Leadership is a process of inspiring and engaging others to move together in a particular direction and to achieve a desired goal collectively. Conscious leaders are citizens who activate and sustain this process for the benefit of their organisations, wider communities and their countries as a whole.

To effectively tackle the dysfunction that characterises the education sector in South Africa, and to formulate viable, sustainable solutions to this critically important challenge, we believe that there is a strong need to develop conscious leaders to drive the change that is sorely needed in public education and other sectors in South Africa.

Since its inception in 2010, Symphonia for South Africa NPC (SSA) has had the privilege of leading a powerful movement to mobilise active citizenship, cross-sectoral collaboration and leadership around the critical issues facing South Africa. To date, the organisation has focused predominantly on education, primarily through its flagship programme, Partners for Possibility (PfP). The PfP programme is a multi-faceted nation-building initiative that seeks to create conscious leadership by encouraging cross-sectoral collaboration, mobilising communities and building eco-systems around under-resourced schools.

As SSA enters its tenth year, we wish to progress our vision for strategic and systemic impact in education and beyond by recruiting a passionate, strategic, resilient and determined Programme Director who will be a key figure in ensuring that members of the PfP team are enabled to maintain focus and excel in their individual responsibilities. Through his or her co-ordinating influence, the new Programme Director will contribute to the well-being of the organisation and programme, and to the delivery of the desired programme outcomes and objectives.
WE ARE LOOKING FOR SOMEONE:

- Willing to be on a steep development curve and work with a sense of urgency to achieve our collective dream: quality education for all our children
- With strong organisational, coordination and project management skills
- Who is a thought leader in consulting and coaching and able to facilitate the magic of community building, thus delivering benefits for the partners and school communities participating in PfP and for SSA staff
- Who identifies with the PfP leadership development model and philosophy and shares the ethos and values of SSA
- Willing to ‘figure stuff out’, given that PfP is doing something that has never been done anywhere else in the world (with no manuals and ‘best practice’ to fall back on)
- Whose immediate response to a challenge is to say ‘Yes, let’s find a way,’ rather than to find reasons why something can’t be done
- Who approaches challenges with a sense of curiosity, takes time to think, and invites others to contribute to solving a problem before reaching a conclusion and decision on the way forward
- With passion, energy and a strong network - a South African who feels comfortable in groups and would be happy to attend and present at networking events to engage people in our work
- With a collaborative working style and the ability to facilitate engagement with other organisations and stakeholders
- With a spirit of abundance and generosity
- A high EQ and a low sense of self-importance

COLLABORATION: AT THE HEART OF WHAT WE DO

The concept of collaboration remains at the core of SSA’s work, and we relish every opportunity to continue exploring the many dimensions of collaboration.

We strongly believe that collaboration is a deeply human activity and that a key indicator of an organisation’s strength is the capacity and tendency of its people to collaborate. One of our goals, therefore, is to operate as part of a wider network of collaboration partners. This feeds firmly into our belief that addressing the South African education crisis requires a multi-faceted partnership approach and the development of multiple strategic eco-systems.

PfP’s bold and audacious vision is quality education for all children in South Africa, and we remain steadfast in our mission to support the radical transformation of education outcomes within the next decade by empowering school principals to become change leaders in their school and communities. Our immediate goal is to reach 2,000 under-resourced South African schools by 2020.

It is with this in mind that SSA seeks to employ a strategic, innovative PfP Programme Director to lead a team and to define and implement identified priorities to successfully grow the PfP programme.
PURPOSE AND PRIORITIES

As an innovative leader with 10 or more years’ experience in successfully delivering effective programmatic outcomes within the NPC sector or entrepreneurial enterprises, you will be responsible for the ongoing management of the PfP programme on behalf of SSA to ensure that the expected programme outcomes and objectives are achieved.

You will need to develop a comprehensive understanding of PfP and the various theories and philosophical approaches that underpin the programme to be able to make informed decisions that benefit the programme and SSA.

The PfP Programme Director will work closely with the SSA CEO and report to the CEO and SSA Board. A key function of the PfP Programme Director is to ensure the smooth running of the PfP programme, such that SSA’s offerings can be expanded into additional areas.

Your primary role will be to act as the ‘face of PfP’ by promoting the programme and ensuring a continuous and reliable stream of business, providing strategic leadership and management of the programme and supporting the enablement of the delivery team to excel in their implementation of the PfP programme.

