

CHAPTER 3

PRESENTATION AND DISCUSSION OF THE INDIVIDUAL EXPERIENCES OF THE PROCESS OF TRANSFORMATION

1 INTRODUCTION

This chapter analyses and presents the data from the interviews. First, the sample is presented by means of demographical information. As this study did not aim at any level of representation of the Faculty, this information serves purely as a way of introducing the spectrum of participants in the study. The profile of the participants is followed by a discussion of the framework used in the data analysis. Finally, each participant's experiences and opinions of the transformation are analysed and presented individually in the format of the framework.

2 SAMPLE REALISATION

Table 3.1 Demographic information of participants

GENDER		JOB LEVEL			LANGUAGE			YEARS OF SERVICE			AGE GROUP				
Male	Female	Management	Full-Prof/ Associate	Lecturer	Afrikaans	English	African	4.5 - 10	11 - 15	16+	35 - 40	41 - 45	46 - 50	51 - 55	56 - 60
6	5	1	3	7	7	2	1	7	3	1	2	2	4	-	3
					1*										
	11			11			11			11					11

* Bilingual

3 THE FRAMEWORK APPLIED IN THE ANALYSIS OF INDIVIDUAL EXPERIENCES OF TRANSFORMATION

Participants' descriptions and discussions of their experiences of the transformation process were accounts of a historical event that was recently concluded. However, in their accounts they referred to different time periods of this historical event. So, for example, participants referred to situations prior to the transformation or to experiences or results after the completion of the process. These referrals to "then", "before" and "now" offered a useful key to understand and interpret their experiences. It thus seemed appropriate to apply a framework in the analysis of the data that would structure the experiences in terms of various periods or intervals during the transformation process.



Two comments have to be made at this point. First, although three periods have been identified, this does not mean that these periods were regarded as water-tight compartments. It is true that at times the boundaries between periods were rather vague or artificial especially with respect to phases 2 and 3. It is acknowledged that reality is more complex than a conceptual model. Secondly, although themes are described as part of a particular phase, this does not imply that a theme was restricted to a certain period only.

3.1 Comments on the nature of a transformation process and the management of the process

During the interviews, participants reflected on their understanding of the nature and management of a process of transformation. As these reflections were slightly different to their direct experiences of the process (although they cannot be separated from each other), it seemed worthwhile to differentiate this dimension from the personal experiences. Thus, the discussion of themes as they relate to the three periods is followed by data bits and comments referring to the nature and management of such process. This dimension is explored in more detail in the second-order analysis where comparisons within and between categories (themes) are made.

3.2 Clarification of terminology

For the sake of clarity, the following terms are used in chapters 3 and 4:

Organisation refers to the total institution or faculty that underwent the process of transformation.

Transformation process/process of transformation refers to the total/complete process of changing from one paradigm or mental model (the existing or previous model) to a new paradigm in the organisation. It includes all the changes (eg, new subject areas, management structures) that occurred during the process of transformation.

Change(s) has no uniform meaning. However, when used in the context of the transformation process, change(s) may not refer to the encompassing process of transformation but also to elements of change as a result of the transformation.

Management refers to the Heads of Departments, the Vice-Deans and the Dean of the faculty. This term is used because participants referred to management and it is argued in chapter 1 that the faculty is explored as a type of knowledge-based organisation.



Three periods can be distinguished in participants' description of their experiences of the process, namely a pre-transformation period, the time during which transformation took place and the stage where the process was completed and employees experienced the outcome of the transformation.

Phase 1: The pre-transformation phase

This phase refers to the period when the decision was taken to transform the organisation and this decision was made known to employees. The proposed transformation process was announced but the actual implementation of the process was not yet started. Issues of concern in this phase include participants' understanding of the need for the organisation to transform and the perception of where the impetus for the transformation came from. This phase is referred to as the pre-transformation period.

Phase 2: The process of transforming the organisation

This phase refers to the period when the decision was set in motion by means of various activities and processes to move or transform the organisation and its employees from the old, existing model to a new model. For the purpose of this study, this period is referred to as the process of transformation.

Phase 3: The post-transformation period

This phase refers to the period directly after the completion of the transformation process when the organisation functioned according to the new model. This period may also be described as the situation where the outcomes of the transformation process were practically experienced or lived by employees. For the purpose of this study, this period is referred to as the post-transformation period. The interviews were conducted during the post-transformation period.

Table 3.2: Framework applied in the analysis of the data

PHASE 1 PRE-TRANSFORMATION	PHASE 2 PROCESS OF TRANSFORMATION	PHASE 3 POST-TRANSFORMATION
<p>This phase refers to the period when the decision was taken to transform the organisation.</p> <p>Participants described their perceptions and experiences of issues such as (1) the necessity to transform, and (2) the origin of the decision to transform</p>	<p>This phase refers to the transition or the period of implementing the various decisions.</p> <p>Participants described their experiences and opinions regarding aspects such as (1) the management of the process, and (2) the interpersonal dynamics during the process.</p>	<p>The post-transformation phase refers to the period directly after the transformation process was completed.</p> <p>Participants reflected on their experiences of the outcome of the process and their personal functioning in the transformed organisation. Interviews were conducted in the post-transformation period</p>





4 SYMPTOMATIC ANALYSIS AND INTERPRETATION OF THE INDIVIDUAL EXPERIENCES OF TRANSFORMATION

4.1 Participant 1: Drohan (fictitious name)

4.1.1 Drohan's description and experience of the current, post-transformation period/situation

4.1.1.1 Measurable changes as a result of the transformation

Drohan described the transformation as drastic, resulting in changes in various (measurable) dimensions of his work life. He had to move into a new department with a new head of department, his colleagues changed (five of his previous colleagues moved with him), the focus of courses he used to teach changed, he had to develop and teach a new course and finally he also had to move to a new office. The transformation therefore resulted in significant changes in Drohan's personal work environment.

4.1.1.2 Experience of the transformation in general terms

Drohan described the transformation as dramatic and, as already indicated, it resulted in various measurable changes for Drohan in his work environment. However, these changes were not regarded as negative but rather contributed to a positive experience of the process.

So dit was nogal 'n drastiese verandering maar dit was nie 'n negatiewe verandering nie. Ek het dit baie positief beleef. Van almal hier was dit miskien vir my die mees positiewe belewenis.

It is clear that in general terms, Drohan experienced the transformation as a positive process.

4.1.1.3 Experience of the extent of the transformation

Although Drohan experienced the transformation process as positive, he did not necessarily agree with all the changes that took place. It was important for Drohan to clarify that he did not support change for the sake of change. In his opinion, facets of the "old" organisation or the previous model should have been kept unchanged.

Dit is nie dat ek net vir verandering is nie want ek dink daar is 'n paar goed wat ons dalk nie moes verander nie. Ekself was gekant teen die wegdoen van dissiplines. Dit was vir my 'n onnodige verandering.

Drohan not only disagreed with some of the changes that materialised as a result of the transformation, but he was also of the opinion that these changes were the result of external pressures and did not necessarily happen as a result of the decisions in the organisation.

Maar baie van die verandering is op ons afgedwing deur ons eie kollegas in ander fakulteite.

4.1.1.4 Experience of the current work situation

Drohan was outspoken about his satisfaction with and enjoyment of his work activities which materialised in the post-transformation situation. He expressed his personal and professional interest in his job activities and referred to the enjoyment he derived from being involved in what he was doing.



Dit wat ek nou doen, is presies wat ek graag wil doen. As ek my lewe kan oorbê is dit die goed waarby ek betrokke wil wees en dis ook die werk wat ek wil doen — om dit aan te bied. Ek kan my nie voorstel dat daar lekkerder werk kan wees as wat ek doen nie.

Drohan undoubtedly enjoyed what he was doing. He experienced a satisfactory to high level of job satisfaction in the post-transformation period. Judging from the extent of his job satisfaction, it can be deduced that Drohan's professional identity was not negatively affected by the transformation.

Drohan himself was of the opinion that the job satisfaction he experienced in the post-transformation period played a substantive role in shaping his experiences of the transformation.

Omdat ek betrokke is by wat ek regtig graag wil doen, voel ek positief. Maar die feit is, op die ou einde was dit vir my 'n baie positiewe beleving. Ek geniet my werk.

Drohan summarised his experience of the transformation by indicating that he was, generally speaking, not negatively affected by the process:

Ek kan nie kla nie want ek is net so goed af as vroeër.

A summary of Drohan's description or experiences in the post-transformation period is provided below.

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- The transformation resulted in measurable and drastic changes in Drohan's work life.
 - Generally speaking, he had a positive experience of the transformation.
 - Despite this positive experience, he did not necessarily agree with all the changes that took place.
 - Drohan clearly enjoyed job satisfaction in the post-transformation phase.
 - His professional identity seems to be unaffected by the transformation.
 - His job satisfaction in the post-transformation period seems to play an important role in contributing to his positive experience of the transformation.
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4.1.2 Phase 1: Perceptions and opinions on the decision to transform (pre-transformation)

Drohan's opinion on the need for the organisation to change and the origin of this awareness is discussed below.

4.1.2.1 The need for change

Drohan said that he personally felt the need for change in his immediate work activities (the courses he taught). As a matter of fact, he did actually implement changes within the limited scope acceptable or allowed in the old organisational context.

Die kursus was baie gestruktureerd en al baie oud en dieselfde. Die tweede jaar het ek gesê ons moet 'n plan maak en die kursus verander. Dit het darem gebeur maar die inhoud was maar steeds oud. In 'n mate het ek ook gevoel daar moet verandering kom. Dit is baie belangrik dat ons ons eie onderwysgraad moet aanbied.

This uncomfortableness with the status quo was not limited to his immediate work activities. Drohan indicated that he felt to an extent that the broader organisational context also needed



some change.

In 'n mate het ek ook gevoel daar moet verandering kom. Dit is baie belangrik dat ons ons eie onderwysgraad moet aanbied.

The organisation's decision to transform was therefore not totally unexpected for him. It may be argued that due to his own uncomfortableness with the old model, he had an understanding for the organisation's decision to transform and could therefore accept this decision on an intellectual level.

4.1.2.2 Impetus for the transformation (where the idea for the transformation process originated)

Various deductions on Drohan's experience of the impetus for the transformation are possible as discussed below.

In the previous section it was explained that Drohan had an intellectual understanding of the organisation's decision to transform. This intellectual understanding was partially based (and motivated) on his personal felt need for change in the organisation.

In 'n mate het ek ook gevoel daar moet verandering kom. Dit is baie belangrik dat ons ons eie onderwysgraad moet aanbied.

It could therefore be argued that Drohan experienced the decision to transformation as originating from inside the organisation. He was of the opinion that some of the changes implemented during the process of transformation took place as a result of external pressure and not necessarily as a conscious decision taken by the organisation.

Maar baie van die verandering is op ons afgedwing deur ons eie kollegas in ander fakulteite en nie soseer van buite af nie.

Drohan's statement that the perception was created that transformation had to take place as a result of the external environment, leads to more deductions.

By ons is in 'n groot mate die persepsie geskep dat "daar buitekant is die mense ongelukkig oor wat julle doen en julle moet dit regmaak of julle is uit" .

Three deductions may be made from the statement. First, is possible that Drohan meant that the management took the decision for the transformation but they did not want to take the responsibility for the decision. Creating the perception that it was forced on them (management) could possibly excuse them from the harsh decisions that had to be taken as a result of the process. Second, Drohan meant that management did not see the need to transform at all and that the decision was therefore, in fact, forced on them from the external environment. Third, this remark had a bearing on the management of the process *per se* rather than on the origin of or the impetus for the decision to transform. There was no opportunity to ask Drohan to clarify his statement.

Given Drohan's personal uncomfortableness with the old model and his satisfaction with the new one, it seems valid to deduce that Drohan's experience of the process was not particularly influenced by the origin (or impetus) of the organisation's decision to change. Although he felt that the wrong perception was created in the process, it may be argued that his personal felt



need for change seemed to be more significant in determining his experiences than whether or not the organisation took the decision as a matter of internal conviction.

A summary of his opinions and experiences in the pre-transformation period is provided below.

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- Drohan personally experienced a need for change in the organisation.
 - He understood and accepted the decision to transform intellectually.
 - Although he criticised the perception that was created that transformation happened as result of external pressures, he seemed to be unaffected by the impetus (internally/ externally) for the organisation's decision to transform. It did however, affect his opinion about the management of a process as such.
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4.1.3 Phase 2: Experiences of the process of transformation

The next section deals with the process of transforming the organisation. The participant was requested to discuss and describe positive and negative experiences and to explain why they were experienced in that way. He was also asked what the motivation was for his participation in the process (if he did) and what the motivation was for resisting (if applicable). These experiences and motivations are discussed below according to particular themes identified in the coding process of the data analysis.

4.1.3.1 New opportunities and challenges

The transformation of the organisation necessitated the establishment of totally new courses or subjects and the re-writing of existing course material. Drohan had to develop course material in an area in which he had a personal, academic interest.

Omdat dit my belangstelling is, het ek gevra om daarby betrokke te wees.

He experienced this dimension of the process of transformation as a wonderful opportunity and a challenge.

Ek het die geleentheid gehad om my eie kursus saam te stel. Dit is wonderlik om 'n nuwe kursus te skep. Dit is absoluut aan my oorgelaat. Buiten die buite-persone het ek vryheid om die kursusse te ontwerp, dit is my produk wat ek onderrig en wat meer wil 'n mens hê, dit is wonderlik.

In this process of developing new course material, Drohan experienced absolute creative and intellectual freedom to do as he thought best. Implicit in this statement about his freedom in developing the course is also the notion that he had the responsibility for the eventual outcome of the creative process. He was granted the opportunity and the responsibility to develop something new.

Drohan experienced the process of transformation as challenging in the sense that it provided him the opportunity to create and develop new course material in an area he found intellectually stimulating and satisfactory. In this development process he had creative and intellectual freedom and independence as well as responsibility. This challenge to create something new contributed to Drohan's positive experience of the process of transformation.



4.1.3.2 Participation in the process of transformation

Drohan explained his constructive involvement in the process as follows:

Hulle het aanvanklik volonteers gevra en daar was 'n klomp taakgroepe waarby ons kon betrokke raak. Toe het ek betrokke geraak by 'n groot verskeidenheid van die taakgroepe (omtrent 8). Party daarvan gaan net oor motivering van personeel en omdat ek gewerk het in mentorskap het hulle my gevra om daarby betrokke te raak. Dit was miskien meer toevallig as beplan dat ek betrokke was by omtrent alles wat verander het. Mens het dan nie tyd om te dink of om negatief te wees nie. Jy voel jy is nodig en jy word geag.

His participation in the process of transformation concerned more than the immediate job activities he found intellectually stimulating. He also participated in processes that dealt with broader organisational issues (such as HR issues) as a result of the organisation's request for his participation. This request for involvement communicated to Drohan that he was important to the organisation and that the organisation valued him. It also told him that the organisation needed his particular input. The organisation therefore confirmed his personal importance and value to the organisation and conveyed the message that the process of transformation depended on his personal input. He responded to the request because he felt that the organisation needed him. It is possible to argue that Drohan's willingness to respond to the request was a demonstration of a personal inclination to feel responsible for the organisation.

As mentioned earlier, Drohan indicated that he was involved in almost all the changes that took place. He made a direct link between his involvement in the process and his positive experience of the transformation.

Verder was nie veel emosionele aspekte nie — ek het dit vreeslik positief ervaar. Miskien was die rede daarvoor dat ek betrokke was die heel tyd — met die nuwe kursus was ek oorweldigend betrokke.

It seems that Drohan experienced himself neither as helpless in this process nor as a victim of the changes that took place. He saw himself as a co-creator of the process thus having the ability or opportunity to influence the direction and outcome of the process. His recommendation for future transformation processes also lead to this interpretation.

Dit is miskien goed as 'n mens ouens kan saamvat deur hulle in die proses betrokke te maak en vir hulle te sê jy kan jou stempel afdruk.

This opportunity to influence the transformation process is also illustrated by the fact that Drohan succeeded in reversing decisions regarding his personal work environment that were unacceptable to him. At first he was allocated to a specific department which he experienced as unacceptable. After a strong response from Drohan, the decision was changed.

Hulle het my bv. by ... onderrig ingedeel en ek het heftig gereageer daarop want dit is nie waar ek my werk doen nie. Hulle het toe wel daarop gereageer en my geskuif.

Drohan furthermore moved to a new office of his choice.

Mense is verknog aan hulle plekke waar hulle is — ek ook want ek het gesê ek skuif nie as julle nie vir my 'n kantoor gee na my keuse nie. Ek het 'n vreeslike lekker kantoor gehad en ek het net weer aangedring op 'n vreeslike lekker kantoor.



Thus, it could be argued that his positive experience of the process of transformation was a result of his opportunity to (1) influence and co-construct the process of transformation and the outcome, and (2) to influence or change decisions taken during the process that were unacceptable to him with respect to his immediate work environment.

4.1.3.3 Disagreement and resistance

As mentioned earlier, Drohan did not necessarily agree with all the decisions taken during the transformation process. Drohan said that the organisation allowed him the freedom to disagree on issues and he did, indeed, use this freedom. He expressed his concern or disagreement with respect to issues he found intellectually unacceptable.

Ek het gesê as ek gedink het ons moet nie iets verander nie soos bv. om nie Opvoedkunde¹ uit te faseer voordat ons nie iets in sy plek het nie. Ek sê my sê as iets nie reg is nie en ons word die vryheid gegun om dit te doen.... Daar was die vryheid om te sê as jy nie saamstem nie en ek het dit uitgeoefen. Indien (ek) nie op 'n intellektuele vlak saamgestem het nie, het ek dit gesê.

During the process of transformation Drohan not only voiced his concerns or disagreements, but also actively resisted a decision that affected him negatively in his immediate work environment and work activities. He felt secure and free enough to challenge the decision regarding his allocation to a particular department (see discussion above). It could be argued that he felt free to express his opinions and even to resist decisions because he knew that the organisation valued him and depended on his participation. He had no (or little) fear that disagreeing or resisting aspects of the transformation process would endanger his continued employment at the organisation.

For comprehensiveness it should be mentioned that Drohan did not necessarily respond to everything he disagreed on. There were occasions when he was of the opinion that a wrong decision was taken but he did not feel strongly enough to openly speak his mind or resist the decision.

Ek self was gekant teen die wegdoen van dissiplines — ek is geskool in ... Opvoedkunde en ek dink dit is belangrik om daardie deelperspektiewe in Opvoedkunde te behou. Dit was vir my 'n onnodige verandering. Ek was gekant daarteen maar nie in so 'n mate dat ek 'n brief wou skryf of so iets nie.

It may thus be concluded that during the process of transformation Drohan felt he had the freedom to express his opinion even if it meant criticising a particular issue. As a matter of fact, he did voice his disagreement on particular issues he found intellectually unacceptable. He also actively resisted decisions that affected him negatively in his immediate work environment. His satisfaction with the post-transformation situation may be explained, among other things, by the fact that Drohan experienced himself as a co-constructor of the process who had the freedom to participate, influence and resist in order to co-determine the outcome of the process.

