

Uniquely Designed One Week Residential Program

The Refined Art of Leadership and Strategy:

Principals as Leaders and Strategists

(English as well as in bi-lingual Chinese-English version)

Why this program?

The world is now far more economically integrated than ever before. China for example is fast becoming the global manufacturing center. Thus world demand for consumer goods has a direct impact on her economy.

Also what is happening in one part of the globe has immediate impacts on another. India is the leading center for outsourcing of services from the including education, such as tutoring.

Thus no principal leading a major school can afford to ignore global trends and how these impact upon education. As such a discussion of global trends forms a critical part of this program.

School principals are asked to confront the task as leaders of adapting their schools in responding to changing global trends. One of the major trends is in the demand in society for enterprising, creative and innovative individuals.

In responding to this trend, Singapore, principals are expected to adapt their curriculum, teaching approaches. One of the newer goals of the schools is to produce future technopreneurs.

Another very interesting development is in learning of the research findings about how our brain functions --- and most critically how should schools respond given emerging body of research.

How the mind works in process of creativity and innovative breakthroughs. In particular, there is the need for participants to understand the process of the mind that leads to *ah ha* insights.

Increasingly schools have to adapt their management styles to be more competitive. Multi-faceted issues that ought to be considered as part of overall school competitiveness:

- Productivity, benchmarking
- School's ranking, how others do
- Managing multi-stakeholders
- Fund raising, finding money
- Implications of new technology
- e-learning, self-learning
- Design, re-designing curriculum
- Managing morale, motivation
- Professionalism of teachers
- Related issues

Who do we seek as participants?

For this program we are seeking principals --- or aspiring principals --- from throughout Asia, those who are eager to sharpen the competitive edge of their schools, for example through the following aspects, such as to be:

- Eager to master the art of strategy and leadership skills to better themselves as principals
- Thriving despite challenging political, economic, technological, regulatory environments
- Transformational, from leading their students now achieving mediocre to higher or better performances
- Keen to develop a distinctive, nationally known identity for excellence in some unique aspects or distinctions
- Anticipatory and highly adaptive to changes especially in coping with external threats --- the art of contingency strategy
- Willing to share their insights from lessons learned through being principals
- Eager to apply a SWOT (Strengths, Weaknesses, Opportunities and Threats) framework and share the results of applying the technique
- Willing to share their strategic views with other principals as part of the program
- Open to suggestions by other participants on improvements or even to be prepared to expose themselves for criticism



Program Chair & Leader

Dr FOO Check Teck is globally renowned for his award winning works and research on strategy. He is Honorary Professor & Chair of Competitive Strategy, University of St Andrews, third oldest English speaking university in the world, Scotland, UK. In Nanyang Technological University, he is currently a tenured Associate Professor, System and Engineering Management, School of Mechanics & Aerospace. He was Deputy Director (Research) of Center for Engineering and Technology Management.

He was educated at the top school in Singapore: Raffles Institution and although a science student he won the English Literature prize and *Best Play Award*, Raffles Drama Festival. Highly active in sports, he was RI Junior Doubles Runners-Up in badminton and represented the City District in Swimming. He also led the RI Sea Cadets as their first Officer (2nd Lieutenant).

Prior to becoming an academic, he had role as Assistant Director, Management Development Division in National Productivity Board, Singapore. Recently he was invited by the President, Asian Institute of Technology to assess the performance of one of their Deans. Currently he is founding as Editor the *Chinese Management Studies* journal and has established an editorial advisory board of outstanding academics.