The successful candidate will lead and oversee the development, implementation, management and oversight of PfP’s offers and activities.

ROLE SPECIFICATION

Vision and Values

- Alignment with the vision and mission of PfP
- High expectation of self and others and an unwavering commitment to living the values of SSA.
FACE OF PfP: PROMOTING OF THE PROGRAMME AND ENSURING A CONTINUOUS AND RELIABLE STREAM OF BUSINESS

- Be the face of PfP, continuously promoting the programme to a broad range of stakeholders to ensure a continuous stream of income and the delivery of programme outcomes and objectives

STRATEGIC LEADERSHIP AND MANAGEMENT OF OVERALL PfP PROGRAMME

- In collaboration with the leadership team, define and implement a strategy to carry out the mandate of the programme and achieve its objectives
- Support SSA and PfP as a thought leader in the consulting and coaching arena. Be willing to explore innovative approaches that will generate community building with extraordinary results for school communities
- Develop strategic linkages with relevant organisations to ensure a partner-based approach
- Foster an eco-system based approach to education
- Ensure regular communication with key partners such as provincial and national government agencies
- Work closely with the SSA CEO and Board to set the direction of the organisation. Drawing on knowledge of PfP’s budget, resources and staff capacity, the Programme Director will provide input on the practicality of SSA’s mission, particularly as it pertains to the PfP programme.
SUPPORT THE ENABLEMENT OF THE DELIVERY TEAM TO EXCEL IN THEIR IMPLEMENTATION OF THE PROGRAMME

- Steer the PfP delivery team to excel in their implementation of the programme by supporting and enabling them, asking the right questions, coordinating efforts and collectively finding solutions.
- Provide overall leadership of the PfP programme: following board approval of annual plans, budgets and other macro strategies, the Programme Director will oversee the PfP launch plan, day-to-day operations, staff team, stakeholder engagement, communications, marketing, monitoring and evaluation, and timeously identify risks and new opportunities.
- Formulate key roles and systems to support the PfP programme and track the progress thereof.
- Provide ongoing management of the PfP implementation team including their recruitment, job specifications, training, development and mentorship, well-being, and the terms and conditions of their employment.
- Convene and chair regular meetings of staff and interested stakeholders.
- Assume oversight of and ultimate responsibility for the long-term financial sustainability of the PfP programme.
- In partnership with the Chief Operating Officer, provide oversight of operations and financial performance through the effective management of budgets and expenditure.
- Fiduciary responsibility to PfP: act as SSA Board liaison and establish efficient and effective operational systems to enable delivery of the PfP programme.
- In partnership with the Monitoring and Evaluation Lead, provide oversight and support for the monitoring and evaluation of the overall effectiveness of PfP and the individual aspects of the programme.
- In partnership with the Stakeholder Engagement Lead, provide oversight and support for stakeholder engagement activity.
- In partnership with the Communications and Marketing Lead, provide oversight and support for communications and marketing activities.
DEVELOPMENT, IMPLEMENTATION, MANAGEMENT AND OVERSIGHT OF THE PfP PROGRAMME OFFERINGS AND ACTIVITIES

- In collaboration with the SSA CEO, lead the PfP leadership team in the ongoing development of the PfP programme in alignment with the expanding of SSA offerings
- In keeping with the strategic plan for the PfP programme and the programme’s ethos, vision and mission, hold the PfP leadership team members accountable for the delivery of their portfolios
- Ensure that effective general administration for the PfP programme is undertaken
- Provide support and practical assistance to the team responsible for stakeholder management and resource mobilisation to ensure ongoing engagement with previous funders and to create a footprint within organisations that are not currently supporting the organisation
- Lead and support the team in the design and development of strategic proposals to further the goals of the PfP programme
- Foster and maintain a strong culture of collaborative leadership, co-ownership and co-creation among the team members responsible for implementing the PfP programme.
### SKILL AND EXPERIENCE