4.1.3.4 Interpersonal relationships

It is quite significant that Drohan did not experience difficulty in his interpersonal relationships during the process of transformation. Apart from mentioning that the transformation did not affect his relationships with colleagues drastically, no reference, neither positive nor negative, was made to interpersonal relationships.



Baie van die kollegas waarmee ek saamwerk, het ek mee saamgewerk voor die verandering so dit was nie so drasties vir my as wat dit vir ouens op bestuursvlak was nie.

It therefore seemed that Drohan's experiences of the interpersonal relationships in the organisation during this process did not contribute significantly to his experience of the transformation process.

4.1.3.5 Management of the process

Drohan experienced the process of transformation as lacking in clarity with respect to the direction of the transformation.

Ek dink dit was te onseker: onsekerheid oor die rigting van die verandering want dit was 'n evolusionêre verandering en onsekerheid oor werkstabieleit. Mense het nie geweet waarheen ons oppad was nie.

According to him, the plan for the transformation crystallised and developed as the process of transformation evolved.

Maar die plan het ontwikkel soos wat ons verander het.

Although Drohan felt that an evolving plan also had its merits in the sense that it created opportunity for people to become involved and influence the process

...dit het ook sy meriete want dan het almal 'n inset en jy kan gedurig die plan verander soos dit nodig is,

he still felt that a clear objective or direction for the changes was necessary. In his opinion a clearer objective or direction for change would have increased people's involvement in the process.

Ek sou daarvan gehou het as daar 'n plan was voordat ons verander het. Ek dink as 'n mens 'n plan het of 'n model waarna jy toe werk dan sal mense dalk meer geneig wees om saam te gaan omdat hulle weet waarheen hulle gaan.

As discussed earlier, Drohan felt that the opportunity he had to influence the process, contributed towards his participation as well as his positive experience of the process. Based on his personal experience he indicated that this could perhaps be a strategy in transformation processes to involve employees:

Dit is miskien goed as 'n mens ouens saamvat deur hulle in die proses betrokke te maak en vir hulle te sê jy kan jou stempel afdruk.

4.1.3.6 Intrapersonal characteristics

(a) Inclination to feel responsible

Ek kon nie bekostig om daardie tyd negatief te wees nie omdat ek en 'n kollega 'n nuwe kursus moes dryf, dit aan die gang kry.

As discussed earlier, Drohan had the responsibility to ensure the successful completion of new course material. He also had the responsibility to participate in broader organisational issues for the sake of the transformation. The above quote and his willingness to participate on various



issues due to a request from the organisation could mean that Drohan had an inclination to feel responsible towards the organisation and the process of transformation. This inclination to feel responsible could also have contributed to Drohan's constructive and intensive involvement and participation in the process.

(b) Preference for a dynamic work environment

A second intrapersonal dimension Drohan communicated was a preference for a changing, dynamic environment and therefore an inclination to become bored with too much stability.

Ons leef in 'n geweldige opwindende tyd — as alles dieselfde bly dan raak 'n mens verveeld. Dit sal moeilik wees om verveeld te raak met so 'n dinamiese iets soos die Onderwys.

This personal preference for a dynamic, changing environment could have contributed to his positive experience of the changing nature of the transformation process.

A summary of Drohan's experiences of the process of transformation is provided in the text box below.

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- Drohan experienced the process as challenging in the sense that it provided him with the opportunity to develop new course material in an area he found interesting and stimulating.
 - He participated in the process because he felt acknowledged by the organisation and was also convinced that his input was needed. The fact that he could influence and co-construct the process contributed to his positive experience of the process.
 - Drohan voiced his disagreement with some decisions and in some respects actively resisted a decision that had a negative impact on him. He was successful in reverting the decision and this change contributed further to his satisfaction with the process.
 - He experienced no difficulty with respect to interpersonal relationships.
 - In his opinion, there was a lack of clarity with respect to the direction of the transformation process. Although it had some benefits in the sense that people could contribute to or co-construct the process, he felt that a clear objective would have facilitated a greater degree of participation.
 - His inclination to feel responsible may have contributed to his active participation while his preference for a dynamic work environment contributed to his experience of the process as exciting and a challenge.
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4.1.4 Opinions and experiences of the nature and management of the transformation process

4.1.4.1 The nature of a transformation process

Drohan's experiences of the transformation process and his opinion on the nature and extent of the changes lead to the realisation (conclusions) that transformation as a process is, indeed, a multifaceted phenomenon and people's experiences thereof are also multifaceted. Agreement with the decision to transform, or advocating the transformation of an organisation does not necessarily imply agreement or satisfaction with all the changes implemented as a result of the transformation. The contrary should then also be true: disagreement with the decision to transform does not necessarily imply disagreement with all the changes that result from the process.



The question arises as to what extent the people or managers responsible for the management of the process can foresee (and manage) the unfolding of the process and foresee all the areas of the company that will be affected or influenced by the process.

4.1.4.2 The management of a transformation process

(a) Clear direction

As discussed Drohan indicated that the lack of a clear objective for the direction of the change created insecurity and hampered employees' participation.

Ek dink as 'n mens 'n plan het of 'n model waarna jy toe werk dan sal mense dalk meer geneig wees om saam te gaan omdat hulle weet waarheen hulle gaan.

He felt that a clear plan or model is necessary to facilitate a process of transformation.

(b) Co-constructors of the process

Drohan indicated the opportunity he had to constructively participate in the transformation process had a positive impact on his experience of and attitude towards the process of transformation. He therefore suggested that a possible management strategy could be to involve people in the process in the sense of allowing them the opportunity to make some personal input.

(c) Internal conviction to change

Drohan was of the opinion that one of the problems in the management of the transformation process was the fact that the perception was created in the organisation that the impetus for the transformation resulted from external pressures and not from an internal conviction to change. In his opinion, this stimulated a reaction by employees to "defend their own territories" instead of convincing people to improve the organisation.

Wat ook belangrik is, is dat mens die gevoel moet skep dat die verandering van binne af kom want as 'n ou gedwing word om te verander van buite af dan is jy somer negatief. Jy beskerm jou mishoop terwyl as jy gemotiveerd kan wees om te verander omdat jy dink dit is nodig dan sal jy meer geneig wees om dit te doen.

He thus recommended the communication of an internal organisational conviction to change as a potential facilitator for the required changes.



4.2 Participant 2: Stephan (fictitious name)

4.2.1 Stephan's description and experience of the current, post-transformation period/situation

4.2.1.1 Measurable changes as a result of the transformation

The transformation process resulted in several measurable changes for Stephan. He had to move to a new department and a new office. Many of his colleagues from the old system went to other departments. Stephan indicated that with respect to the courses he taught, he was not particularly affected as he was still teaching the same course as before the transformation.

4.2.1.2 Experience of the nature and extent of the process and the process in general

Stephan described his experience of the transformation process as follows:

As ek 'n bietjie moet huigel dan sou ek sê, ek sê dit opsetlik want ek is nie vreeslik beïndruk met die hele transformasieproses nie. Ek dink nie dit was werklik nodig nie. Dis in 'n groot mate onnodig gewees. Dit het 'n klomp spanning op mense geplaas wat nie nodig was nie. Maar nou ja, jy is in 'n sekere mate uitgelewer.

Wat het ek positief ervaar? Ek weet nie hoe om dit te antwoord nie want ek het eintlik nie vreeslike positiewe gevoelens oor die transformasie nie. Ek moet vir jou sê ek het bitter min positief ervaar van die proses. Dit was rêrig vir my 'n baie groot trauma gewees.

On a personal level, Stephan experienced the transformation process as quite stressful, traumatic and generally as a negative event. He was furthermore of the opinion that the transformation process was too extensive in nature and, in some respects, even unnecessary.

Ek het nie gedink dit is nodig om die hele Fakulteit te herstruktureer nie. Dit was nie nodig om die hele appelkar om te keer nie...

Stephan made it clear though, that he did not disagree in principle with the notion of transformation. He felt that transformation was inevitable and necessary for survival in a fast developing and technological age. However, transformation for the sake of transformation was regarded as counter-productive. To some extent, Stephan regarded the completed process as transformation for the sake of transformation (see phase 3 for the discussion of the impetus for the transformation).

4.2.1.3 Introduction of uncertainties in the current work situation

A critical dimension in Stephan's experience of the post-transformation period revolves around the impact of the transformation process on his assumptions about the nature of the organisation and the nature of his profession.

Ek voel oor my siening van wat wetenskap is en van wat my taak as dosent is van wat die opvoedkunde as wetenskap is, daar is sekere algemene geldende waarhede rondom hierdie kwessies wat geld, onbepaald van watter regering aan bewind is. Daardie essensiële goed gaan nie verander nie want dit is deel van die werklikheid. Hierdie ingesteldheid raak jou totale menswees — dit is nie oppervlakkige goed nie. Dit sny tot in die diepste wese van jou in. Maar nou kom die ouens en kom skiet gate met 'n haelgeweer in daardie benadering. Hulle tas jou menswees aan en dis skielik nie meer aanvaarbaar nie.

From the above it is evident that Stephan upheld or supported a particular opinion or set of assumptions regarding the essence and nature of the work he was doing. These particular



assumptions directed and defined his understanding of his professional role, the objective of his professional activities and his participation in the organisation. Stephan explained that these assumptions were fundamental to the way in which he performed his activities as well as to his deepest inner being. It may be deduced or argued that these assumptions formed an integral part of his professional identity. To some extent, it determined how he defined himself and his activities in the professional work environment. The fact that Stephan mentioned that his assumptions were queried and disputed during the process of transformation leads to the deduction that these particular assumptions were accepted in the old or previous system. It could be argued that his personal set of assumptions were in harmony with the tacit assumptions of the old or previous system. The organisation previously supported and validated his assumptions and his definition and understanding of the nature of his profession. The fact that these fundamental assumptions were queried and regarded as invalid in the post-transformation period had a profound impact on the way Stephan perceived and experienced his professional identity. It also affected his professional performance in the organisation.

Hulle tas jou menswees aan en dis skielik nie meer aanvaarbaar nie... Dit het my in 'n geweldige mate ontgogel selfs soveel so dat ek nou nog nie weet wat ek eintlik moet doen nie. Ek voel in my wese onseker en dit maak jou minder effektief omdat jy onseker is of dit wat jy doen reg is. Dit beïnvloed jou produktiwiteit, dit beïnvloed jou verhoudinge met ander mense, selfs met jou gesin.

Stephan experienced that the way he used to maintain himself, perform his duties and form his opinions was no longer applicable in the post-transformation organisation. He felt unsure of himself, less effective and less productive than prior to the transformation process. These feelings were possibly intensified by the fact that Stephan was in the employ of the organisation for twenty-seven years already and had been promoted to the highest teaching level of full professor in the organisation. At a stage in his career when he should have relied on his acquired skills and know-how, he experienced them as being in disharmony with the new system. Furthermore, Stephan indicated that the questioning of his professional assumptions even affected him in his private capacity. It affected his relationships with people and with his family

It may therefore be concluded that his professional identity and professional self-confidence were detrimentally affected by the transformation process. To some extent, Stephan had to redefine himself in the new post-transformation organisation. The impact on his professional identity also had ramifications for his personal life (or personal identity).

However, Stephan remained committed and loyal to what he believed to be the core of his profession - educating teachers - amidst the many changes that affected him directly in his work environment.

As jy die geleentheid het om dit wat jy wil doen, en dit is om onderwysers op te lei, en jy kan dit doen — of dit nou onder 'n apartheids- of nie-apartheidsregering moet geskied, — is nie so vreeslik ter sake nie. Jou primêre taak is nog steeds onderwysersopleiding.

Despite his continued involvement in teachers education, Stephan derived less enjoyment and satisfaction from performing this primary task in the post-transformation period although he still perceived it to be important and worthwhile.

Dit is vir my belangrik om my werk te doen, om te sorg dat my studente se belange eerste kom. Jy doen nog steeds jou werk maar jy voel ontgogel.



It may therefore be concluded that Stephan's level of job satisfaction was detrimentally affected by the transformation.

A summary of Stephan's experience of the post-transformation period is provided in the text box below.

-
- Stephan experienced the process in general as stressful and traumatic with little positive aspects to it. It resulted in several measurable changes in his immediate work environment.
 - His negative retrospective evaluation of the transformation and his discomfort with the post-transformation situation seemed to be influenced by his experience of the extent of the transformation process and the impact it had on his professional identity and performance. Stephan experienced the transformation process as too extensive in nature and largely as unnecessary or as change for the sake of change.
 - Due to the questioning of his core assumptions about success and competence in the organisation, he felt professionally unsure of himself. Although he continued his professional activities as prior to the process, he seemed to experience less job satisfaction than previously.
-

4.2.2 Phase 1: Perceptions of and opinions on the decision to transform

4.2.2.1 The impetus for the transformation process

Stephan indicated that discussions about the necessity to change dimensions in the organisation had been taking place prior to the transformation process.

Daar is kollegas wat al lank daaroor praat, dink en met mekaar debatteer oor die hele storie van die deeldisiplinêre benadering. Dit is nie 'n ding wat sommer skielik gekom het nie. Dis is 'n ding wat al lankal in die Fakulteit aan die lewe is.

He took notice of this debate and was therefore not unaware of an internal uncomfortableness with the status quo. Although Stephan did not explicitly express his stance in the debate, it could be deduced that he deemed it necessary to communicate that there was an internal impetus for the process of transformation. However, he also made it clear that external, political pressures influenced or determined important decisions taken during the process.

Dit kan lyk of die proses net polities gedrewe is op grond van die verandering van die regering. Dit is nie heeltemal waar nie. Dit het wel 'n groot deel uitgemaak van die uiteindelijke besluite wat die Fakulteit indringend geraak het.

It may be concluded that Stephan was of the opinion that the impetus for the transformation initially originated within the organisation as discussions about changes to a specific dimension of the organisation. It was not so much that Stephan felt that there was no reason for change or that the transformation process had been forced on the organisation. It was rather that Stephan experienced the process as too far-reaching, including too many dimensions of the organisation and having resulted in unnecessary changes due to external pressures and influences. The transformation he anticipated as a result of previous internal discussions in the organisation



eventually formed only a small part of the actual transformation process. Stephan did not agree with and did not anticipate such far-reaching transformation.

4.2.2.2 The decision to transform

Stephan's experience of the motivation for and decision to transform revolves around two issues. First, it refers to how he experienced the impact of the decision on himself and secondly, it refers to his experience of how colleagues perceived and treated him in this phase.

As discussed in phase 3, Stephan regarded his particular orientation or assumptions regarding his role as lecturer, the context or framework in which he performed his professional duties, as an integral part of himself. He actually said that this orientation became part of himself, became part of his identity.

Ek staan aan die einde van my loopbaan... en dit waarmee jy besig is, word deel van jouself ... Hierdie ingesteldheid raak jou totale menswees — dit is nie oppervlakkige goed nie. Dit sny tot in die diepste wese van jou in. Maar nou kom die ouens en kom skiet gate met 'n haelgeweer in daardie benadering. Hulle tas jou menswees aan en dis skielik nie meer aanvaarbaar nie.

Stephan experienced the motivation for and decision to transform to the extent it did, as a questioning of the very assumptions that had guided his professional activities for many years. Given the interrelatedness of these assumptions and his identity, he experienced the decision to transform to a new orientation or set of assumptions as a questioning of the validity of the essence of his identity or being. The fact that the organisation had not previously queried this personal set of assumptions leads to the deduction that his personal assumptions were in harmony with the tacit assumptions of the old system. Therefore, the decision to transform the organisation, to support a different set of assumptions did not simply imply a move towards something new or a new challenge; it implied a negating of what he was (professionally) and what he believed in.

The actual decision to transform was preceded by discussions and critical evaluations in the organisation of the positive and negative aspects of the current or old system. As Stephan was one of the senior personnel and had served on the management committee of the organisation for many years, he was perceived by colleagues as representing and embodying the old system. The implication of this embodiment was that Stephan experienced himself being attacked personally and criticised for the problems and biases of the old system.

Om die gevoel te kry, en om gesê te word, "jy was nou vir jare lank bestuurslid en jy was daarvoor verantwoordelik dat daar teen my as vrou gediskrimineer is; jy was daarvoor verantwoordelik dat daar teen swart mense gediskrimineer is" terwyl jy in jou hart weet dit is nie waar nie. Maar ek het gevoel dit is ongeregverdig. Die goed waarvan ons beskuldig is, is ongeregverdig. Ek kan selfs so ver gaan as om te sê dit was partymaal oneties gewees. Dit het by my die gevoel gewek van, jy weet omdat ek 'n WAM (wit Afrikaner man) is, daarom moet daar van my ontslae geraak word en moet jy uiffaseer word.

A summary of his opinions on and experiences of the decision to change is provided below.

-
- Stephan was of the opinion that the impetus for the decision to transform originally came from within the organisation. However, this decision was influenced by external, political roleplayers.



- The organisation's decision to transform to the extent it did, had profound personal implications for Stephan. As a member of the previous management structures, he was personally blamed for the problems of the old system. He experienced this criticism as unfair, unethical and a way of trying to get rid of him. To Stephan, the process that was aimed at evaluating and critiquing the old system felt as an attack on him personally. Furthermore, Stephan experienced the decision to transform as rendering his personal set of assumptions invalid and therefore also rendering him and what he professionally believed in as invalid and unacceptable.
-

4.2.3 Phase 2: Perceptions, opinions and experiences of the process of transformation

This section covers the period when the organisation was in the process of transformation.

4.2.3.1 Career implications resulting from the process

Prior to the transformation process, Stephan had served on the executive management committee of the department for many years. In this position he had access to privileged information and he could contribute to decisions in the department.

Elke hoof het 'n uitvoerende of 'n bestuurskomitee gehad wat hom gehelp het. Ek was baie, baie jare lank op die bestuurskomitee, op die uitvoerende komitee van die ou departement.

It could be argued that the allocation of this position to Stephan told him that the organisation valued and respected him and that his opinion and contribution were important to the organisation. However, during the process of transformation, the existing structures in the organisation were changed and adapted, which consequently affected Stephan's presence on this committee.

Daar was ouens wat gedink en gevoel het die bestuurstrukture is te rigied, te hiërargies, te paternalisties. Onder die voorwendsel van dat alles so verskriklik deursigtig moet wees, is daardie strukture en die mense wat die sitplekke vol gesit het, is hulle in 'n sekere sin enersyds genegeer en andersyds amper ... ek het dit beleef as verneder.

Die feit is, mense is uit posisies uitgeskuif. Veral in die begin van verlede jaar was dit vir my 'n geweldige trauma om maar net 'n gewone departementslid te wees en geen aansien te hê in terme van die bestuur — en die besluitnemingsprosesse in die departement nie. Maar daardie tyd verlede jaar was regtig vir my 'n baie traumatiese jaar. Ek het dit geweldig stresvol beleef, ek het dit as verwerping beleef en dit het stres veroorsaak.

