

- Universele werklikheid  
Universal reality
- Moet nooit dink: "Dit sal nie met my gebeur nie!"  
Never assume: "It will not happen to me!"
- Ongelukke / insidente / siekte  
Accidents / incidents / illness

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### 18 vervolg / continues

- Aanvaar: enigiets kan met enigiemand gebeur!  
Accept!!
- Jy is nie onaantasbaar nie.  
Never think that you are untouchable.
- Daarom: wanneer iets gebeur – moenie oorreegeer nie / hou kop  
Therefore: When something happens – stay calm

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### 19

**Jou persoonlike geluk is jou eie  
verantwoordelikheid**  
**Your personal wellness is your own  
responsibility**

- geld vir elke onderwyser
- geld vir elke onderwysleier
- Niemand gaan vir jou 'n standbeeld oprig nie  
Do not expect a statue to be built
- "Blomme van geluk moet jy self plant"

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### 19 vervolg / continues

- Verg: doelbewuste strategie – gebeur nie vanself nie  
Requires a deliberate strategy – will not just happen
- Hoe? / How?
- Ken / verstaan die uitdagings van jou werk → messel vir jouself 'n volhoubare leefwyse uit  
Know your challenges → establish a sustainable lifestyle

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20

**Beskerm te alle tye jou en die skool se onafhanklikheid  
Always protect your independence as well as that of  
the school**

- Dit gee jou die vryheid om onbevange te handel /  
besluite te neem  
Gives one the freedom to act / to make decisions
- Niemand het 'n houvas op jou nie / jy skuld  
niemand iets nie  
You do not owe anyone anything
- Pasop vir skoolkaping / Beware of school capture

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20 vervolg / continues

- Vriendskappe / Uitnodiging!!  
Friendships / Invitations!!
  - wees versigtig
  - be careful
- There is no such thing as a free lunch

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**21**

**Moet nooit 'n moment in die lewe, met die lewe self verwar nie**  
**Never confuse a moment in life with life itself**

- Daar is goeie dae / goeie oomblikke / goeie momente  
There are good days / good moments / easy ones
- Omgekeerde / Opposite

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21 vervolg / continues

- Dan moet jy onthou  
"This is a moment in life"  
- Moenie verabsoluteer nie  
- Behou konteks / perspektief
- Die lewe self gaan oor veel meer  
Life is about much more!

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**THE MOST  
VALUABLE LESSONS  
AREN'T TAUGHT.  
THEY'RE  
EXPERIENCED.**

PictureQuotes.com

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"When you change the way  
you look at things,  
the things you look at change."

- Wayne Dyer

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22

**Ver van jou Skepper → na aan jou skade!**

- My ervaring: die moeilikste dae op kantoor → daardie dae wat ek op my eie krag probeer handel  
→ eie kennis / ervaring / insigte / vermoëns

Live close to your Creator → your own abilities are much more limited than you think




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**SWARTBORDLESSE**

**TEN SLOTTE  
IN CONCLUSION**

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**SWARTBORDLESSE**

- 22 Swartbordlesse
  - gebaseer op waarnemings en ervarings
  - daar is baie meer
- Moenie hierdie verabsoluteer nie – nie die Alfa en Omega nie
- Guidelines / Riglyne
  - can be useful in with regards to planning, handling, conflict, solving problems, strategic thinking, etc.

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**SWARTBORDLESSE**

- U sal elkeen u eie lys hê – dalk beter of meer volledig
- Perhaps one can use some of these lessons learnt – often the hard way
- Laat dit help om dilemmas net in gewone uitdagings te verander

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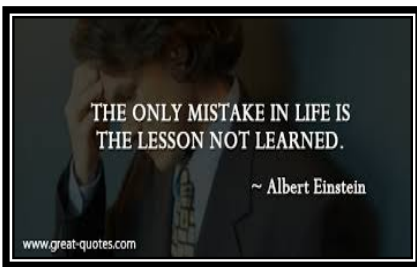
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