



# Principals' Leadership Academy 2023

Advance your leadership development

Independent Schools Victoria, in partnership with Professor Ethan Bernstein from Harvard Business School, is pleased to present the Principals' Leadership Academy.

Since 2021, the Academy enabled more than 100 Principals from across Australia to advance their leadership development and provide tactical insight for best-in-class approaches to lead their schools.

Join the class of 2023 and you too can:

- Gain exposure to the best, leading-edge approaches to managing human capital within complex organisations.
- Work with Principals, in and outside of school, to help translate global approaches to managing human capital into applications within the context of managing schools.
- Gain the know-how to improve your school and develop yourself into a more effective leader.
- Develop and strengthen your network with others in the cohort, giving you ready access to a set of collaborators with whom to continue developing yourselves as leaders after the program is complete.

### Professor Ethan Bernstein

Professor Ethan Bernstein is an internationally recognised leadership expert and educator. He is an Associate Professor at the Harvard Business School, where his studies focus on workplace transparency and its implications for leadership, collaboration and the future of work.

His research has been widely published in many academic journals and his work has appeared in *The Wall Street Journal*, *The Washington Post* and *The New York Times*. Prior to joining Harvard, Professor Bernstein spent a half-decade at the Boston Consulting Group in Toronto and Tokyo.

“ I’m excited to partner with Independent Schools Victoria to facilitate the Principals’ Leadership Academy - a powerful learning experience for Australian Principals.



---

# Course outline

The Principals' Leadership Academy will be delivered online over 8 separate 2-hour sessions (10.00 am – 12.00 pm (AEST)). Participants are required to be prepared for each session by undertaking case study readings, reflecting on focus questions and completing short assignments.

## Module 1: Developing talent to lead

### Pre session:

**Date:** Thursday 27 April  
**Time:** 10.00 am – 11.00 am

### Tech set-up

Preliminary session for technology set-up

---



### Session 1

**Date:** Thursday 4 May  
**Format:** Case discussion + interactive lecture

### Creating value through talent

As conversations progress about the future of work and developing high-potential talent, one thing will remain as true tomorrow as it was yesterday: the best leadership development processes rarely survive an unprepared leader's reluctant efforts to implement them. In this session, we will explore issues that can derail high-potential leaders through the unique perspective of an executive coach.

---



### Session 2

**Date:** Thursday 18 May  
**Format:** Interactive lecture

### Advancing your leadership mindset

Successful leadership development rests on an awareness of what (and why) individuals want to learn and develop. This session will provide participants with a number of frameworks to help them focus and share their objectives for the remainder of the program, to ensure we make full use of the time we have together.

---



### Session 3

**Date:** Thursday 1 June  
**Format:** Interactive lecture

### A user manual for you

In this session, we get more personal by developing a "user manual" for working with yourself. These manuals will provide a foundation for your progress throughout the course (in combination with the leadership mindset framework and the coaching for change principles). Professor Bernstein will also share research on how leaders' user manuals have changed from pre-COVID to post-pandemic.

---



### Session 4

**Date:** Thursday 15 June  
**Format:** Interactive lecture + discussion

### Leader as communicator

Quantified communications (QC) is a tool that allows participants to upload a video of themselves speaking for 4-6 minutes and get detailed feedback on how you can improve your communication style. The analysis is conducted by an AI-based algorithm that has been carefully trained over comparable datapoints, providing a powerful benchmark against which to set improvement goals.

“ Having completed the Principals’ Leadership Academy, I feel more empowered to lead and embrace the challenges we face and remain agile in my decision-making, while not letting go of the strategic goals we set.

*Neil Andary*

*Principal, Christ Church Grammar School*



## Module 2: Sustaining change as leaders of teams and organisations



### Session 5

**Date:** Thursday 20 July

**Format:** Case discussion

### Leading transformations

Leading change and transformation is not something everyone always needs to do, but it is something we all need to be prepared to do as leaders. Through a case study of the East Japan Railway Company’s efforts to revive the reputation of its Shinkansen bullet trains, we will explore – through a very different context – what it takes to lead change and transformation in our schools.



### Session 6

**Date:** Thursday 3 August

**Format:** Case discussion

### Growing team performance

Providing high-quality feedback is a critical function of effective managers and growing team performance is central to effective school leadership. In this session, we will explore Kim Scott’s groundbreaking book *Radical Candor* – how to get what you want by saying what you mean. We will look at mastering the art and science of developing others and encouraging a feedback culture within your school.



### Session 7

**Date:** Thursday 17 August

**Format:** Case discussion

### Leading innovative cultures

This session will examine how leaders can sustain progress and foster a culture of innovation. We will turn our gaze to another fascinating case study – the US Air Force’s 99th Reconnaissance Squadron (99RS) and its leader, Lieutenant Colonel Matthew Nussbaum. We will examine how he used licence as a lever to create an innovative culture within an otherwise highly bureaucratic organisation.



### Session 8

**Date:** Thursday 24 August

**Format:** Interactive discussion

### Closing session

This session will provide an opportunity for open discussion. You will be able to synthesise what you have learned so far, what your commitment will be to more effectively lead staff and how they will help others more effectively lead into the future.

## Pricing

For ISV Affiliate and Non-Member Standard pricing, please use the appropriate promotional codes at enrolment check-out.

	Price	Promotional code
ISV Members	\$3,950	n/a
ISV Affiliates (other AIS Members)	\$4,500	PLA2023AFF
Non-Members	\$5,500	PLA2023NM

“ It has been challenging and confronting at times, but rewarding. It is interesting that I have gone ‘virtually’ to Boston to advance my leadership and learnt that where I need to start is in revisiting myself. I have within me all I need to be a better leader and support those around me to be better too.



*Susan Ogden*

*Principal, Dandenong High School*

## Audience

This program is open to Principals across Australia in all school sectors – Independent, Government and Catholic.

## More information

Kieren Noonan  
Head of Innovation & Learning  
Independent Schools Victoria  
(03) 9825 7275  
kieren.noonan@is.vic.edu.au

[is.vic.edu.au/academy](https://is.vic.edu.au/academy)