From the above it is evident that Stephan was not particularly convinced of the necessity to alter the decision-making structures. He experienced it as a pretence to get rid of the people in this structure. Stephan saw no logic in his omission from the new management structure and thus as a personal humiliation and negation of him as person. He lost the status he had had in the organisation and the opportunity he had to influence decisions in the organisation at a particularly critical period in the organisation's existence. As a formerly respected and important member of the organisation, Stephan felt rejected by the organisation. It is quite possible that this demotion in importance and status in the organisation had a detrimental impact on how Stephan perceived and experienced his own worth and importance to the organisation.

It may be concluded that Stephan experienced himself to be demoted from an influential position with accompanying status to the relatively unimportant or common position of an ordinary mem-

ber of staff as a result of the transformation process and not as a result of any of his. As a previously valued and respected member of the management committee of the organisation, he felt rejected and humiliated by the organisation for doing and believing what he had for many years.

4.2.3.2 Loss of security

Transformation inevitably has an underlying sense of potential loss of employment. In Stephan's situation it was a real cause of concern throughout the process of transformation. Given his particular age, he was constantly afraid that he would be forced to go on early retirement with the consequent/perceived risk of losing economic independence and stability.

In 'n sekere sin veral in my ouderdomsgroep, weet 'n mens daar kan more, oormore besluit word alle mense bokant 55 moet aftree ... die moontlikheid van 'n ekonomiese onstabielheid het ek as negatief ervaar. Die probleem dat jy jou huidige lewenstandaard nie sal kan handhaaf nie. Die probleem dat 'n mens nie weet en geweet het wat more, oormore, oor 'n maand verder kan gebeur met jou salaris, met jou ekonomiese sekuriteit.

This insecurity over his economic position remained a source of concern to Stephan even after the completion of the process of transformation. The potential for economic vulnerability contributed to his feelings of insecurity and negative experience of the process.

4.2.3.3 Interpersonal relationships

Stephan had worked for between 15 to 20 years in close contact with particular colleagues, consequently forming special collegial relationships and even friendships. The restructuring of the organisation into new functional units and the physical relocation of people, physically removed Stephan from the colleagues and discussion partners with whom he had interacted on a daily basis over many years. Although his previous colleagues remained in the organisation, the physical relocation and new departmental boundaries defined new people as colleagues and neighbours. Stephan experienced these forced changes in his interpersonal relationships as stressful and traumatic.

Op die vlak van die meer emosionele, affektiewe. Jy weet as mens vir 15, 20 jaar saam gewerk het, dan ontstaan daar bande, vriendskapsbande selfs, maar ook bande wat op kollegiale vlak gegroei het. Die transformasie veral met die ding dat ons heeltemal uitmekaar moes spat en departement heeltemal van nuuts af ons plekke moes gaan vind het, dit het mense in 'n sekere sin ontgogel, dalk selfs stress by mense veroorsaak ... ons is nou twee jaar aan die gang, maar as ek terugdink aan verlede jaar (Januarie veral), het mens aanhoudend geadem 'n gevoel van onsekerheid. Dit is maar 'n bietjie van 'n trauma vir ons almal gewees — 'nuwe aanpassing, 'n nuwe oriëntering, 'n nuwe plekkie vind. Ek dink tog daar het spanning met die ding gepaard gegaan.

Stephan experienced the disintegration of his previous interpersonal network system as a personal loss and this contributed to feelings of uncertainty and insecurity. He found himself having to find a new place in the new collegial environment and, to some extent, to redefine himself in this context. What is significant in this particular interpersonal context is that Stephan did not have control over these changes. Interpersonal relationships were affected and changed as a result of the transformation process.

However, the changed interpersonal environment was also the only source for the positive experiences Stephan had about the process.



Ek moet vir jou sê ek het bitter min positief ervaar. Die min wat dit is, is dat met die nuwe samevoeging van departemente en kollegas, het jy mense leer ken en met hulle begin saamwerk wat nuwe perspektiewe bring, wat nuwe sieninge bring wat jy nie gehad het nie en wat jy nie bewus van was nie. So, dit is in 'n sekere sin 'n verryking op persoonlike vlak en ook op akademiese vlak.

The process of transformation provided Stephan with the opportunity to get to know other organisational members and consequently exposed him to ideas or ways of thinking he would not otherwise have known. This was experienced as a personal and academic enrichment.

4.2.3.4 Participation in the process of transformation

From the discussion of phases 1 and 3 it is evident that Stephan did not agree with the extent of the transformation and generally experienced the process as traumatic and stressful, as change for the sake of change. On the question of possible resistance to the process, it became apparent that Stephan "silently resisted" the process.

Ek kan selfs so ver gaan as om te sê dit was partymaal oneties gewees. Dit het by my die gevoel gewek van, jy weet omdat ek 'n WAM (white afrikaans male) is, daarom moet daar van my ontslae geraak word en moet jy uitfaseer word. Dit het gemaak dat ek in 'n sekere sin weerstandig was oor bepaalde goed. Na my mening, het die aanklagte nie gronde gehad nie en dit het my weerstandig gemaak.

Stephan experienced feelings of resentment and resistance but did not actively or openly resist any of them. They remained personal feelings of discomfort, disagreement and resistance without overt action. Stephan also qualified that he did not necessarily contribute to the process either.

Maar nou ja, jy is in 'n sekere mate uitgelewer. Ek het nie eintlik bygedra of meegewerk nie. Ek het maar net saamgespoel. Ek het bitter min gedoen. Kyk, ek doen mee aan wat gebeur maar ek beywer my nie noodwendig vir bepaalde veranderinge nie.

He did not actively participate in the process in the sense of working towards the accomplishment of a specific goal. Stephan explained his passive involvement in the process by referring to the fact that he did not have much choice

It may be argued that Stephan's silent resistance and passive involvement stemmed from the fact that he did not feel secure enough about his position, status or continued employment in the organisation to influence the process of transformation. His conduct was influenced to some extent by the mere fact of maintaining his source of subsistence.

4.2.3.5 Intrapersonal dimension/characteristics of relevance to conduct during the process

(a) Particular work ethic and work commitment

The discussion of phases 1 and 3 indicated that the participant's professional identity and performance and the level of job satisfaction were detrimentally affected by the transformation. Given the personal turmoil he experienced during the process of transformation, it is significant that Stephan remained committed and loyal to his primary tasks. It may be argued that Stephan had a strong personal work ethic of commitment and loyalty that contributed to his continued participation in his personal work activities despite the difficulties he experienced during the process of transformation.



(b) Interrelatedness of organisation and professional identity

As discussed in phase 1, Stephan's professional identity and the previous organisational model were interrelated. Questioning the previous model resulted in Stephan experiencing himself as being rendered invalid. It may even be argued that Stephan made no distinction between himself (personally and professionally) and the organisation.

A summary of his experiences of the process of transformation is provided below

-
- Changes in the criteria for representation on the management committee resulted in Stephan losing the position which he had occupied for many years. He felt humiliated and rejected by the organisation.
 - Stephan feared that he would be forced to go on early retirement which could mean economic instability for him and his family
 - The disintegration of his previous interpersonal network contributed towards feelings of uncertainty and insecurity. Losing access to his close colleagues was a very traumatic and stressful experience. However, he also felt that the opportunity to get to know new people, was enriching and exposed him to new ideas.
 - Stephan resented the fact that he was blamed for the problems of the past, but did not resist the process openly. He indicated that he was passively involved in the process because he did not have much choice.
 - Despite the many difficulties he experienced in the post-transformation period, Stephan demonstrated a particular work ethic and commitment to his professional responsibilities. It is argued that Stephan experienced his professional identity as interrelated with the previous organisational paradigm and this could possibly have contributed to his traumatic experience of the process.
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4.2.4 Opinions on and experiences of the nature and management of the transformation process

4.2.4.1 The nature of a transformation process

(a) Meanings of the concept "transformation"

Stephan was particularly concerned about the fact that he did not understand the meaning of transformation. As a matter of fact, he was of the opinion that the concept "transformation" had different meanings for various people in the organisation.

Dit is 'n ding wat my verskriklik hinder, selfs nou nog. Ek weet nie presies wat word met "transformasie" bedoel nie. Transformasie, lyk dit vir my, beteken vir sommige mense politieke verandering. Vir ander mense beteken dit ander goed. So ek weet nie wat transformasie beteken nie. Dit beteken vir een groep mense 'n bepaalde iets en vir 'n ander groep iets anders.

It is postulated at this point of the analysis that a multiplicity of meanings of the concept of transformation exists during such a process in an organisation. Although the concept or term is used by the various role players and employees in the organisation, it does not necessarily imply or



convey the same meaning. The implication of the multiplicity of meanings of the concept is that it entails different expectations of the content of the process, the how of the process and the eventual end product or outcome of the transformation. At this point the question is to what extent the multiplicity of meanings and expectations are recognised and dealt with in the management of a transformation process. This issue will be dealt with in more detail in the further analysis of the interviews.

(b) Transformation affects the status-giving structures and processes in an organisation

In Stephan's organisation, upward mobility could be obtained or achieved in two ways. The first path was through academic competency and proficiency with the position of full professor as the highest possible achievement. The second path was through representation on influential structures in the organisation, such as the departmental management committee. Awarding an employee with a position on such a structure (or committee) could be seen as an organisational reward for hard work, success and accomplishment (this will be referred to as a secondary reward system). Achieving such a position would thus communicate to an employee that he or she had been successful in the organisation.

Changing the structures in the organisation during the process of transformation therefore had implications for the secondary reward system in the organisation. In Stephan's case, the structures that had confirmed his competence and success in the organisation were altered (even removed) and this led to questions and insecurities about his success and competence. Immediately after the completion of the process there seemed to be a void in respect to the secondary reward system which affected people's experiences of themselves and the process. Another implication of changing structures is that it may impact on employees' aspirations in terms of upward mobility and career pathing in the organisation.



4.3 Participant 3: Soonja (fictitious name)

4.3.1 Soonja's description and experience of the current post-transformation period/situation

4.3.1.1 Measurable changes as a result of the transformation

Soonja explained that the transformation did not have a huge impact on her as an individual.

It didn't have a huge impact on me as an individual particularly in terms of my work because I am in a fairly specialised area. Individually, I am responsible for several courses. So with all the changes in the courses, even in so far as moving offices, I did not really experience much change at all.

The transformation did not have any impact on Soonja's immediate work activities. She remained responsible for the particular, specialised courses in which she had qualified in the pre-transformation period. Although she moved to a new department (as all the employees did), the current head of the department used to be her former head of department, which implied no substantial change in the management style she was used to. She did not have to move offices. However, she became separated from previous colleagues due to their physical relocation in the building. The measurable changes seemed to be minimal in her situation.

4.3.1.2 Experience of the transformation in general and the extent of the transformation specifically

Soonja had no doubt in her mind about the fact that it was essential for the organisation to be transformed.

The process of transformation has been necessary...

However, in her opinion the transformation did not go far enough and sometimes she doubted if any change had really taken place. Her experience of the nature and extent of the transformation process in general seemed to dominate her experience of the transformation process in general.

I think in some instances the change hasn't gone far enough. I think we still have too many departments, we still have the same heads of departments. The heads are still all Afrikaans, male sort of old guard. We still have an imbalance in terms of staff: student — the cultural balance. There is still ... although there is definitely now greater participation in management structures, I still think it is insufficient ... But my concern is that we changed but everything is still the same.

Soonja was disappointed with the few changes that resulted from the transformation process. Prior to the transformation process she regarded various dimensions of the organisation as problematic and in need of change, such as the staff representation (language, ethnic group, genderwise), the structure of the organisation and the management style. She expected these issues to be redressed during the transformation process. However, this did not materialise to the extent she expected.

Maybe this transformation process is something between radical and evolutionary change. However, I expected much more; I was ready for radical change.



Her disappointment with the end product of the transformation process seemed to be partially the result of her expectation of a much more radical process than what actually crystallised in the organisation.

Maybe my expectation of what should have been achieved was unrealistic. There was a lot of bureaucracy involved in the transformation but maybe processes take a long time. I suppose I was getting into that kind of mindset and gearing myself up, personally and as a Faculty member for that radical change.

4.3.1.3 Experience of current work situation

With respect to her personal work situation in the period after the transformation process, Soonja indicated that she found the courses she was responsible for exciting and enjoyable.

I've always been fortunate in my course work I'm responsible for because it is such an exciting, interesting field. So I always enjoyed my actual work side and that has just continued to be a positive. The transformation process didn't change that in any way, negatively or positively. I continue to work, specialise and grow in my field and certainly in terms of my subject area I definitely make a valuable contribution to the Faculty and the University .

Soonja stated clearly that she was responsible for a very specialised subject area she found intellectually stimulating and which provided her with the opportunity to grow and develop her expertise. The process of transformation did not affect her personal work situation detrimentally in any way and therefore she continued to derive satisfaction from her professional activities. It may be deduced that Soonja's professional identity has not been affected by the transformation process and she continued to experience a satisfactory to high level of job satisfaction in the post-transformation period.

4.3.1.4 Interpersonal dynamics and relationships

In the pre-transformation period, Soonja used to be part of a group of colleagues. However, as a result of the changes during the transformation process, she found herself isolated and working as an individual rather than as part of a group of colleagues. The absence of a collegial support group in the post-transformation period contributed to her negative experience of the process.

I feel I work more now as an individual rather than with a group of colleagues around me who provided support, who provided collegiality.

The interpersonal relationships, is discussed in more detail in phase 2.

Soonja's experience of the post-transformation period is summarised below.

-
- The transformation process resulted in no measurable personal changes for Soonja. However, due to the physical relocation of her previous colleagues, she felt herself left alone without collegial support.
 - In general, Soonja was disappointed with the limited extent of the transformation process. She expected a much more radical transformation with respect to various dimensions of the organisation which, in her opinion, did not materialise.
 - In her professional capacity she continued to experience her work as exciting and stimulating and clearly enjoyed a satisfactory to high level of job satisfaction.
 - Her professional identity seemed to be unaffected by the transformation process.
-



4.3.2 Phase 1: Perceptions of and opinions on the organisation's decision to transform (pre-transformation)

As indicated in the discussion of phase 3, Soonja was of the opinion that the organisation had to transform. In the following section her opinion and experience regarding the need to transform and the impetus for the decision are discussed.

4.3.2.1 The need for transformation

When Soonja joined the organisation several years ago, before transformation was mentioned, she was already of the opinion that the organisation had to transform.

I firmly believed that transformation should take place in SA and Unisa - socially and politically. When I came to the Faculty I realised that the politics, management and staff component should change.

Her conviction about the necessity to transform the organisation stemmed from a deeper conviction that the previous socio-political paradigm in the country had to transform. The organisation as a social institution embedded in the previous societal paradigm therefore also had to transform. This statement demonstrates Soonja's awareness of the organisation's situatedness in and interaction with the external environment. In her opinion the organisation had to respond to changes in the external environment.

Soonja explained her opinion regarding the organisation's necessity to change by referring to the exposure she had to previous work environments.

Another reason for the need I saw for transformation was because, before I started teaching at Unisa, I taught in private, integrated schools. When I came to the Faculty I realised that the politics, management and staff component should change.

Her previous work experience in institutions with different paradigms (or mental models), different management styles and staff compositions contributed to her particular conviction that the model applied in the organisation at that stage was outdated and that the organisation had to transform. It may be deduced that when Soonja joined the organisation she realised that she did not share the mental model or paradigm practised in the organisation.

Apart from her personal conviction that the organisation had to transform, radical changes in the external environment raised the expectation in Soonja that her organisation would have to undergo radical transformation in the same way as institutions in the external environment did.

One of the reasons for my expectations was the greater socio-political change in the country which I felt was quite radical. For educational institutions the change was radical, for instance, schools had become desegregated. To me, that was a radical change — it didn't happen slowly.

Intense discussions in the organisation about the necessity to change also contributed further to her expectation of a radical transformation of the organisation.

There was so much talk and buzz about Unisa having to change, there was so much discussion and so much attention, an anxiety about it.

Soonja's opinion about the necessity to transform the organisation may be summarised as follows:



Soonja's prior work experience and her awareness of and opinion about the broader socio-political situation in the country contributed to a personal opinion and conviction that the organisation had to transform. Radical changes in the external environment and extensive discussion in the organisation about the need to transform contributed to an expectation of radical transformation in the organisation. She had a clear intellectual understanding of the necessity of the organisation to transform and the need for the organisation to be in harmony with the changed external environment.

4.3.2.2 Impetus for the transformation

Soonja was of the opinion that the organisation's decision to transform was the result of external pressure and not necessarily because of an internal organisational conviction that it had to change.

On that point, I still believe the impetus for the change came from outside and not from inside. Eventually the pressure came from outside in the form of an investigation into the University, into the Faculty — as far as from a university in another country. Obviously, a great deal of pressure came from government.

She was of the opinion that due to changes in and pressures from the external environment, the organisation had to respond by starting the process of transformation. It seems therefore as if Soonja viewed the transformation as a reactive rather than a pro-active response of the organisation. She was not convinced that it happened as a result of an internal organisational conviction.

4.3.2.3 Proactive participation in the process

Because of her personal conviction that the organisation had to transform, Soonja proactively promoted change in the organisation. Her activities involved writing discussion documents and making core proposals for the process.

I and some of my colleagues were very proactive in promoting change in the Faculty ... by getting together in small groups, preparing documents, making recommendations and core proposals.

Soonja's proactive involvement also included reading scientific literature about transformation and the re-engineering of companies.

I actually started reading books on re-engineering companies, where companies in the '80s went through radical transformation. I suppose I was getting into that kind of mindset and gearing myself up, personally and as a Faculty member for that radical change.

She actively prepared herself mentally/intellectually for the envisaged transformation process. It may be argued that her exposure to literature on the subject of transformation contributed to her understanding of such a process and perhaps raised her expectations with respect to the nature, management and outcome(s) of a transformation process in the organisation.

Soonja firmly believed in the necessity of transforming the organisation. She proactively promoted change in the organisation and prepared herself mentally for a radical transformation of the organisation. These activities lead to the conclusion that Soonja was committed to participate in and work towards the successful completion of the process. Her active involvement in



promoting the transformation can be seen as a demonstration of the responsibility she felt for the organisation and the transformation process. She actually took responsibility for the process and for her own role in the process. It may be argued that her proactive actions demonstrated an attitude of co-ownership of the process and the organisation.¹

A summary of her opinion and experiences regarding the pre-transformation period is provided below:

-
- Soonja never shared the organisation's paradigm. Previous work experience, a personal conviction and an awareness of changes in the external environment contributed to her opinion that the organisation should have transformed long ago.
 - Soonja had a clear intellectual understanding of the necessity for the organisation to transform.
 - She was of the opinion that the transformation happened as a result of external pressures rather than from a proactive organisational decision.
 - She proactively promoted the transformation in the organisation.
 - She took responsibility for her own actions by preparing herself intellectually for the process.
-

4.3.3 Phase 2: Perceptions, opinions and experiences of the process of transformation

4.3.3.1 Participation in the process of transformation

In Soonja's experience opportunities had been created for people in the organisation to participate in the process of transformation. People could get involved by serving on committees of their choice. She used this opportunity to become involved in the process and experienced it as one of the positive aspects of the transformation process.