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<th>Area</th>
<th>Specification</th>
<th>Must have</th>
<th>Preferred</th>
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<tbody>
<tr>
<td><strong>Education</strong></td>
<td>☰ Academic qualification in business administration/leadership development or similar.</td>
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<td>☰ Academic qualification in coaching.</td>
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<td><strong>Leadership</strong></td>
<td>☰ Ten or more years’ experience in successfully delivering effective programmatic outcomes within the NPC sector, or in leading NPCs or entrepreneurial businesses.</td>
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<td>☰ Experience in leading large, diverse and geographically dispersed virtual teams.</td>
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<td></td>
<td>☰ Ability to lead through influence and in partnership/collaboration with other senior team leaders, as opposed to direct line management authority.</td>
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<td><strong>Culture</strong></td>
<td>☰ Ability to work in a cross-cultural setting.</td>
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<td><strong>Financial</strong></td>
<td>☰ Effective understanding and execution of all fiduciary company requirements, with diligent application and control of finances.</td>
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<td></td>
<td>☰ Financially astute and able to assess risks and develop effective mitigation plans.</td>
<td>x</td>
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<td><strong>Relationship Management</strong></td>
<td>☰ Ability to work skillfully with all relevant stakeholders, including executives in business, government and civil society.</td>
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<td><strong>Communication</strong></td>
<td>☰ Strong communication skills: ability to write well, speak and present to groups of people</td>
<td>x</td>
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<td><strong>Innovation</strong></td>
<td>☰ Ability to deal with ambiguity and complexity and work effectively in situations where there are no clear-cut answers.</td>
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<td>☰ Clear reasoning and organisational skills.</td>
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<td>☰ Strong decision-making skills.</td>
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<td><strong>Personal Qualities</strong></td>
<td>☰ Passion, integrity and commitment</td>
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<td></td>
<td>☰ Excellent interpersonal skills</td>
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OUR PURPOSE: SYMPHONIA FOR SOUTH AFRICA AND ITS FLAGSHIP PROGRAMME, PARTNERS FOR POSSIBILITY

In pursuing its mission to mobilise active citizenship around the significant issues facing South Africa, SSA has launched a number of programmes and initiatives that contribute to developing leadership capacity, reducing inequality, and ultimately creating a better future for all South Africans.

PfP is an internationally recognised, award-winning leadership development initiative with a difference. The PfP team is passionate about and committed to developing conscious, resilient leaders through an extraordinary, action-based process that breaks down barriers, connects people and inspires change.

This unique programme partners business leaders with principals from under-resourced schools in a year-long, collaborative and highly practical journey. The process is designed to develop leadership skills along with greater awareness and understanding of the challenges that face South Africa and how these challenges can be addressed.

Enriched and empowered by this process, PfP leaders radiate renewed positive energy and confidence that inspires change. PfP leaders have a sustainable impact that goes far beyond the boardroom or classroom. The effects of this programme ripple out, reaching thousands of individuals in multiple communities, making a tangible difference in South Africa.

OUR MODEL OF CHANGE

The PfP programme engages business leaders in a challenging hands-on experience within an educational environment that is fraught with complex challenges that require skilled leadership. Through partnerships with business leaders, the programme empowers 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

OUR PERSONALITY

- Compassionate, inclusive and authentic
- A relentless focus on relationships, possibility, generosity and abundance
- Treating others with radical respect by creating ‘thinking environments’ for each other and listening with ‘delicious attention’
- Warmth and care, along with shining eyes and the willingness to take responsibility for situations, making people long to be part of our group of nation builders.
HOW TO APPLY

Application requirements

- The closing date for this position is 3 January 2020.
- Your application should comprise:
  - A cover letter, no longer than three pages, outlining your motivation and relevant experience for the role. The cover letter should also include the names of three referees. Please note that these referees will not be contacted until late in the process and with your prior agreement. Your application and the names of referees will be held in the strictest confidence.
  - A full CV, including educational and professional qualifications, a full employment history showing your more significant positions, responsibilities held and relevant achievements.
- Applications should be sent to Dorcas@Symphonia.net.
- Please ensure that you include PfP Programme Director Application in your e-mail subject line.

Please note

- The position will be a permanent appointment with a 6-month probation period and will be based in Johannesburg or Cape Town.
- This is a full-time role with a negotiable package aligned with the non-profit sector.

Recruitment process

- All applications will be acknowledged, but only shortlisted candidates will proceed to the next stage of a first panel interview.
- A competence exercise and referee contact will be undertaken.
- Final rounds of interviews will take place with a second interview panel and thereafter the CEO.

PLEASE NOTE: An application will not in itself entitle the applicant to an interview or appointment. Applicants who do not meet the minimum requirements will be automatically disqualified for consideration. Symphonia for South Africa reserves the right not to fill the position.