Teaching Methodology

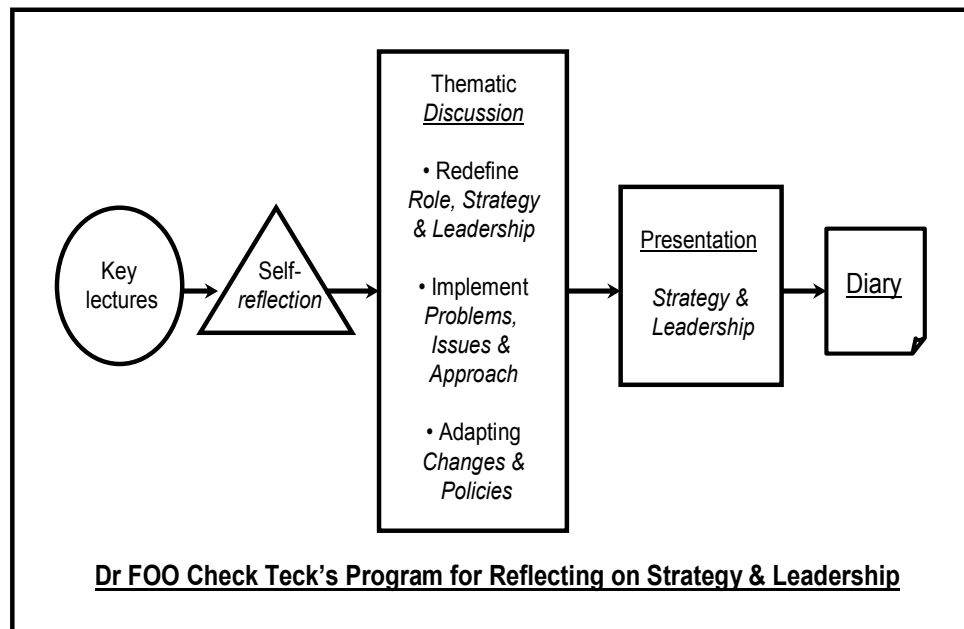
Dr FOO Check Teck had designed a unique process for Principals as participants to reflect on strategy and leadership during this program.

Every session shall begin with a major lecture.

This will be followed by a short period of self reflection by principals. Then a thematic discussion in groups (5-7 principals) shall follow. As shown in the Figure below, the focuses for example may be on say:

- Redefining the Roles, Strategy and Leadership
- On Implementing: Problems, Issues & Approach
- Adapting: Changes & Policies

Then there will be time for sharing on *Strategy & Leadership*.



In the evenings, principals are required to keep a diary of their thoughts and reflections. For as leaders of schools, it is a good habit to record their ideas and inspirations in a diary. As part of the program, we very much wish to encourage principals to volunteer to read parts of their diaries.

What are the benefits of this program?

Principals are often very busy people and as such this program gives them the time, space and context to be away from the school and reflect upon his or her role within the school.

Moreover he or she can expect from the residential program many opportunities to come to grips upon these issues, such as:

- Impacts of global trends on the school
- What are the critical changes to be made?
- How to adapt the school to global changes
- Opportunity to reflect on your strategic role
- Your art of leadership in the context of a school
- Consider how to apply the latest on research findings about education
- Learn to reflect on benchmarking as a process for schools to improve in performance
- Develop strategies for building identity in the international education scene
- Develop an awareness of various techniques for enhancing competitiveness
- To reflect on the culture of the school and to seek answer to the question:
 - Is it right?
 - Any modifications?
 - How, when to proceed?
- The morale of staff? Their motivation

Flexibility of program design is emphasized by Dr FOO Check Teck and there is always scope for enhancing the overall structure of the topics (see Figure below).

Flexibility of Program Design

Any residential program with Dr FOO Check Teck is designed with flexibility in mind. Participants are encouraged in pre-program survey to propose new topics. For example, if global oil price is rising rapidly, this topic may become a key topic of discussion: *Impact of rising global oil pricing on education.*

One of his philosophies in life is to be adaptable to change and to have a fluid mind. Figure below provides a snapshot of the topics that are proposed for the residential program:

Global Trends	Strategy	Enhancing Performance
World in 2007	Organizing Strategy	Productivity and Benchmarking
Critical Issues	Psychology of Decisions	Identity building strategy
What's Next	Mind of Strategist	Ideas, Innovation & Creativity
Stay Competitive	Chaos & Stratagems	

A Residential Program with Honorary Professor Dr FOO Check Teck

A Note on Language for participants from China

Dr FOO Check Teck had delivered lectures in China both in English as well as in Singapore accented Mandarin. He delivered lectures in universities in China, for example at the University of Science and Technology, China, Anhwei Normal Teachers' University, Shanghai Jiao Tong and East China University of Politics and Law.

From this experience, he now prefers for his key lectures to be delivered in English with simultaneous professional translation in Chinese by a translator who is a Beijinger. This will ensure ideas flow smoothly. Also Chinese participants from different parts of China speak in highly accentuated Mandarin that can be very difficult even for a mainland Chinese to grasp.

Using this specific approach his delivery of lecture at Hainan University was a resounding success. In the question and answer mode, he switches to the use of Singapore-accented Mandarin. For example at Hainan University, he spoke to a very captive audience on the Artificial Judge.



University students listening to Dr FOO Check Teck



Replying to questions by students in Mandarin

Contact

Ministry of Education in different countries who are interested should email: _____

© Dr FOO Check Teck