For me, in general the positive has been that it has created new opportunities... It has given opportunities to participate in the transformation... Efforts were made to involve people: there are a lot of committees where people can get involved...

Soonja used the opportunity provided by the organisation to participate in the process. In her opinion, she supported the process not only by agreeing with it but also by disagreeing with or being critical about aspects she found unacceptable or problematic.

In terms of transformation in general, I do believe I have supported the process. I might have been critical and negative at times in meetings or when I've served on committees and that's probably because I experienced the process as too slow.

1. In the discussion of the framework used for the analysis of the data, it is not always possible to clearly distinguish to which phase a particular experience, opinion or conduct belongs. Soonja's proactive participation is a good illustration of this difficulty. In principle it is also possible to discuss Soonja's proactive participation as an element of phase 2 (process of transformation) since some of her activities continued in phase 2 of the transformation process. The decision to discuss her participation as part of phase 1 (the pre-transformation period) is based on the weight Soonja placed on her actions to stimulate or promote the transformation as opposed to intended to influence the process of transformation or the decision making during the process of transformation.



From Soonja's descriptions it is possible to derive several reasons or motives for her participation in the process. Firstly, she made it clear that she was personally convinced of the necessity for the organisation to transform. Her involvement was furthermore elicited or encouraged by the opportunities created by the organisation for employees to participate. Her personal preparation for the process and proactive behaviour demonstrated her personal commitment and feelings of responsibility towards the organisation and the process. It also seems viable to argue that Soonja felt secure enough in the organisation to participate even if it meant criticising something she disagreed with.

4.3.3.2 Interpersonal relationships

Soonja experienced the changes in her relationships with colleagues as negative and unsettling. Prior to the transformation, she felt part of a group of colleagues who also fulfilled the role of a support group.

Some of my colleagues changed but it is more the physical move and for a while I actually found that quite unsettling. I felt that my very close support group, close group of colleagues, we had been separated and moved. And I lost that support group. I experienced that negatively. In fact, most of my close colleagues are at the other end of the corridor. I feel I work more now as an individual rather than with a group of colleagues around me who provided support, who provided collegiality.

It is quite significant that the mere physical relocation of Soonja's close group of colleagues had a detrimental effect on the quality of her relationship with them. Prior to the transformation process she experienced herself as being part of a group of colleagues, of having access to the support of colleagues. The physical distance between Soonja and her colleagues hampered the experience of collegiality and resulted in her feeling isolated and working on her own.

4.3.3.3 New opportunities and challenges

The process of transformation provided Soonja with the opportunity to initiate and develop a new course and course material the organisation deemed to be important. The development of the new course material presented her with the challenge to be intellectually creative and innovative. Although Soonja initially experienced this opportunity for creative intellectual activity as a challenge, it eventually culminated in her most negative experience of the process.

At the end of '95, that was my darkest experience of the transformation process, because it resulted in a particular workload for me that I, in '94 initiated but felt that at the end of '95 it was moving the wrong direction. I wanted to redirect it but I wasn't allowed to — it was taken out of my hands and I got no support from the heads of departments. I felt I initiated something very important but the initiative and control had been removed and that I strongly objected to. It resulted in putting a tremendous amount of pressure on me to produce work in an unreasonable amount of time. I did it. I decided to go for the challenge and I did it. What upset me the most was that the responsibility for the development and the trust was removed; I had to produce the material but I had no say over it.

The positive experience of being challenged to develop and create something new soured and became a negative experience because the responsibility for the development and the eventual outcome of the process did not reside with Soonja. The removal of the control and responsibility she had, not only affected her sense of intellectual accomplishment and satisfaction but also resulted in tarnishing the trust relationship that existed between her and the organisation. This was her most traumatic experience during the process of transformation.



Based on this particular experience, it may be argued that the nature of the trust relationship² that exists between an employee and the organisation and the impact of the transformation process on that relationship plays a significant role in influencing employees' experiences of the process.

4.3.3.4 Critical reassessment of the organisation/ current situation

Soonja was of the opinion that one of the positive aspects of the process of transformation was that it inevitably forced the organisation and the employees to re-evaluate their situation.

The positive in general has been that it has forced us to get out of our rut to start addressing realities, the realities facing us as individuals, courses, Unisa as a whole. It forced us to re-evaluate our situation and to renew the course content. It forced us to bring the needs of the students back into focus.

The process forced her to move out of her comfort zone and reconsider her situatedness and role in the organisation. In her opinion, the process also forced the institution (and employees) to look critically at the organisation's role and function and reconsider the organisation's response to the needs of its clients. This re-evaluation implied the re-evaluation of existing products (existing course material) and the assessment of their relevance to the client in a changed external environment. Soonja experienced this opportunity to reconsider and re-evaluate as one of the positive aspects of the transformation process.

4.3.3.5 Representation and/or diversity

Soonja highlighted her most positive experience of the process as the election of a representative executive management committee of the organisation.

My most positive experience was when the new executive committee became elected and it was actually representative of all the people in the Faculty.

Prior to the transformation process, the executive management committee was reserved for the highest rank (full professor) in the organisation only. For Soonja, the significance of the elected representative committee pertained to her personal belief in and proactive endeavours towards a more democratic and representative style of management. In a sense, the new elected committee demonstrated an organisational commitment to a more democratic style of management that happened as a result of the process of transformation. This contributed to her most positive experience of the process of transformation.

4.3.3.6 Perceived outcomes of the process

In Soonja's opinion, positive outcomes or perceived successes of the process of transformation contributed to a positive experience whereas the lack of achievements or results contributed to a negative experience. Apart from the representative nature of the management committee, its election was also a concrete result of the transformation process and therefore contributed to a positive experience of the process. However, the lack of results or progress of the various committees allowing participation in the process contributed to negative experiences.

There are opportunities for people to get involved. This is, however, also experienced as negative because there are too many committees going nowhere, producing no results. My

2. This reference to a relationship of trust includes both the existence or the lack of such a relationship.



perception is that people then start to withdraw, disengage from activities because they are physically, emotionally and psychologically tired.

In Soonja's opinion, the lack of results during the process had a negative impact on the participants' morale.

Soonja was furthermore of the opinion that they did not have the opportunity to enjoy the benefits of the transformation process as a whole. The absence of such an opportunity contributed to her negative experience of the process.

A negative side to the transformation process is that before we could benefit from the changes that took place, we were confronted with the financial problems of the University. It is actually a pity that the general financial management of the University dampened the new initiatives in the Faculty.

It may therefore be concluded that the concrete materialisation of results and/or benefits of the transformation process or the lack thereof played a role in Soonja's experience of the process.

4.3.3.7 Management of the process

Apart from experiencing the process of transformation as too slow, Soonja was of the opinion that the process was not consultative enough.

There are efforts to engage in processes that are based on genuine consultation and participation. The average lecturer in the Faculty does not actually perceive that as being consultative, we don't necessarily experience a genuine consultative process.

Her experience of a lack of consultation can perhaps be understood in the context of her understanding of and expectations with respect to the appropriate style of management during the process of transformation. Although she acknowledged the efforts of consultation and participation it was clearly not substantial enough in her opinion. It seems as if her own understanding of consultative management seemed to be more progressive than what was practised in the organisation during the process of transformation.

In the course of the interview, Soonja reflected on an element which, in her opinion, could facilitate a transformation process. She felt that an effort should be made to communicate to employees what the benefits of the transformation process are or would be.

I think for a while, unless you can convince people of the need to change, you are not going to get people to change. People have to see that there are benefits in the change and that it is not change for the sake of change or change for some ideological, political reason.

Soonja remarked that, in her opinion, the transformation process involved a lot of bureaucracy.

There was a lot of bureaucracy involved in the transformation but maybe processes take a lot of time.

In a sense she expressed her concern about the lack of focus and determination in the management of the process to achieve the set objectives without unnecessary delay.

4.3.3.8 Sharing of experiences

Soonja was of the opinion that there was a difference or gap between management's and employees' experiences and perception of the transformation process.



I think there is a gap in how the transformation process is perceived by management and how it is actually experienced by the people. I think management refuse to accept the experiences of the people.

Although the particular nature of the difference or gap was not explored, it may be deduced from the statement that Soonja experienced that management disregarded people's experiences. She did not explicitly describe it as a negative element of the process but it may be deduced from her statement that she felt it was probably a failure on management's side. However, to a question about the particular experiences of her own colleagues, Soonja responded:

It is difficult, I am realising that I haven't spoken to my colleagues enough about it. I must admit that it sounds ridiculous, but although I work closely with many of my colleagues, I suppose I don't socialise with my colleagues to any great extent. Which, I suppose, in itself says something that we haven't actually sat down in our departments or in our groups and actually talked about it — maybe we should.

It is quite significant that although Soonja had a general awareness of colleagues' experiences of the process and although she sensed a gap between people's experiences and management's perception, this was actually never openly discussed or explored between her and her close colleagues. The question arises as to what extent employees' experiences were disregarded by management and/or to what extent people's experiences of the process were simply not a topic of discussion in the organisation on the whole; not even between close colleagues.

4.3.3.9 Intrapersonal dimension

(a) Macro perspective of the organisation's situatedness in an external environment

From the discussion of Soonja's opinion about the necessity for the organisation to transform, it may be deduced that, for various reasons, Soonja had an awareness of the imbeddedness of the organisation in the broader socio-political context. She also had the understanding that the organisation had to respond to changes in the external environment, that the organisation had to be in harmony with the external environment. For this reason, she understood transformation and expected transformation in the organisation to reflect the changes of the broader external context. This particular external sensitivity or macro perspective probably contributed to her assessment and experience of the transformation process not only in terms of her immediate, personal situation and the internal fine-tuning of the organisation, but also in terms of the organisation's response to the changes in and demands of the external environment.

(b) Commitment to the organisation

Soonja's active participation in the process of transformation, advocating for change and the measures she took to prepare herself for the envisaged process demonstrated her commitment to the organisation and the successful completion of the process. It may further be argued that she involved herself in these activities because she felt responsible for the organisation and the process. This intrapersonal dimension probably facilitated her participation in the process of transformation despite her disappointment with the nature and extent of the process.

A summary of Soonja's experiences of the process of transformation is provided below.



-
- Soonja utilised the opportunities that were created to participate in the process. She felt that she contributed to the process in two ways, by supporting positive developments but also by being critical and querying things she disagreed about.
 - The loss of her previous support group resulted in her feelings of isolation. This was one of her most negative experiences of the process.
 - The opportunity to create new course material, which she initially experienced as exciting and challenging, changed into an extremely negative experience due to the fact that the responsibility for the outcome was taken away.
 - She felt that one of the positive aspects of the process was the fact that it forced her and her colleagues to re-evaluate their personal situation in the organisation, the products and the role and function of the organisation as such.
 - Soonja indicated that although people experience the opportunities to participate in the process positively, the lack of visible progress or success changed them into real negative experiences. In her opinion, the organisation at large did not have the opportunity to enjoy the benefits of their hard work.
 - Soonja felt that the management of the process should have been more consultative in nature. Furthermore, bureaucracy seemed to slow the process down.
-

4.3.4 Opinions and experiences regarding the nature and management of the transformation process and recommendations

4.3.4.1 The nature of a transformation process

(a) Meanings of the concept "transformation"

It was discussed in the analysis of the previous interview that Stephan was concerned about the diverse meanings of the concept transformation. From the discussion of Soonja's experiences it is quite clear that she had a rather broad or encompassing understanding of the concept which definitely differed from Stephan's understanding or meaning of the concept. Apart from changes to course material, subjects and organisational structuring, Soonja understood transformation as also including changes to the staff composition, style of management and composition of the management committee.

Soonja furthermore clearly articulated that she had particular expectations of the process, which probably determined her experience of the process as well as her assessment of the success or the outcome of the transformation process.

(b) Informal support systems and physical proximity

Soonja's reference to the impact of the physical relocation of her colleagues on her relationship with them, is quite significant. This experience leads to the understanding that a special kind of relationship develops among colleagues in a particular physical proximity³. As Soonja described

3. There may be several reasons for the development of this relationship. In the first place, it may be assumed that people are grouped together in a unit or department, which implies a common objective or interest as defined by the activities happening in the unit. In the second place, these relationships can develop as a result of the frequency of interaction and simply because of the physical proximity which involuntarily leads to frequent face-to-face interaction or contact. It can also develop as a combination of both. However, the issue here is not the reasons for the establishment of these relationships, but simply the notion or fact that these relationships do exist.



it, these colleagues functioned as a support group for one another. However, the physical move of colleagues had a detrimental effect on this relationship and the support function of the group. The mere lack of physical nearness, the lack of a shared common environment, caused the experience of distance in terms of the relationship. If this were a more common experience, it could imply that the physical relocation of people during a transformation process has a detrimental effect on the informal network and support system in the organisation. This could probably be a significant dimension influencing people's experiences and their emotional well-being during the process.

(c) Sharing of experiences

From this interview it was deduced that experiences of the transformation process were not necessarily a point of discussion during the process - not even amongst close colleagues in Soonja's case. The question is to what extent experiences are recognised and dealt with in an organisation at all during a transformation process. To what extent is this dimension deliberately overlooked, or considered to be outside the domain of the work environment and the concern of the employer.



4.4 Participant 4: Anja (fictitious name)

4.4.1 Description and experience of the current, post-transformation period/situation

4.4.1.1 Measurable changes as a result of the transformation

The transformation process resulted in several measurable changes for Anja. She had to move to a new office, a new department (administrative and managerial) and her immediate colleagues changed significantly. The most critical change involved a redirection in her professional area of speciality to an area she used to be involved in before she joined the organisation. This change resulted in new courses while the course content of previous courses also changed.

4.4.1.2 Experience of the transformation in general

As indicated above, Anja experienced many changes as a result of the transformation process. Despite the many and even dramatic changes, Anja described her general experience of the process as more positive than negative.

Ek dink ek het die transformasie baie positief ervaar, dit was vir my meer positief as negatief. Dit is iets wat lankal moes gebeur het.

4.4.1.3 Experience of current work situation

Anja said that she had to change with respect to her field of speciality. It was this redirection in particular that contributed to her satisfaction with her personal work situation.

Met die nuwe kursusse was daar openinge, behoefte aan mense wat help met die bepaalde vak. Baie persone van die kursus het weggegaan en ek het weer teruggeskuif. Wat dit aanbetref, was dit vir my baie aangenaam; dit is iets wat vir my baie na aan die hart lê. Dit is natuurlik nou nuwe terminologie met die nuutste: "learners with barriers to learning". Dit is eintlik my eerste liefde. Dit is vir my uitdagend en ek geniet dit; ek kan nie een oomblik daaroor kla nie.

It is clear from the above that Anja derived pleasure from her professional activities, which were in an area which was very close and dear to her and furthermore provided her with an intellectual challenge. It is thus evident that her level of job satisfaction had not been negatively affected by the transformation. In fact, it seems as if her level of job satisfaction increased as a result of the changes that took place.

Contrary to her satisfaction with the new area of speciality, Anja was perturbed by the fact that she was allocated to a department (organisational structure) that had little relevance to her actual work activities. She experienced this as problematic because she felt that the professional identity she communicated to the outside world was skewed by her association with a department with which she had nothing in common.

Wat vir my 'n probleem is, is die feit dat ek binne (...) onderwysersopleiding is en ek het eintlik geen betrokkenheid daarby nie. Ek het dit ook vir die departementshoof gesê en 'n brief vir die Dekaan geskryf. Ek moet dit nou op my visitekaartjie sit. Ek sê vir die buitewereld ek weet iets daarvan af en dit is vir my 'n verleentheid omdat ek in iets anders werk. Ek verstaan dat dit om administratiewe redes gedoen is, maar dit is vir my en Unisa 'n verleentheid.



This experience of Anja's indicates that a dimension of professional identity involves the communication and presentation of the profession to the external environment. Although Anja felt positive and satisfied with her personal work activities in the post-transformation period, she felt that her professional identity was incorrectly portrayed to the outside world because of her association with the particular structure in the organisation.

A summary of Anja's experiences of the post-transformation period is provided below.

-
- The transformation resulted in definite measurable and even drastic changes in Anja's professional life.
 - Her general experience of the transformation process was very positive and as something that should have happened long ago.
 - Anja described her post-transformation work situation as very satisfactory. She seems to experience a higher level of job satisfaction than prior to the transformation.
 - She felt that her professional identity was hampered/negatively affected due to her association with an organisational structure with which she had very little in common.
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4.4.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

In the course of the interview, Anja discussed her opinion regarding the need for the organisation to transform as well as the origin of the impetus for the decision to transform. These aspects are discussed below.

4.4.2.1 The need for transformation

With respect to the need for the organisation to transform, Anja stated:

Ek dink die onderwyssituasie in die land het ons almal meer en meer laat besef hier is geweldige tekorte en geweldige agterstande en ons moet dit aanspreek. Ek dink dit was regtig die hoofrede. Almal het besef ons sit hier, ons is besig met onderwysersopleiding en met verdere opleiding en ons sit met 'n probleem — dit was ons uitgangspunt, die probleem wat ons moet aanspreek.

This statement reflects the fact that Anja had a clear intellectual understanding of the need for the organisation to transform. This statement also demonstrates her awareness of and sensitivity to the external environment in which the organisation had to operate. According to her own assessment of the clients' needs and the external environment, the conditions and demands had changed and therefore the organisation had to change to be able to meet these demands.

4.4.2.2 The impetus for the transformation

Anja experienced the impetus for the transformation process as originating from an internal organisational conviction for change.

Ek dink die onderwyssituasie in die land het ons almal meer en meer laat besef hier is geweldige tekorte en geweldige agterstande en ons moet dit aanspreek. Ek dink dit was regtig



die hoofrede. Almal het besef ons sit hier, **ons** is besig met onderwysersopleiding en met verdere opleiding en **ons** sit met 'n probleem — dit was **ons** uitgangspunt, die probleem wat **ons** moet aanspreek.

The significant aspect of this remark is the way in which Anja identified with the organisation in referring to the problem and the decision to transform. Her referrals to “**we** had a problem ... that **we** had to address” (researcher’s emphasis) communicated her realisation as member of the organisation that they had to transform to respond to the external environment. From this statement it may be deduced that Anja experienced the impetus for the transformation as originating from inside the organisation and also from her own conviction as member of the organisation in response to conditions in the external environment. It seems as if Anja felt herself to be co-responsible for the decision to transform.

It may be argued that Anja’s intellectual understanding of the need to transform and her feelings of co-responsibility for taking and agreeing with this decision facilitated a general experience of the transformation process.

Anja’s experiences and opinion about the decision to transform and the impetus for the decision are summarised below.

