

Management of change as a determinant of school climate in the
traditionally Black schools in the Gauteng Province

by

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ABSTRACT

Management of change as a determinant of school climate in the traditionally Black schools in the Gauteng Province

This research project studies the management of change by school managers. South African school managers are operating in one of the most difficult environments in the world, one where many variables have an enormous influence on their main task, namely to achieve their organisation's goals and objectives. The new political dispensation in South Africa is characterized by a host of variables that can be classified under what is known as "transformation".

The organization exists in a dynamic environment in which changing ways of life, as well as political trends are continually changing the environment and ultimately affecting it. Insight into trends and events in the environment, especially the ability to forecast the implications of these for managerial decision-making, are now a top priority for management, since past experience in the rapidly changing environments often of little help when the management has to deal with new problems.

All organizations, including school organizations, are created and kept together by a group of people striving towards a common purpose or goal. All organizations have plans on how they will achieve the goals. These people are called managers, and they influence the success of their organizations. The success with which an organization achieves its objectives and satisfies the ever-increasing needs of society, depends on the competence of its managers.

A manager does certain things for the organization, satisfies certain needs and accepts certain responsibilities. As far as the interpersonal role of a manager is concerned, a manager is a leader by training, promoting and motivating subordinates. A manager maintains good relations within and outside the organization. A manager obtains information from colleagues, subordinates and heads of department as well as outside persons, and he can use this information for making decisions. A manager also has to pass on relevant information to colleagues, superiors and subordinates.

In developing goals, or planning the future of the organization, managers are confronted with decisions. In a decentralized organization members of the organization participate in decision making. Empowerment, which means the sharing of power with subordinates, has become a very important management issue.

Change triggers emotional reaction because of the uncertainty involved, and most organisational change efforts run into some form of employee resistance. Resistance to change can be overcome by education and communication, participation and involvement, facilitation and support, negotiation and rewards, and coercion and manipulation.

From the empirical research undertaken through the use of questionnaires, interviews and observation, it is apparent that managers are working hard to implement change and that all stakeholders need to be trained on issues related to change. This implies that managers have to be exemplary and motivate teachers, learners and the parent body to do their respective duties. Parents are no longer spectators in the education

arena, they are part of the governance structures in schools. Their co-operation, support and participation is highly crucial in the implementation of change in schools.

Several recommendations are made in respect of the Department of Education, managers, educators learners and parents in education. These recommendations will hopefully benefit all stakeholders in education and contribute in stimulating further research.

KEY CONCEPTS

Change

Managing change

Implementing change

Resistance to change

Culture of learning and teaching

Organisational climate

Organisational culture

Interpersonal relations

Communication

Motivation

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DEDICATION

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