-
- Anja had a clear intellectual understanding of the need for the organisation to transform.
 - Her intellectual understanding resulted from (1) her awareness of the demands made on the organisation by the external environment, and (2) a personal conviction that the organisation had to respond.
 - In her opinion, the impetus for the transformation developed from within the organisation in response to external challenges.
 - She experienced herself as being co-responsible for the decision to transform.
-

4.4.3 Phase 2: Experiences of the process of transformation

This section deals essentially with the process of transforming the organisation. The participant was asked to discuss and describe positive and negative experiences and to explain why they were experienced in that way. She was also asked to clarify her motivation for participating in and/or resisting the process (if applicable). These experiences and motivations are discussed below with respect to themes or dimensions covered during the interview.

4.4.3.1 New opportunities and challenges

As a result of the process, Anja had to develop new course material in a subject area she found exciting and challenging.

Die nuwe kursusse wat ek aanbied, is vir my uitdagend en ek geniet dit ... Dit is interessant en dis nuut. Ek kan self kursusse skryf. In ander kursusse wat ek aangebied het, was daar soms boeke voorgeskryf waarmee ek nie saamgestem het nie maar ek moes dit gebruik. Dit is baie lekker om kursusse self te ontwikkel.



She experienced this task as an opportunity to be intellectually creative and develop something new. Apart from the challenge to be creative, it seemed as if Anja experienced the opportunity to determine the course material herself and develop it according to her satisfaction and standards as the rewarding aspect of the development process. This opportunity to have responsibility for the development of something new contributed to Anja's positive experience of the process of transformation.

4.4.3.2 Representative employee profile

Anja felt particularly positive about the changes with respect to the increased participation of women in the various committees in the organisation.

In die onderhoude wat ek gehad het verlede jaar was daar vir die eerste keer dames op die keurkomitee. In al die ander onderhoude was dit net mans met swart pakke. Dit is geweldig intimiderend al die donker pakke. Verlede jaar het ek vir die eerste keer gevoel dit is wonderlik want daar was iemand van die vakbond, iemand van die transformasieforum, dames — dit was anders. Ek het vir die eerste keer gevoel dit is oop, eerlik en dit is 'n "fair deal".

It is clear from the above that Anja felt uncomfortable with and intimidated by the previous homogeneous, male-dominated profile of the organisational committees. The process of transformation resulted in a changed perspective on the composition of committees and opened it up to participation of all employees. It is quite significant that the more diverse profile of especially the selection committee (responsible for promotions) and the representation of her own gender on this committee led to her experience of this process as transparent and honest for the first time. It may be argued that this more heterogeneous representative committee contributed to a feeling of "being part" of the organisation.

Anja furthermore expressed her satisfaction with the appointment of colleagues from other racial groups.

Ek is ook baie bly oor die transformasie in die opsig dat ons swart en Indiër kollegas ingekry het, want dit is hoe ons studente lyk. Feitlik 85% van ons studente is Swart. Ons skryf wat in hulle skole aangaan. Dit maak dit makliker.

She felt that the new appointments contributed to a better reflection of the profile of their clients and could therefore enhance the organisation's ability to deal with the clients' needs.

4.4.3.3 Empowerment of employees

Anja experienced the process of transformation as an empowering exercise especially for the women.

'n Ander positiewe aspek is dat ons vrouens geleer het om onself te handhaaf wat baie goed was. Ek het agtergekom dat vrouens hulle monde kan oopmaak. Ons het binne (die vorige vakgebied) ons monde oopgemaak, ons was nie so vreeslik vasgepen nie. Ons het gepraat. Die mense moes hulself bewys het binne breër vakgebiede. Met die oorkom na die nuwe departement moes jy jou man kon staan en ek dink ons het dit reggekry. Ek dink in 'n mate het hulle geleer om hulle man te staan. Dit is belangrik om jou sê te sê maar om terselfertyd ook positief te wees. Dit is vir my baie prominent dat vrouens sterker navore gekom het.

Anja's reference to the necessity for employees to stand their ground leads to the deduction that during this process of transformation employees had to re-negotiate for a place in the new organisational set-up. The particular equilibrium of the previous system was distorted and there-



fore everybody had to reclaim a new position or standing in the new system. To Anja, the significance of this evolvement was that women actually stood their ground in this process. According to her experience, this resulted in women succeeding in playing a more prominent role in the organisation than previously. This empowerment of women contributed to one of Anja's most positive experiences of the process.

Based on this particular experience, the question is to what extent the process of transformation required women to fulfil a more prominent role in the organisation or to what extent the process allowed them to be more prominent because of the distortion of the previous authority structures and procedures or perhaps of the acceptance of a different paradigm.

4.4.3.4 Re-assessment of existing activities and products

The re-evaluation and re-assessment of existing products (course material) and approaches with respect to relevance and appropriateness to clients' needs, contributed to Anja's positive experience of the transformation process.

Ek dink ons is nogal gedwing om van ons vakinhoude aan te pas vir die huidige situasie en daarvoor is die meeste van ons baie opgewonde. In plaas van om die afstand te hê vanaf die Universiteit en die mense daar onder is ons nader. Ek dink ons leer om die onderwysbehoefes wat daar in die land is, meer aan te spreek. As ons kursusse vir onderwysers opstel, gee ons erkenning aan wat hulle gedoen het. Die feit dat ons hulle vorige ervaring, opleiding en kennis erken, dit is eintlik wat ons lankal moes gedoen het. Ek dink die inhoude is ook beter, die inbring van Afrika-inhoude om dit nie so geweldig te verwesters nie.

This statement once again demonstrated her awareness of the external environment and the need for the organisation to take cognisance of changes in this environment and to remain relevant to this environment and to address the clients' needs. In her opinion, the process of transformation caused a re-evaluation of existing products and processes, which she experienced as a positive and productive exercise. She expressed her satisfaction with the new, adjusted course material which, according to her, should have been done long ago.

4.4.3.5 Workload

Anja was fairly outspoken about the fact that the process of transformation generated a tremendous amount of work which she regarded as a definite negative aspect of the process. The usual day-to-day activities and usual course work had to continue while the new course material had to be developed and people had to participate in the process. To the question of what she experienced as negative, Anja replied:

Die geweldige werkslading. Dit het beteken dat ons ou kursusse steeds moes voortgaan en aan die ander kant nuwe kursusse skryf. Niemand het daarmee gehelp nie, ons moes dit self doen. Die afgelope twee jaar het ons regtig hard gewerk. Sommige mense het ongelooflik baie vermag, mens kan dit nie glo nie. Ek dink dit is maar ook in die gees van die negatiewe houding wat partykeer oor mens gekom het omdat jy oorwerk is. Hier is party mense wat regtig baie oorwerk is.

According to Anja, the extent of the work load sometimes resulted in a spirit of negativity during the process. Irrespective of her agreement with the necessity to change and the organisation's new philosophy, she found that the workload influenced her attitude towards the process. One could argue that such a heavy workload consumes a lot of emotional and intellectual energy, leaving little reserves for dealing with all the issues involved in such a process.



Apart from a heavy workload, Anja also felt negative about the fact that it was not evenly distributed. While she had difficulty in managing all her responsibilities, she observed that other colleagues apparently had very little with which to occupy themselves.

lets saam daarmee is dat party ouens se lading nie so groot was nie — party mense is oorlaai, maar ander het ligter daarvan afgekom. Hoe gebeur dit? Party mense is in 'n klein vakgebied opgelei, baie gespesialiseerd en het nie iets anders om aan te bied nie, wat nie kon oorskuif na 'n ander fokusgebied toe nie. Saam met die baie werk het ons dit baie keer ervaar dat jy jou oor 'n mik werk en 'n ander sit die koerant en lees. Dit het nie baie gebeur nie, maar dit het tog gebeur.

Anja experienced the heavy workload as one of the difficult aspects of the process, which at times affected her attitude negatively towards the process. The difficulty of the heavy workload was further intensified by the fact that not all colleagues contributed equally diligently.

4.4.3.6 Interpersonal relationships

In Anja's opinion, the physical move had a detrimental effect on the established interpersonal relationships that had developed over years.

'n Ander ding wat ons baie sleg getref het, was die skuif uit jou ou kantoor, weg van kollegas wat lank langs jou gesit het vir jare en met wie jy goeie bande opgebou het, weg van jou ondersteuningstelsel af.

According to Anja, she had close relationships with the colleagues who used to be in physical proximity to her. These colleagues were also her support group. The relocation to a new physical environment affected these relationships negatively and removed her from her support group. For her, this was a definite negative result of the transformation process.

In a very sensitive and polite manner Anja referred to the uneven distribution of the workload as causing tension in the relationships amongst colleagues. She was of the opinion that the uneven workload was the result of some colleagues being so specialised in a particular area that they could not apply their skills in any other field. They could therefore not contribute to the development of products in any other area in the organisation. She found them having limited applicability. When asked how it happened, she replied:

Party mense is in 'n klein vakgebied opgelei, baie gespesialiseerd en het nie iets anders om aan te bied nie, wat nie kon oorskuif na 'n ander fokusgebied toe nie.

Although Anja was very polite in her comments about colleagues, it is possible to deduce from this statement that she felt some hostility towards colleagues who did not have the appropriate skills to contribute towards the development of new products and processes for the transformed organisation. She did not explicitly mention that, but it could be argued that this uneven distribution of work and especially the reasons for that, namely the inappropriate skills of some colleagues (in her opinion), affected her relationship with these people.

4.4.3.7 Loss of security

Becoming part of a newly established functional unit initially caused Anja to feel insecure and sometimes negative because of the lack of a shared, common understanding of how the usual



day-to-day activities had to be done.⁴ According to Anja, people continued with their habits as practised in the various departments of the old system until they formally agreed to establish a new, commonly acceptable system for the new functional unit that would guide the practicalities and daily activities in the unit.

Vir 'n tyd lank is daar voortgegaan soos dit in die ou departement was todat gesê is ons begin heeltemal van voor af en hierdie departement het nou 'n nuwe stelsel en 'n nuwe karakter. Ek sou dink mense het dit nuut ervaar, ons het nie geweet hoe dit werk nie, byvoorbeeld die koek en tee elke maand, soos waar kry jy jou briewe. Dit het niks te doen met ons werk as sulks nie, meer met die opset. En todat ons dit op 'n vergadering bespreek het en ons besluit het om oor te begin en dit te maak soos wat almal dit wil hê. 'n Nuwe departement het ontstaan maar die manier van doen was nog steeds die van die ou departement — dit is negatief deur die nuwe personelede in die departement ervaar todat ook "die manier van doen" gewysig is. Dit het gemaak dat ons baie keer onseker was todat dit oopgekrap is.

4.4.3.8 Management of the process

Anja had definite negative feelings about the way in which people were allocated to the new departments. Apart from her discontent with her inappropriate allocation to a department with which she had very little in common, she was dissatisfied with the lack of consultation during the decision-making process. She felt treated as an object by the organisation and therefore experienced it as a very cruel decision. She objected in writing against the decision, but it remained unchanged.

Een ding wat baie sterk uitgekome het, is toe ons in die departemente in geskuif is. Dit is glad nie onderhandel nie, ek het gedink dit is baie swak. Persone is eintlik soos 'n pion geskuif. Daaroor was baie mense ongelukkig: die feit dat mense net geskuif is. Die feit dat ek verskuif is sonder dat mens eintlik enige sê daaroor gehad het. Ek het dit ervaar as 'n geweldige harde besluit. Dit moes sagter hanteer word. Mense is nie genoegsaam gekonsulteer in hierdie besluit nie.

Although Anja experienced the physical move to another office also as negative, she did not have negative feelings about the decision making process. The fact that she was consulted made a difference in how she experienced and accepted the outcome of the process.

Die fisiese verskuiwing was vir my ook baie sleg. Ons is gekonsulteer oor wat ons dink en dit was vir my baie goed.

These two experiences of Anja with respect to how the process was managed lead to the deduction that consultation or the lack thereof in decision-making, plays a role in shaping employees' experience of the transformation process. It seems that participation in decision making during the process of transformation can facilitate the acceptance of the outcome of the process, particularly if the outcome is less favourable for the individual than expected.

4.4.3.9 Participation in the process of transformation

Anja participated actively in the process of transformation because she felt it provided the opportunity to become more relevant and to help meet clients' needs.

4. The concept of culture is used in this context while it carries a much deeper and complex meaning than what is referred to in this particular discussion. Culture has more to do with the tacit assumptions in the organisation and refers to the underlying value system in an organisation. In this discussion reference is made to practicalities in the general set-up of a structural unit and not the value system that guides behaviour.

Transformasie het die geleentheid gebied om meer relevant te word en probleme van die onderwysgemeenskap aan te spreek.

She participated by supporting the process and by commenting on issues which she disagreed with.

As iets nie vir my reg is nie, dan sal ek dit sê.

She even protested formally against her allocation to a particular department by writing a letter to the Dean of the Faculty.

Ek het dit vir die departementshoof gesê en 'n brief vir die Dekaan geskryf.

It may be deduced that Anja experienced herself as having the freedom and the opportunity to participate in the process. In her situation, freedom to participate also included the freedom to disagree with proposed changes.

When commenting on her participation in the process, Anja indicated that after her disappointing experience over her allocation to a new department, she consciously took the decision to remain positive.

Ek het op 'n stadium besluit, veral oor die skuiwery binne die departement, dat 'n mens nie negatief moet wees nie. Ek het besluit dat ander persone wat saam met my werk my nie as negatief moet ervaar nie. Ek het besluit om 'n positiewe klimaat te skep.

When asked why she took this decision, Anja replied:

Ek dink dit is deels my geaardheid — ek laat nie die lewe my onderkry nie en dit het my vreeslik ontstel dat sommige van my kollegas net negatief is. Ek het besluit ons moet 'n ander beeld uitstraal sodat ander mense nie se almal wat van Didaktiek af kom is moeilik nie. Ons is nogal ervaar as moeilik.

In the process Anja consciously took the decision to participate constructively and positively.

4.4.3.10 Intrapersonal characteristics

(a) Macro perspective of transformation

Anja's agreement with the decision to transform and her satisfaction with the opportunity to tackle the needs of the broader society, demonstrates her awareness of the interrelatedness of the organisation and the external environment. She acknowledged that changes in the external environment necessitated changes within the organisation. This understanding of the relation between the organisation and the external environment perhaps facilitated Anja's understanding and experiences of the organisational transformation process.

A summary of the dimensions that elicited Anja's positive and/or negative experiences of the process of transformation is provided below.

-
- Anja actively participated in the process. Her involvement included contributions as well as criticism if and when deemed necessary.
 - The process provided the opportunity for Anja to take responsibility for the development of new course material. This intellectual challenge contributed to



- her positive experience of the process.
- In her opinion, the more representative profile of committees in terms of women and racial group was a satisfactory outcome of the process.
 - Anja felt particularly positive about the more prominent role that women acquired during the process.
 - She experienced the critical re-evaluation of products, approaches and activities in the organisation during the process as productive and constructive.
 - As a result of the process her workload increased dramatically, which sometimes affected her attitude towards the transformation negatively. In addition, she found that colleagues did not contribute equally to the completion of tasks. Some managed to do very little while others (like she) had to carry a heavy work load.
 - Anja felt hostility towards those colleagues whose contributions and participation were limited because of their inability to apply their skills in a different or new area.
 - The move to another office physically removed her from colleagues with whom she had a very special and long-standing relationship. This was a definite negative aspect of the transformation.
 - Becoming part of a new department caused feelings of insecurity because of the initial lack of an agreed framework for directing and organising daily activities and habits within the department.
 - Anja felt particularly displeased and negative about the lack of consultation on the decision to move her to a department with which she had little in common. This intensified her negative experience of the actual decision.
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4.4.4 Opinions and experiences referring to the nature of and the management of the transformation process and recommendations

4.4.4.1 The nature of a transformation process

(a) Unsettling the informal social hierarchies and power relationships of the old system

In her reference to the more prominent role that women started playing during the process, Anja mentioned that people had to find themselves a new place in the new organisation.

Die mense moes hulself bewys het binne breër vakgebiede. Met die oorkom na die nuwe departement moes jy jou man kon staan en ek dink ons het dit reggekry.

As remarked, it seems that transformation in an organisation affects the particular informal social hierarchy and power relationships that existed in a previous system. It may be argued that the particular paradigm of the organisation, the structure and the way of doing things allow some employees (who support this or initiated it) to play a leading role or to have some position of authority in the system. The formal changes induced by a transformation process inevitably lead to changes in the informal processes, employee positions and relationships. Some employees may be in a stronger position than prior to the transformation while others may be in a less influential position than previously.

(b) Allowing for the redefinition or re-negotiation of social positions

Anja's reference to the stronger role of women during the process can be interpreted in two ways. First, it could mean that the nature of a transformation process is such that only those people that can endure and fight for a standing in the new organisation will come through the



process successfully. (*...met die oorkom moes jy jou man kon staan*). In other words, a transformation process requires (or forces) people to be more aggressive and forceful than usual. Secondly, because of the formal changes that took place (changed paradigm, management practices, structures, communication, etc) and the changes or disturbance of the power relationships and hierarchy, the opportunity is created for people to play a stronger role than previously. Stated differently, these people always had the ability to play a strong role but were inhibited or disempowered by the previous system.

4.4.4.2 The management of a transformation process

(a) Consultation and participation in decision-making

Anja made it very clear that she objected to the lack of participation and consultation in some of the decisions of the transformation. The lack of consultation created an impression that the organisation regarded her as an object that could be moved around without consequence. This particular decision was the only one that Anja highlighted as a very cruel one despite other decisions that also affected her negatively. Participation in and/or consultation during the process of transformation (or the lack thereof) seems to play a significant role in influencing people's experience of the transformation process.



4.5 Participant 5: Ute (fictitious name)

4.5.1 Ute's description and experience of the current post-transformation situation

4.5.1.1 Measurable changes as a result of the transformation

Ute described the actual changes that resulted from the transformation as not affecting her too much. To her, the most significant change was the presentation of totally new courses and the adaptation of existing course material. She was allocated to a new department, and some of the old colleagues moved with while new people joined the department. She did not have to move to another office.

4.5.1.2 General experience of the transformation process

Ute said that she was totally indifferent about the transformation process. She did not pay much attention to the transformation-related activities and, apart from changes with respect to the courses, she was not affected by the transformation in any significant way.

Dit het my nie veel gepla nie, behalwe dat ons ons kursusse moes verander. Verder is ek taamlik gedistansieër van die hele storie. Al hierdie vergaderings wat gehou is, dit was nou maar dit en dit het my ook nie vreeslik gepla nie want ek het gevoel ek hoef nie myself te regverdig nie. Ek is vreeslik afgeskakel van al hierdie ander dinge. Ek voel altyd dit raak my nie, dit interesseer my nie. Ek het geen belewenis of 'n gevoel daaroor nie. Ek staan heeltemal indifferent daaroor. Jy weet, ek is nie geïnteresseerd in wat ander mense mee besig is en wat hulle storie is nie. Ek kan amper sê die Universiteit kan dalk brand dan sal ek dit nie eers weet nie.

She did not feel threatened by the process because of her belief in the value of her particular field of interest and speciality. She was disinterested in the process, did not involve herself emotionally but merely focused on her particular responsibilities.

4.5.1.3 Current work situation in the post-transformation period

Ute found herself largely unaffected in the post-transformation period. The main reason for this was her continued involvement in her area of speciality.

Myne (my kursusse) is nog presies dieselfde. Dit is nie dieselfde wyse waarop die kursus gedoen word nie maar dit is nog steeds dieselfde vakrigting, dit is nog steeds probleme en ek hoef dit nie te regverdig nie. Dit bestaan en daardie kinders moet gehelp word... Ek het half gevoel of dit my nie raak nie omdat ek kursusse het wat ek aanbied en die Universiteit verwag nie van my om heeltemal iets anders te doen nie. Ek gaan aan met my werk, ek doen my werk met die hoop dat ek studente kan help.

As Ute indicated, she did not have to make any adjustments to her field of speciality. The fact that she could continue with her particular activities the way she had previously could be understood as a confirmation by the organisation of the value and validity of her work even in the changed situation. Because of her continuation with her previous activities, Ute did not experience any crisis with respect to her professional identity and did not have to make any adjustments in this respect. It may therefore be deduced that Ute's professional identity was in no way negatively affected by the process.



4.5.1.4 Work satisfaction

With respect to her work situation in the post-transformation period, Ute stated that:

Ek is nie so baie gepla daarmee nie want, omdat ek voel my vakgebied is 'n vakgebied wat bestaan, ek hoef dit nie te regverdig nie. As 'n kind (iets nie kan doen nie, kan hy dit nie doen nie) en of jy dit nou deur middel van insluitingsbeleid of watter beleid nou ook al het, ek is baie min gepla met die beleid wat kom want vir my gaan dit daaroor om 'n kind wat 'n probleem het, te help...

Dit is nog steeds dieselfde vakrigting, dit is nog steeds leerprobleme en ek hoef dit nie te regverdig nie. Dit bestaan en daardie kinders moet gehelp word. Vir my gaan dit net oor hoe ek die beste vir my studente kan gee en dit is wat ek nog altyd probeer het.

It is clear that Ute felt strongly about the significance and value of her field of speciality. She felt that not even a changed paradigm or changed policy could decrease the value of these activities. Ute seemed particularly committed to her responsibilities and it could be deduced that the transformation process with all its implications, did not have any negative effect on her commitment to or execution of her professional activities. It seems valid to conclude that Ute was content with her professional situation and continued to experience work satisfaction as previously.

A summary of Ute's experience of the post-transformation period is provided below.

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- Due to the transformation Ute moved to a new department, experienced changes to her immediate colleagues, was given responsibility for new courses and adjusted the content of previous ones.
 - Ute indicated that she felt totally indifferent about the transformation process in general.
 - She continued with her professional activities in the same way she had prior to the transformation. Her professional identity and professional activities were largely unaffected by the process.
 - Due to her prolonged involvement in an area she enjoyed and felt strongly about in the post-transformation period, it may be deduced that Ute continued to experience job satisfaction as previously.
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4.5.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

Ute referred to the decision to transformation only in terms of her particular professional activities (academic courses and course content).

4.5.2.1 The impetus for and the need to transform

Ute found that the course material she was responsible for was outdated and in need of change. She implemented several changes but had to stay within the approved syllabus.

Ek het al lankal gesê die kursusse is verouder. Ek het byvoorbeeld toe ek die kursus in 1993 oorgeneem het, reeds drastiese veranderinge aangebring, maar omdat ek binne die sillabus moes werk, kon ek nie te ver gaan nie.

For Ute, transformation referred to the content and approach of her immediate personal job activities only. The organisation's position was of little interest to her. To her, the process was



only relevant as far as it involved her personal job activities and in this respect she felt uncomfortable with the status quo and therefore felt a need to change.

Verder is ek taamlik gedistansieer van die hele storie... Met ander woorde dit gaan nie vir my persoonlik oor beleidsdruk of wat ook al nie. Dalk is dit die druk wat maak dat ander dit negatief beleef, maar vir my is dit nie so nie omdat ek net gevoel het die kursusse moet regtig verander en dit was nou die geleentheid om dit te verander.

It may therefore be deduced that Ute agreed intellectually with the need to change the products of the organisation. Because of her own uncomfortableness with the old products it can be argued that she felt that the impetus for changing these products came from her own personal conviction and was not forced upon her from any internal or external sources.

Ute's remarks about her indifference about the process demonstrated her lack of concern and interest in the transformation debate and its broader organisational implications. One possible clarification for her disinterest in this process is perhaps her conviction about the validity of her activities in any given context or paradigm and therefore she saw herself as "untouchable" by the transformation process.

Al hierdie vergaderings wat gehou is, dit was nou maar dit en dit het my nie vreeslik gepla nie want ek het gevoel ek hoef nie myself te regverdig nie.

4.5.3 Phase 2: Experiences of the process of transformation

Issues that Ute referred to during the interview, revolved around (1) new opportunities provided by the process, (2) workload, and (3) her experiences of interpersonal relationships. She also made some comments with respect to her personality. These themes are discussed below.

4.5.3.1 New opportunity

Ute saw the transformation as an opportunity to change and adapt the products she was responsible for and with which she had felt uncomfortable for some time. The process allowed her the freedom to do something new and different and to her own satisfaction, which had not been possible prior to the transformation.

Maar toe ek met die nuwe kursus begin het, kon ek doen wat ek in die ander kursus nie kon nie. Dit het my die geleentheid gebied om 'n nuwe kursus te ontwikkel.

This opportunity to develop something new and possibly more appropriate seemed to be the most dominant aspect of Ute's experience of the process.

4.5.3.2 Workload

A definite negative side to the development of new products was the heavy workload this created. Ute felt positive about the development of new products but, in her opinion, this had to be done in too short a time which resulted in a heavy workload and perhaps in a product of lesser quality. She felt that this aspect should have been planned better.

Dit het my die geleentheid gebied om 'n nuwe kursus te ontwikkel maar die jammerte van die hele storie is net dit dat dit onder soveel druk gedoen is... ons moes alles vreeslik gou klaarmaak.

Behalwe dat dit vir my in 'n bietjie te kort tyd was om die produk te lewer. Te midde van die ou werksdruk, moes jy probeer om 'n nuwe kursus te skryf met die gevolg ek het 'n bietjie bedenkinge oor die kwaliteit van die skryfwerk. Dit kon dalk fyner deurdaag gewees het.



Apart from the time pressure, the process resulted in an increased workload because the new products had to be developed amidst the performance of the usual organisational activities.

Waar ek aanvanklik twee kursusse gehad het, het ek nou agt. Dit moet ek sê, jy word vreeslik oorlaai op die oomblik. Of jy nou 80 studente het of 1, al die administrasie moet gedoen word. Ek sit werklik dag en nag en werk. Nuwe kursusse moet ingefaseer word, oues moet uitgefaseer word terwyl 'n klomp (8) van die ou personeel nie meer hier is nie.

4.5.3.3 Interpersonal relationships

Ute did not refer to any changes or adaptation with respect to relationships with colleagues. She made no reference to the “loss” of previous colleagues or a support group nor to the gain of new colleagues. Her attitude towards relationship with other people was explained by the following comment:

Ek steur my te min aan die mense. Ek is nie 'n mens-geïntereerde mens nie. Jy weet, ek is nie geïnteresseerd in wat ander mense mee besig is en wat hulle storie is nie.

The only aspect Ute mentioned as something that concerned her and caused some negative feelings was the allocation of colleagues to interest fields in which they were not necessarily trained. During the process of transformation some of the interest fields or specialist areas were phased out or integrated with other areas. This resulted in the reallocation of the employees concerned to new subject areas. In some instances these employees had to be retrained in the new interest fields. For Ute, this was somewhat problematic and caused concern and negative feelings.

Nee, wat ek wel voel wat my so 'n flentertjie pla, is die feit, maar ek weet nou nie of dit met transformasie te doen het nie — ek wonder somtyds 'n bietjie, die mense wat nou intree in hierdie vakke en moet begin deelneem daaraan, dit is dalk vir my sleg. Maar dit het nie met transformasie te doen nie, dat ek nie altyd seker is dat daardie mense werklik weet waaroor dit gaan nie. Maar dit raak nie my vakgebied nie. Dit is maar meer die basiese kursusse dat ek wonder in watter mate is die mense werklik onderlê.

Although the reallocation or redeployment of people in new specialist areas did not affect Ute personally, she expressed her concern and doubts about the wisdom of this decision. Ute seemed skeptic about the ability of colleagues to perform in areas in which they were not necessarily trained. It may be argued that the redeployment of some of the employees affected Ute's relationships with these people in the sense that she did not trust their academic proficiency (as previously) and felt skeptic about their ability to contribute and produce work of quality.

4.5.3.4 Intrapersonal dimension

(a) Orientation to other people

Ute explicitly described herself as someone who is not people-orientated. This explains her disinterest in what and how other people experienced the process and also clarifies the fact that she did not experience the process as emotionally taxing.

Ek is nie 'n mens-georiënteerde mens nie. Ek praat so bietjie met my ou kollegas maar ek is nie 'n mens wat probeer uitvis wie beleef dit negatief en wie sê wat nie.



(b) Micro perspective on work activities

Ute experienced the transformation process only in terms of its relevance to her personal work activities. As mentioned already, Ute had no interest in the broader organisational issues or colleagues' activities and concerns. This particular attitude is referred to here as a micro perspective on transformation. It may be argued that because the transformation process did not disrupt her personal work activities and because of her micro perspective on the transformation, she did not experience the process as traumatic.

A summary of Ute's experiences of the process of transformation is provided below.

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- The transformation process provided Ute with the opportunity to develop new course material to her satisfaction. She regarded this development as the most important positive aspect of the process.
 - The process resulted in a heavy workload for Ute: she had to develop new material amidst her usual responsibilities. Due to the short time span in which products had to be developed, Ute had some doubts about their quality.
 - Ute indicated that she is not really interested in other people and was therefore not affected by the change of colleagues.
 - Ute expressed her concern about the ability of redeployed colleagues to contribute in an area in which they had no professional training.
 - Her concern with her own professional activities only leads to the deduction that Ute had a very limited or micro perspective on or concern for the transformation process.
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4.5.4 Opinions and experiences regarding the nature and management of the transformation process and recommendations

4.5.4.1 Nature of a transformation process

(a) Workload

Transformation in an organisation seems to imply an increase in the workload. This increased workload in itself can be challenging and responsible for creating stressful working conditions. In Anja's case, it sometimes caused her to experience the transformation as negative despite her agreement with the necessity for the change. It may thus be argued that the increased workload resulting from such a process can, in itself, have a significant physical and emotional impact on employees, irrespective of their particular attitude towards the process. The increased workload can thus in itself elicit negative experiences of a transformation process.

(b) Impact of personnel redeployment on interpersonal relationships

Both Ute and Anja referred to the role of colleagues whose specialist areas no longer formed part of the organisation's new focus. Anja felt that because of the non-applicability of their skills, these people could not contribute to the development of the new organisation. She found them being underutilised at a stage when she and fellow colleagues had to carry a heavy workload. Ute, on the other hand, expressed her concern about the ability of these people to perform in a new specialist area in which they had little formal training or experience. From these



experiences it may be deduced that the reallocation of employees to new specialist areas created elements of tension and discomfort in the relationships between the two groups of employees. It seems as if employees who had to be redeployed were viewed with skepticism.



4.6 Participant 6: Heike (fictitious name)

4.6.1 Description and experience of the current post-transformation situation

4.6.1.1 Measurable changes as result of the transformation

Heike retained responsibility for the courses she had presented prior to the transformation process and resumed responsibility for additional courses. She moved to a new department and therefore also a new head of department but she regarded this change as more ideal in comparison to other people.

So ek het nie wat sommige ander ouens gehad het wat hulle in 'n departement geplaas is waarin hulle geen vakke onderrig nie. So in daardie opsig was dit waarskynlik meer ideaal as in ander gevalle.

She had to move office and this resulted in losing close contact with colleagues in her physical proximity. Heike regarded this as the most drastic and traumatic change as a result of the transformation process. The lack of reference to her academic functions leads to the conclusion that this sphere of her professional life has been relatively undisturbed by the transformation.

4.6.1.2 Experience of the transformation in general and the extent of the transformation specifically

Heike described her experience of the transformation process as fluid, changing from day to day.

Jy is ook nie elke dag dieselfde nie; dit is 'n baie vloeibare proses. Beleef elke dag verskillend.

However, from her discussion it may be deduced that she experienced the process more negatively than positively. In response to the question on positive aspects or experiences of the process, she remarked:

Ek moet baie hard dink.

In support of this deduction, Heike described only one aspect of the process as slightly positive (see phase 2 for discussion of interpersonal relationships).

Heike's main concern about the process was that she felt that transformation did not actually take place. She was of the opinion that it was more of a structural change, it progressed too slowly and she felt that more could have been achieved than what had actually materialised.

Ek wonder of dit 'n transformasie was of 'n struktuurverandering? Dit mag wees dat my verwagting, gegewe my agtergrond, vir meer was en is van jy moet alles van die tafel afvee en nuut begin... Ek het 'n ongeduld met die slakkepas van transformasie gehad. Ook omdat daar baie meer uit gemaak kon word.

She explained her disappointment with the outcome of the process by referring to her particular expectation and understanding of transformation. Heike understood transformation to be a radical change; to delete everything from the past and to start all over with something new. To her, it almost had a religious connotation in the sense that she compared it with a conversion experience. And in her experience of the process that did not happen.



Transformasie is soos bekering — en dit is 'n ding wat binne jou is. Bekering kom nie elke dag op 'n mens se pad nie, sommige mense kry dit nooit nie of nooit so dat hulle radikaal omkeer nie. Dit beteken vir my om van die tafel af te vee en met iets heeltemal nuuts te begin. Dit kan op verskillende maniere gedoen word, (a) inkrimenteel of (b) radikaal. My siening is dat dit soos 'n bekering is, dat alles radikaal anders is. Dit is waarskynlik 'n idealistiese siening in terme van om 'n organisasie te verander.

For Heike, the transformation of the organisation had more of a character of incremental change and did not comply with her expectations of a radical transformation or conversion. This incremental nature of the change was responsible for her lack of enthusiasm about the process and its outcome. In her reflection on the process, Heike admitted that her expectations were probably idealistic for the particular context. Despite her acknowledgement of her particular expectations, Heike doubted whether transformation had actually taken place.

4.6.1.3 Experience of current work situation

Apart from her disappointment with the nature and extent of the transformation process, it seemed as if Heike's personal professional activities were relatively unaffected by the process. As indicated, she continued her involvement in her specialist area and was given responsibility for other courses as well. It was not necessary for her to acquire skills in a new specialist area. Heike's lack of reference to this sphere of her professional life, given the elaborate discussion of negative aspects of the process, leads to the deduction that her immediate work activities and her professional identity were not negatively affected by the process.

4.6.1.4 Interpersonal relationships

Heike identified her physical move during the process of transformation and the resulting physical distance between her and her previous colleagues as the most negative outcome of the process.

Dit het meegebring dat ek geskuif het van die een punt van die gang na die ander punt en daardie effek was vir my waarskynlik soort van eintlik baie belangrik. Die intellektuele, akademiese verwydering van kollegas: Dit is my groot negatiewe ervaring van die proses.

The reason for discussing the physical move and the impact it had on her interpersonal relationships is that this dimension remained an issue for Heike even after the completion of the process. For her, the impact of the transformation on her relationships with colleagues had a lasting effect and impacted on her professional functioning in the post-transformation period.

The physical distance between Heike and her previous colleagues had a detrimental effect on her experience of group cohesion. According to Heike, many important academic and other discussions took place in an informal way as a result of the physical proximity of colleagues. The physical environment was shared with people who had similar interests. The move to another physical environment involuntarily cut these close and informal (relaxed) relationships with close colleagues. This resulted in Heike finding herself isolated and marginalised in the post-transformation period. Furthermore, she was of the opinion that the physical move did not only leave her marginalised and lonely without her close colleagues but also harmed the ability of the colleagues (and organisation) to function as a team.

Waar ek eers gesit het, was daar baie traffic gewees en mense het gekom en gegaan en jy het met hulle gesels. Jou kollegas wat jou belange gedeel het, het reg rondom jou gesit. Toe ek



geskuif het, is ek soort van, dit voel nou of ek gemarginaliseer is want al die kollegas wat op die traffic route was wat jy toevallig gesien het, is nie meer daar nie. Baie van die akademiese gesprekke vind toevallig plaas, jy besluit nie nou moet jy met iemand gaan praat nie. Jy loop iemand in die gang raak, of jy en nog iemand werk laat die middag en dan praat julle sommer in die gang of oor 'n koppie tee oor iets wat julle in gemeen het, deel iets uit. Dis weg, dis weg. En dit is waarskynlik vir my die swaarste aanpassing. Die fisiese verskuiwing en die effek wat dit gehad het op my interaksie met kollegas met wie ek belange deel. Van my kollegas het ook getrek en ek sien hulle en ons praat nog maar daai groepskohesie is weg. Jy ontsien die moeite om sommer net gou te gaan inloer om iets te gaan afgee. Jy druk dit maar in die pos as dit nie 'n belangrike ding is nie. Mens moet soveel meer effort insit om as 'n span saam te werk. En vir ons wie die core business is om onderrig te gee, kan dit nogal 'n effek hê.

It is quite clear from the above that Heike experienced this involuntary disruption of the relationships with colleagues as quite traumatic and lasting even after the completion of the transformation process.

A summary of Heike's experience of the post-transformation period follows below.

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- The transformation process resulted in substantial measurable changes for Heike. She had to move office, became part of a new organisational and management structure, assumed responsibility for new courses, and lost contact with her close colleagues.
 - Heike's experience of the process was changing and fluid but she generally experienced it as more negative than positive. She was disappointed with the incremental nature of the transformation and the lack of real change. She had expected and prepared herself for a radical transformation.
 - Apart from the difficulty in terms of collegial relationships, Heike's professional, day-to-day activities seemed to be unaffected by the process. The absence of references to this dimension of her work life leads to the deduction that her professional identity remained unaffected.
 - Heike experienced the loss of close contact with significant colleagues as a result of the physical move as the most negative outcome of the transformation. She felt isolated and indicated that the lack of the previous, informal contacts affected her professional functioning detrimentally.
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4.6.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

To understand Heike's particular perception and experience of the organisation's decision to transform, it is necessary to understand her perception of the organisation prior to the transformation. Her references to the role of her personal background in shaping her opinion and expectations of the process identify this as an important dimension for understanding Heike's particular experience of the process in general. In this section attention is therefore given to her personal background, her perceptions of the organisation and then, finally, her perceptions of the organisation's decision to transform.

4.6.2.1 Personal background and perception of the organisation

With respect to her personal background, Heike stated the following:



Ek kom uit 'n ander agtergrond as Unisa, met geen opvoedkundie kwalifikasies by Unisa nie. Ek kom uit 'n ander provinsie en was in die tyd van die strugle by die Wes-Kaap Universiteit. Ek het by 'n klomp Universiteite gestudeer en ek was in die beginjare van die Randse Afrikaanse Universiteit daar. Dosente is van oral oor daar aangestel met die gevolg dat daar nie 'n vaste paradigma bestaan het nie. Dit was vir my baie moeilik om aan te pas na Stellenbosch, in die opset en ook die politieke setup. Ook die manier hoe die skool en kerk bedryf was. In die Kaap kon ek sê wat ek wou, hier het die kerk oor my skouer geloer. Ek het net meer vryheid gehad om oor goed te dink. Dit was vir my baie moeilik om aan te pas by Unisa. Ek was gelukkig in die departement waarin ek was, waarin ek tog vryheid gehad het om te se wat jy wil. Maar tog die belewenis dat almal nie baie vry is om vry te wees nie. 'n Mens se eie opvoeding bepaal 'n sekere siening teenoor die lewe.

Her reference to being at the University of the Western Cape during the struggle leads to the deduction that Heike was exposed to an alternative socio-political paradigm or environment than the then prevailing paradigm. It could therefore be argued that Heike did not experience the socio-political changes in the external environment (society) as traumatic or as a threat, but rather as a necessary change. It may further be deduced that, owing to her previous work experience in several organisations, Heike was exposed to many different “work paradigms” and ways of doing things. One organisation in particular had room for the concomitant existence of various paradigms and employees were not confined to one particular paradigm. Previous work environments also allowed her the freedom of critical thinking. Although she experienced the freedom of thinking and speaking her mind in her pre-transformation unit (department), she was of the opinion that other employees in the organisation (in other units) did not experience the same freedom. In her experience therefore, people had to comply with the dominant thinking and ways of doing things in the organisation and did not have the freedom to think and do anything beyond.

Heike's particular perception and opinion of the socio-political situation of the country and her exposure to other work environments with varied paradigms and ways of doing things, made it difficult for her to adjust to the organisation in the pre-transformation period. She did not share the organisation's dominant paradigm and found it restrictive and even prescriptive. She also found the pre-transformation organisation homogeneous with respect to cultural grouping and the way of thinking.

Die oorwig van die mense wat by hierdie Fakulteit aangestel is as mens na die profiel kyk, personeelsamestellingsgewys, is waarskynlik oorwegend Afrikaanssprekende mense, omtrent 90%. Bepaalde mense met bepaalde sienings is aangestel omdat hulle inpas by die kultuur.

According to the demographical information on the organisation, it is true that it consists of a majority of Afrikaans speaking people. What is however, more significant about this remark, is Heike's perception that people were appointed who shared the dominant paradigm and would fit into that paradigm of the organisation. This leads to the deduction that Heike experienced the organisation as having very little room and opportunity for deviance from the one, approved or official paradigm.

With respect to the organisation's dominant paradigm, Heike felt that it was built on the prior conservative or exclusive socio-political paradigm of the broader society (external environment). In her opinion, the pre-transformation organisation (and the colleagues) uncritically accepted and modelled the philosophies of the external environment (previous socio-political situation). According to Heike, this resulted in the organisation having mono-cultural, mono-lingual, mono-



religious assumptions with a rather conservative socio-political orientation. She furthermore experienced the organisation as having little, if any, critical thinking and debate about the validity of these assumptions and actually discouraged people from doing so.

Mense was gewoon om op 'n bepaalde manier te kyk en te doen. Dit was "geentrenched" of "legislated comfort zones" wat deur die groter politieke bestel onderhou is. Dit was nie nodig om te dink nie.

Mense kom uit 'n bepaalde politieke agtergrond: hulle was gewoon om die dominante groep te wees. Dinge is gedoen soos wat hulle dit wou gehad het. Bepaalde goed rondom multi-kulturaliteit kan vir sommige mense 'n probleem wees wat glo daar is net een manier van doen. Tot onlangs is goed soos die Christelike godsdiens so beskerm en verskans in baie dinge wat gedoen is dat mense nie basies nodig gehad het om te dink oor ander godsdiens nie, of in terme van multi-linguïsmes, in terme van hoe akkommodeer jy meer as een taal.

4.6.2.2 The need for transformation

Given Heike's diverse work experience, her particular socio-political orientation and her experience of the pre-transformation organisation as homogeneous and restrictive, it is clear that Heike thought it necessary for the organisation to transform. It seems as if she felt this need before the organisation even realised the necessity for transforming itself. Her particular previous work experience and exposure, her personal convictions raised the expectation of a radical transformation resulting in something new and different.

Dit mag wees dat my verwagting, gegewe my agtergrond, vir meer was en is van jy moet alles van die tafel afvee en nuut begin.

4.6.2.3 The impetus for the transformation

Heike did not comment on where the impetus for the transformation originated, whether it happened as a result of external pressure or an internal organisational conviction. However, she was skeptic about the organisation's involvement in the initial assessment of the status of the organisation and the decisions with respect to the areas and direction of the transformation.

Ek het nie in die legitimiteit van die transformasieproses geglo nie en die aanbevelings. Hoekom was dit nie 'n onafhanklike ondersoek nie? Jy kan nie jouself van binne ondersoek nie. Ek het die legitimiteit van die aanbevelings bevraagteken.

Heike clearly felt that the organisation's participation in determining the direction of the transformation and in the management of the process was illegitimate. She therefore mistrusted the intentions of the organisation to transform. It is also possible that she mistrusted the ability of the organisation to transform itself, given her experience of the organisation as quite homogeneous, restrictive and providing little room, if any, for discussion and reflection of alternative ideas and ways of doing things. Thus, although Heike felt that the organisation had to transform and agreed with the organisation's decision to transform, she did not agree with how it decided to go about the transformation and even the direction that was chosen.

Ek het 'n alternatiewe transformasie voorgestel.

It may thus be concluded that although Heike agreed with the organisation's decision to transform, she disagreed right from the start with the particular direction and approach it took. This difference between Heike's opinion about the transformation and the direction the organisation actually took, to some extent determined Heike's participation in the process of transformation.



A summary of Heike's experiences of the pre-transformation period is provided below.

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- Due to her particular upbringing and exposure to different work environments, Heike experienced the pre-transformation organisation as having mono-cultural, mono-lingual, mono-religious assumptions with a conservative socio-political orientation. Little room existed for critical thinking and debate about this particular orientation. She found this dominant paradigm in the organisation restrictive and even prescriptive.
 - In her opinion, the organisation had no other way but to transform. She expected the transformation to be radical, resulting in something totally new.
 - Although Heike agreed with the organisation's decision to transform, she disagreed with the direction of the proposed change. She proposed and advocated an alternative process.
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4.6.3 Phase 2: Experiences of the process of transformation

Several dimensions in the process of transformation featured in Heike's particular experience.

4.6.3.1 Participation in the process

Given the particular nature and direction of the transformation process initiated by the organisation, Heike found it difficult to contribute to the process positively. She described her participation in the process as constructive resistance: resisting the proposed transformation but suggesting or advocating an alternative.

Ek het 'n alternatiewe transformasie voorgestel. Daar was nie 'n geleentheid vir my om binne die transformasie proses 'n positiewe bydrae te lewer nie.

This she did by raising questions about suggested processes and decisions; by submitting alternative proposals and discussion documents and by starting additional discussion groups.

Ek het 'n ander tipe van weerstandsrol gespeel in die sin van toe die kommissie van ondersoek aangestel is, het ek dit geweldig bevraagteken. Ek het wel vir hulle 'n memorandum deurgestuur met kritiese vrae oor mag en sulke goed... 'n Paar van ons was nie baie happy met wat hulle gedoen het nie. Ons het toe alternatiewe besprekingsdokumente op die tafel gesit. Ons het gevoel die proses is onbevredigend en het toe 'n eie stimulerende gespreksgroep gestig.

Heike remained involved in the process despite her disagreement with the direction of the transformation process. In addition to these actions during the process, Heike took the effort to inform herself about transformation per se and the management of such a process.

Ons het wyd gelees oor transformasie en bestuur en dit was baie stimulerend.

This can be seen as a demonstration of her commitment to the organisation and the successful completion of the process of transformation. It is also possible to argue that she prepared herself for the process because she felt responsible for the organisation and the outcome of the process. Given her skepticism about the organisation's management of the process it could also be argued that she read extensively because of her mistrust in the organisation and its ability to steer the process appropriately. These two interpretations are not mutually exclusive. However, it was not possible to obtain Heike's comment on this interpretation.



Although Heike consciously decided to resist the transformation in a constructive manner, she had doubts about the effect of such a role.

Jy weet nie altyd wat die effek van konstruktiewe weerstand gaan wees nie. Dit is moeilik om die effek te bepaal.

It is clear that she decided to continue her particular participation despite the uncertainties of such a direction. As mentioned, Heike was personally convinced of the necessity of the organisation to transform. Her particular participation was thus based on her personal conviction and she was prepared to take the risk of unpredictable constructive resistance.

The question is why Heike felt secure enough in the organisation to resist the process in such an active and overt manner. Various arguments may be put forward for her particular conduct. One argument is that management valued Heike specifically for her liberal or alternative opinion. She could have been the embodiment of a different way of thinking of which the pre-transformation organisation was incapable. Perhaps management saw in her an opportunity to stretch their own thinking, to expose them to ideas and opinions they were incapable of because of their particular way of thinking. Then, too, perhaps they could use her to portray a more liberal, progressive picture of the organisation to the external environment.

It is very difficult to establish the nature of the relationship but it seems valid to argue that the organisation (or management) valued her alternative or liberal opinion in the organisation (for whatever reason). The fact that they consulted her or used her as a sounding board in specific decisions contributed to this deduction. It may thus be argued that, although she stood outside the mainstream of the organisational paradigm, she had a particular position in the organisation as a critical thinker.

Die kommissie het my gesoek net as klankbord want hulle wou iets doen.

4.6.3.2 Interpersonal relationships

According to Heike, the only positive aspect of the process of transformation was the opportunity it gave her to get to know people she did not work with in the pre-transformation period.

Ek moet baie hard dink. Dit was om sekere mense te leer ken wat ek nie vroeër mee saamgewerk het nie. Om hulle 'n bietjie beter te leer ken.

It seemed that this getting to know other people involved more than just acquainting herself with 'unfamiliar' people. According to Heike's experience of the pre-transformation period, little contact existed between people from different departments and especially between people from differing opinions and ways of doing things. This lack of contact (formal and/or informal) contributed to alienation and feelings of antagonism between people from different units and/or different opinions in the same organisation.

Daar was antagonisme teenoor mekaar omdat lede uit die verskillende departemente mekaar nie geken het nie. Daar was verskillende persepsies van mekaar op grond van verskillende maniere van doen wat waargeneem is in die departemente in die ou dae. En aan die einde van die gesprek het die persoon opgemerk: "Haai, nou haat ek jou nie meer nie." Ons het mekaar nie geken nie en daar was idees wat nie binne mense se verwysingsraamwerke bestaan het nie omdat hulle so gewoond was om maar net aan te gaan.



It seems that the process of transformation created an opportunity for people to interact with unfamiliar colleagues and to share opinions and ideas usually restricted to the smaller in-group or people who thought alike. Furthermore, the process contributed to the discovering colleagues of opposing ideas as “human” and perhaps less threatening and destructive. Although Heike did not explicitly highlight it during her interview, it may be deduced from the above statement that some of her colleagues viewed her with hostility in the pre-transformation period. However, due to discussions during the process she became less of an enemy to some of them.

To conclude, Heike felt that changes in the interpersonal relationships could be regarded as positive results of the process for three reasons: first she got to know previously unfamiliar colleagues; secondly she was of the opinion that the discussions during the process of transformation exposed colleagues to new ideas, and thirdly colleagues got to know her better and found her less of a threat than previously.

4.6.3.3 Changing the way of doing things

She found the organisation to be more open and transparent during the process of transformation. In her opinion, more consultation of staff members took place while communication also improved. Employees, especially women, had greater freedom to speak their minds. To Heike, this was a semi-positive development.

Miskien is dit 'n semi-positiewe ding dat sekere dinge meer openlik plaasgevind het as van tevore. Sekere goed word meer geraadpleeg, daar word meer gekommunikeer... Mense wat uit outoritere departemente kom waar hulle nie openlik kon praat nie, het dit nou bevrydend gevind om te kan praat. Vrouens kom praat nou meer vrylik oor dinge.

However, this very move towards improved transparency and consultation was also the cause of negative experiences during the process. She felt that although there was an awareness of the necessity for transparency and consultation and indeed, a move towards that, people (management) still struggled with this new approach. In her opinion, the relevant people (managers/leaders) were not necessarily skilled in the new approach and therefore sometimes found it difficult to apply. This failure to apply or disregard for the new approach caused negative feelings.

Dit was miskien 'n werklike begeerte om meer transparant te wees maar omdat jy nooit daaraan blootgestel was voorheen nie, het van dit geboemerang. Dit is 'n mengsel van mense wat nie weet hoe om die culture van konsultasie en participative management te hanteer nie. Hulle se dit (nuwe kultuur) is goed maar doen dit nie altyd nie. In daardie opsig is dit dan negatief.

Acknowledgement of the necessity to be more transparent and more consultative but being unable (or unwilling) to follow this approach led to negative experiences of the process.

4.6.3.4 Loss of security

In her opinion, the allocation of people to new departments resulted in feelings of insecurity. They were uncertain of what and how things had to be done in the new departments. People were used to different styles of management and their previous experiences and habits resulted in various and different expectations of the “what” and “how” of the new organisational units.



Dit was 'n positiewe belewenis wat ons van ons vorige departement gehad het en dit het tot gevolg gehad dat toe ons in die nuwe departemente ingekom het, het ons met verskillende style gesit. Mense het dan ook verskillende verwagtinge van die nuwe departementshoofde gehad — wat toegelaat gaan word en wat nie.

4.6.3.5 Management of the process of transformation

(a) Lack of consultation

The implementation of new work activities (courses) necessitated the re-allocation of responsibilities to employees. This happened without employees' participation which Heike experienced very negatively. Work had been allocated to people without giving them the opportunity to participate in the decisions.

Maar die wyse waarop die werkverdeling gedoen is, is baie negatief ervaar en gedoen. Daar was nie konsultasie in die proses nie — die vol profs en mede-profs het oor die werk van mense besluit (die uitvoerende komitee van die ou departement).

It was not so much the re-allocation exercise that elicited the negative feelings but rather the lack of consultation during the process.

(b) Ownership of the process

Although Heike did not discuss this issue in particular detail, she was of the opinion that management was more concerned about having the right blueprint or plan of action than accommodating the employees in the process. She felt that management perceived the organisation as being constituted of structures and not people.

My opmerking aan die komitee was dat as julle nie die mense kan saamvat nie, as julle nie mense kan kry om ownership te vat nie, dan kan jy die strukture verander tot jy blou word. Maar 'n organisasie bestaan nie uit strukture nie. Mense dink as jy blueprints het, die planne het, dan kan jy werk.

Heike's concern about the involvement of people leads to the conclusion that she felt that management did not do enough to involve the people in the process and to allow or enable them to take ownership of the process. However, this aspect could not be discussed in more detail.

4.6.3.6 Intrapersonal dimension

(a) Role of personal upbringing and previous exposure in the development of a life perspective

Heike said that her upbringing played a significant role in determining her particular perspective on life, the broader socio-political situation and the situation in the organisation.

Ek dink dit het te make met 'n bepaalde lewensbeskouing, bepaalde denkwyses en 'n manier om na die werklikheid te kyk... 'n Mens se opvoeding bepaal 'n sekere siening oor die lewe.

(b) Independent/critical thinking

Heike explained her critical assessment and evaluation of the process of transformation by sharing a personal characteristic.

Ek het nie uit gelid gesprink as ek nie 'n baie goeie rede gehad het nie. Ek kan myself daaromtrent baie goed verantwoord. Dit gaan nie vir my net om anders te wees ter wille van



anders wees of om snaaks te wees nie. Jy moet redes kan gee, jy moet behoorlike argumente kan uitmaak. Ek wou toegelaat wees om uit gelid te spring as ek myself kon verantwoord.

It may be argued that Heike had the ability (and a need) to think independently and critically. This presupposes a personal confidence in her own opinion and her ability to evaluate situations. Furthermore, it seems that Heike had little fear in communicating her opinion when she felt that she could justify her particular perspective, even if it contradicted the dominant opinion. This characteristic contributed to her critical evaluation of the proposed transformation process and her conscious decision to constructively resist the process.

(c) Ability to take risks

The fact that Heike maintained her position of constructive resistance, given the uncertainty of the outcome or effect of such a role, leads to the deduction that Heike had an ability to take risks on the strength of her personal convictions.

Jy weet nie altyd wat die effek van konstruktiewe weerstand gaan wees nie. Dit is moeilik om die effek te bepaal.

(d) Inclination to feel responsible for the process and the organisation

Heike's efforts to inform herself extensively about the issue of transformation and her involvement in the process may be interpreted as an inclination to feel responsible for the organisation and the outcome of the process.

A summary of her experiences of the process of transformation, is provided below.

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- Due to her disagreement with the direction of the transformation, Heike consciously decided to participate in the process by constructively resisting it despite uncertainties about the result of such a role. She did this by actively proposing an alternative process. She also informed herself about transformation per se through extensive reading.
 - Heike experienced the loss of close contact of colleagues as very traumatic. However, she regarded some of the changes in the interpersonal relationships as favourable. She gained an opportunity to get to know colleagues who were previously unfamiliar and was of the opinion that the discussions during the process of transformation exposed colleagues to new ideas. Finally, she felt that previously hostile colleagues got to know her better and found her less of a threat than before.
 - A positive development during the process, in her opinion, was the change towards greater transparency, improved communication, consultation and empowerment of women. However, the negative side to this development was the inability or perhaps unwillingness of management sometimes to stick to the new practices.
 - Heike felt that the allocation of people to new departments created uncertainty among them. Because they came from different backgrounds (styles of management, habits, etc) and expected different things, they felt unsure about the acceptable practices in the new structures.
 - In her opinion, the process should have been managed differently. Firstly, she criticised the lack of consultation on critical decisions and secondly, she felt that management were more concerned about the structures and procedures than



- about the employees. She indicated that management should have done more to involve the people in the process.
- During the discussion Heike referred to several personal characteristics that might have facilitated her perception and experience of the process: critical thinking, ability to take risks, inclination to feel responsible for the organisation and a diverse background.
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4.6.4 Opinions and experiences regarding the nature and management of the transformation process and recommendations

4.6.4.1 Nature of a transformation process

(a) Various perceptions and expectations of the concept transformation and its outcome

It is clear from Heike's experience of the process that she had a distinct understanding of the meaning of the concept and also specific expectations of the outcome of the process. Her understanding of the concept and her expectations were a product of her personal background and previous work experience among other things. This therefore supports an earlier deduction that employees in the same organisation do not necessarily share the same notion of the concept. This implies that various "definitions" and expectations of transformation are covert in an organisation. Thus referring to transformation and discussing the topic does not necessarily imply a uniform understanding of the concept. It may furthermore be deduced that a person's experience of the process and opinion about the outcome (or success) of such a process is co-determined by his/her own understanding and expectations of the process.

(b) Impact of transformation on the informal networks in an organisation

According to Heike's descriptions of the interpersonal communication in the pre-transformation period, it is clear that an informal vibrant communication network existed that fulfilled various functions.

Baie van die akademiese gesprekke vind toevallig plaas, jy besluit nie nou moet jy met iemand gaan praat nie. Jy loop iemand in die gang raak, of jy en nog iemand werk laat die middag en dan praat julle sommer in die gang of oor 'n koppie tee oor iets wat julle in gemeen het, deel iets uit. Dis weg.

In an informal and voluntary manner workrelated and personal issues were shared with close colleagues. These informal networks fulfilled an important communication function among colleagues as well as a valuable social and emotional support function. Heike found that the physically moving colleagues resulted in the disruption and demolishing of this vibrant and important function in the organisation. Seeing that organisational transformation processes often involve the re-allocation of people to new structures and physical environments, such a process can involuntarily impact on an organisation's informal network and support system. The disruption of the informal network and support system seems to be one of the crucial dimensions contributing to negative experiences of the process. It may also be argued that the absence of this close and sometimes intimate network leaves people vulnerable without the workrelated and emotional support they were used to. It is actually during processes like transformation that people need such support systems.



4.6.4.2 Management of a transformation process

(a) Important role of consultation

The fact that Heike mentioned the negative impact of the lack of consultation on several occasions and even the perceived lack of consultation shows the importance of this aspect in facilitating and determining experiences of a transformation process. Moreover, it seems that negative feelings aroused by the lack of consultation are not easily soothed even if a good reason for such an act is provided (such as a lack of skills).

(b) Ownership of the process

Heike highlighted the issue of perceiving an organisation as constituted of structures or of people. It seems as if these two different perspectives of an organisation could have significant implications for how a transformation process is managed. As already indicated, Heike recommended that a transformation process should acknowledge the people in the process and allow them to take ownership of it.

(c) Acknowledging the existence and role of the informal network

It should be acknowledged that a great deal of organisational issues are discussed in the corridors, over a cup of tea or in an informal gathering or group discussion. The formal communication channels and structures in an organisation do not necessarily constitute the sum of communication. This dimension could have implications for the management of a transformation process: (1) The negative effect of the disrupted informal network identified the importance of the network for the well-being of employees. In the management of the process, care should therefore be taken to preserve the network as far as possible. However, if this is not possible, the organisation should understand the impact it will have on employees and perhaps investigate possible mitigating strategies. (2) Because of the effectiveness of the informal network, information shared in a selective manner has the tendency to be spread through this network. This could very easily contribute to the spreading of rumours or the sharing of inaccurate information simply because of the lack of verifying possibilities. It might also raise questions about the reasons for the secrecy of information and could contribute to a spirit of mistrust in the organisation. It seems valid to argue that the role and impact of the informal network on a transformation process should not be underestimated during such a process.



4.7 Participant 7: Leslie (fictitious name)

4.7.1 Description and experience of the current, post-transformation situation

It should be noted that the discussion of his comments is based on the second part or informal interview with Leslie. Although Leslie agreed to the recording of the interview, he simply replied with yes, no or don't know. He was afraid that he would be identified as a participant and made the researcher promise not to reveal any of his comments and opinions.

4.7.1.1 Measurable changes as a result of the transformation

Leslie felt that fundamentally his work remained the same, namely teaching and research. However, he had to assume responsibility for courses he was not previously involved in and participate in the development of totally new courses. He had to move office and became part of a new department which also involved a new head of department. Some of his previous colleagues moved with him to the new department but he also gained new colleagues from other departments. The process thus resulted in several measurable changes for Leslie.

4.7.1.2 Experience of the transformation in general and the extent of the transformation specifically

At the beginning of the interview it was difficult to persuade Leslie to speak about the transformation process in the organisation. Despite a lengthy introduction to the particular topic during which "transformation" was defined as the process that happened in the organisation, starting with a commission of enquiry and ending with the restructuring of the organisation, Leslie kept on querying referrals to the process and the use of the term "transformation".

Which transformation are you referring to?...What do you mean with transformation?

After agreeing that the term would be used to describe of or refer to how management and other people perceived the process, he was willing to reply to the questions about transformation.

Leslie was adamant that no transformation had taken place. In his opinion, the process merely involved rearranging the organisation and changing names without any attempt at real transformation.

I don't know. I don't see much in terms of it having affected me because it was just a shift from certain departments to new ones... I don't know whether this change of offices and the change of names of the old departments, I don't know whether that is what is named transformation in this Faculty. Transformation did not take place in the Faculty. I regard it as a change of arrangement and change of names.

Leslie understood transformation as doing things differently and better than they used to be done.

To me transformation means moving from the way in which things are being done into another way which is better and improved.

It is thus clear that whatever changes took place in the organisation as a result of the transformation, Leslie regarded the situation as unchanged with no improvement on previous practices and habits. He also highlighted that a transformation should result in a change of heart which would then be reflected in deeds.



People must show change of heart with deeds; lip service is a dangerous game.

His particular experience of the post-transformation organisation offers detail about his understanding and expectations of the outcomes of such a process.

4.7.1.3 Leslie's experience and perception of the post-transformation organisation

According to Leslie, the organisation did not encourage or allow all people to speak their minds. To him, it seemed that the position people held in the organisation determined the level of freedom they had to speak.

I move around and it is not always easy to air one's views against the whole Faculty. It depends on your position in the Faculty. It is always the same people that talk in the meetings, the others keep quiet. In this Faculty the females don't talk. If the senior people keep quiet, then I also keep quiet.

From these statements it may be deduced that Leslie found the organisation undemocratic and restrictive with respect to allowing or encouraging all employees to express their opinion. In Leslie's experience, women and people in lower positions in particular, were inhibited in this respect. He experienced himself as inhibited in speaking his mind and specifically refrained from doing so when employees in higher positions (senior people) kept quiet.

Apart from the undemocratic nature of the organisation, Leslie was also of the opinion that the organisation was unbalanced with respect to the racial profile of the employees. He felt that the demographics of the organisation had to reflect the demographics of the wider community.

The Faculty needs to become more balanced in its demographics to reflect the demographics of the community. When I started in the Faculty we were two black people — after five years we are only ten.

From the figures he quoted (correctly) it is clear that Leslie belonged to a minority group in a rather homogeneous organisation. It seems that he was not only concerned about the small number of black people in the organisation but also about the slow tempo of the organisation in recruiting people from other racial groups.

Leslie was furthermore of the opinion that the organisation practised favouritism not only with respect to seniority but also with respect to race. According to him, only white people were promoted.

Only the white people are being promoted and that creates negativity with the black people. We keep quiet "om die vrede te bewaar". Black people don't stick around for long, they just leave after a few months.

In addition to his experience of the organisation as favouring some employees, it may also be deduced from this statement that he found the homogeneous nature of the organisation difficult, forcing him and his black colleagues to suppress their own opinions and arguments simply to maintain a peaceful work environment. Leslie did not explain what the motive was for keeping quiet, but it is possibly fear of victimisation.

With respect to the management of the organisation Leslie made the following remark:



Top management of the Faculty is old, they can retire when it gets too hot and then the young people will have to face reality. But they are not speaking out — they don't have a problem with the inflexibility of management.

Leslie found management inflexible and, by implication, not that much in touch with reality. He suggested that because there was the possibility that management could leave the organisation (retire) when things went wrong, they were probably not serious enough in dealing with the problems of the organisation and facing reality. However, he unfortunately did not explain what he meant with reality. Apart from management's inflexibility Leslie found the young people uncritical, accepting and perhaps approving the inflexibility of management.

To summarise, Leslie still found the organisation in the post-transformation period undemocratic and favouring people in higher positions and of a particular colour. He was disappointed with the unbalanced demographic profile of the employees and the slow way in which the organisation rectified the racial presentation. It seems that as a result of the few black employees Leslie felt part of the minority and therefore deprived of the opportunity to speak their minds. Management was experienced as inflexible and out of touch with reality and the young people were seen as uncritically accepting the status quo. Based on these perceptions of the organisation it may thus be deduced that Leslie expected transformation to tackle and rectify precisely these issues. In his opinion, none of this had happened and therefore he could not accept that transformation had actually taken place.

4.7.1.4 Experience of the current work situation

Leslie did not offer much information about himself and his personal work situation. However, despite the little information he provided, it may be deduced that he found his personal work activities in the post-transformation period interesting and exciting. He mentioned that the organisation provided him with the opportunity for personal development.

I enjoyed it because I enjoy the type of work that I do... It provided me the opportunity to develop new courses and to work in areas that I am interested in... I am empowered daily because I am in a process of learning. The Faculty should get the credit for that.

It thus seems that Leslie found himself in the same and even slightly better position with respect to his personal work activities after the changes. Based on his involvement in areas of interest (as a result of the changes) and the opportunity for personal development, it may be argued that his level of job satisfaction did not decrease after the changes but rather increased. His opinion that transformation did not take place apparently did not affect his personal satisfaction with his professional involvement and responsibilities.

A summary of Leslie's experiences of the transformation process is provided below.

-
- The transformation resulted in several measurable changes for Leslie. He moved office, became part of a new organisational structure with a new head of department, lost some of his colleagues and gained new ones and he assumed responsibility for new courses.
 - Leslie regarded the process as a change in names and structures. In his opinion, no transformation took place because nothing was being done differently than before.



- In the post-transformation period, Leslie found the organisation still as undemocratic and inhibiting employees to speak their minds freely. The racial profile remained skewed with an under representation of black people and favouring whites in senior positions. In his opinion, the management remained inflexible and young people were uncritical about the new developments.
 - Leslie assumed responsibility for courses he enjoyed and found interesting. His level of job satisfaction did not decrease but seemed to have increased as a result of the changes.
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4.8 Participant 8: Delianne (fictitious name)

4.8.1 Delianne's description and experience of the post-transformation situation

4.8.1.1 Measurable changes as result of the transformation

The transformation resulted in substantial changes in Delianne's immediate work situation. The content of subjects she used to teach changed and she also assumed responsibility for new courses. She moved to a new department with a new management structure and new colleagues. Furthermore, she had to move to a new office, which Delianne experienced as a intensifying all the changes.

4.8.1.2 Experience of the transformation in general terms

Delianne found the transformation process in general exciting, challenging and providing her with an opportunity which she appreciated. For her, the process entailed more positive than negative aspects.

Dit het eintlik vir my 'n deur oopgemaak waarvoor ek dankbaar is. Ek het dit baie opwindend ervaar, uitdagende verandering.

Delianne furthermore described the transformation process as a learning experience for her in terms of her own reactions and conduct and also with respect to colleagues' response to the process.

Ek het eintlik baie geleer. Om te kon sien wat die verandering in ander mense teweegbring, was ook vir my baie interessant.

4.8.1.3 Experience of the extent of the transformation

Delianne never referred to the nature, extent or direction of the transformation process. It seems as if her experience of the process was predominantly focused on the interpersonal dynamics during the process and other people's (colleagues') responses to the changes. However, the fact that she found the process exciting and challenging and generally positive leads to the deduction that she approved of the direction and nature of the transformation. Her reference to the implementation of things she had foreseen long ago supports this deduction:

Ek het dit baie opwindend ervaar, uitdagende verandering. Dit wat mens lankal raakgesien het, wat nou geïmplementeer word.

4.8.1.4 Experience of the current work situation

As mentioned, Delianne offered very little information about her daily professional activities and the effect of the process on her personal work environment and work activities. However, her appreciation of the changes and opportunities created by the process leads to the conclusion that her personal work situation improved as a result of the transformation. It may be argued that she probably experienced a higher level of job satisfaction in the post-transformation period than in the pre-transformation period.

Ek is betrokke by ander kursusse as vroeër. Dit het vir my eintlik 'n deur oopgemaak waarvoor ek dankbaar is.



Her reference to the restrictive nature of the previous system may be seen as support for the deduction that her personal work conditions improved as a result of the process.

Dit was 'n baie positiewe ervaring daarvan want ek dink ons het baie vasgeval in die ou sisteem in die ou departement.

A summary of her experiences of the post-transformation period is provided below:

-
- The process resulted in several changes for Delianne. She became part of a new department with a new head of department, assume responsibility for new courses, had new colleagues and had to move office, which she described as the worst of all the changes.
 - In general, Delianne experienced the transformation as exciting and a challenge, providing her with a much longed-for opportunity.
 - She made little reference to the nature and extent of the transformation. Her general approval of the process leads to the deduction that she agreed with what materialised from the process.
 - Her gratefulness for the new opportunities she has as result of the process, leads to the conclusion that she experienced a higher level of job satisfaction in the post transformation period.
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4.8.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

To understand Delianne's perception or opinion regarding the organisation's decision to transform, her experience of the pre-transformation organisation and situation needs to be explored. These aspects are discussed below.

4.8.2.1 The need for change

Delianne found the system (organisation) prior to the transformation process stagnant, without the possibility of new developments or initiatives.

Dit was 'n positiewe ervaring daarvan want ek dink ons het baie vasgeval in die ou sisteem in die ou departement.

Her reference to the implementation of changes she foresaw long ago suggests that Delianne personally felt a need for change and was conscious of the challenges facing the organisation in the pre-transformation period and the necessity for the organisation to transform.

Dit wat mens lankal raakgesien het, wat nou geïmplementeer word.

Delianne not only understood the necessity for transformation intellectually, but the decision also coincided with her personal belief that change should take place.

Vir my het dit weer bloot gegaan ook oor wat ek geglo het. Dit was vir my reg en ek kon insien wat moes gebeur.

Her acceptance of and agreement with the decision to transform the organisation therefore leads to the conclusion that Delianne, generally speaking, agreed with the new paradigm implemented in the organisation.



It may thus be concluded that Delianne felt uncomfortable with the pre-transformation organisation and was aware of the need for the organisation to transform. She agreed with the decision to transform because it made sense to her on an intellectual level and because she was personally convinced that it was the right thing to do. It seems as if she felt comfortable with the new paradigm implemented in the organisation.

4.8.2.2 Experience of the pre-transformation organisation

Delianne's experience of the process of transformation seems to be influenced by her particular situation in and experience of the pre-transformation organisation. It is significant that her experiences of the organisation predominantly involved interpersonal interaction and relationships.

Delianne had a very negative experience of the pre-transformation period. She found the organisation homogeneous and one-dimensional in its thinking. Alternative perspectives were not allowed while the people who suggested other perspectives were viewed with suspicion.

Die ou bestel, wat my betref, kon nie insien dat veranderinge nodig is nie. Dat daar tonnelvisie is, dat mense sake vanuit een perspektief benader, dat daar nie akkommodasie vir ander perspektiewe is nie. En dit het ook soos al die ander prosesse teweeggebring dat daar persoonlike aanvalle gedoen is, dat jy gesaboteer word in jou werk. Mense kon miskien nie ruimte gegee het vir andersdenkende persone nie.

Thus, Delianne felt that the previous system allowed no room for alternative thinking and alternative thinkers. According to her, divergence from the dominant perspective resulted in personal attacks on her and in the obstruction of her professional activities and duties. In her experience, the organisation (and other colleagues) not only frowned upon her alternative ideas but actively alienated her from the organisation and hampered her in the performance of her professional duties.

Delianne further explained that the lack of space allowed for alternative thinkers affected her personality, her response in the organisation and the relationships she had with fellow colleagues.

Mense kon miskien nie ruimte gegee het vir andersdenkende persone nie. Dit het definitiewe invloed op jou persoonlikheid, jou reaksies en verhoudinge, wat in my geval om dit sterk te stel, eintlik nie in 'n sosiale sin verhoudinge kon he nie. Daarom moes mens verander, jy is gedwing om amper iets te word wat jy nie wou word nie.

The inflexibility within the organisation, the strong homogeneous nature of the organisation forced Delianne to be untrue to herself in order to survive in the organisation. She found it almost impossible to establish social relationships with colleagues because of this inflexibility of opinion. It may be argued that, in order to maintain her job and avoid (constant) conflict with other colleagues in the pre-transformation organisation, she had to refrain from speaking her mind and being true to who she was and what she believed in. It is quite clear that Delianne experienced the intolerance of the organisation and fellow colleagues as traumatic. This is confirmed by her reference to the time it took her to become less emotional about this aspect and obtain distance from it.

Dit is asof dit 'n lang tyd geneem het om te kan distansieër, om minder emosioneel te wees.



the process. The process seemed to elicit a battle between those for and those against transformation. Delianne indicated that she found colleagues' rivalry and counteractions negative to the extent that she resisted them.

4.8.3.2 Participation in the process

Delianne contributed to the process by writing and developing new course material and by participating in some of the transformation committees. She explained that she participated in the process because she believed that it was the right thing to do.

Vir my het dit weer bloot gegaan oor wat ek geglo het, dit was vir my reg en ek kon insien wat moes gebeur.

She felt that the main reason for her participation was that she found the process of transformation exciting and challenging.

Dit was opwindend, ek is positief oor verandering as mens en dit was hoofsaaklik my motivering om deel te he. Verandering ervaar ek as baie uitdagend en stimulerend.

Delianne did not involve herself in a proactive manner. Her participation was rather elicited by opportunities presented to her by the process. Through her participation in areas she found exciting and interesting, she could actively contribute to a better work situation for herself. Eventually she could benefit personally from her involvement. Given her frustration with the previous stagnant system, it is intriguing that Delianne chose to respond in a reactive manner.

My frustrasie was nie noodwendig so groot nie want ek wou nie graag nuwe kursusse skryf nie. Maar toe daar geleenthede na my toe kom waarin ek belangstel, waarin skryfwerk gedoen moes word, het ek dit gedoen.

In summary it could be said that Delianne participated in the process because she believed in the necessity of transformation and she agreed intellectually with the process. She found the transformation exciting, posing new challenges and providing her with the opportunity to improve her own personal work activities.

4.8.3.3 Critical reassessment

In Delianne's opinion, one of the positive aspects of the process of transformation was that it caused people (and herself) to adopt a more critical way of thinking as opposed to simply accepting and agreeing with whatever is decided. She also felt that the process instilled a flexibility in people's thinking. The fact that the pre-transformation laws and truths were challenged in the process, led people to realise that more than one truth could be valid at a given time.

Die transformation het mense regtig gedwing om eintlik, vir baie mense, om te dink om nie net klakkeloos na te volg nie. Om... op 'n meer intellektuele vlak miskien minder te glo, emosioneel te glo, daar is net een regte antwoord.

The process thus caused people to reflect on their own way of thinking and to reassess the manner in which they formed their opinion about issues in the organisation and in the broader society.



4.8.3.4 Room for new ideas and new opportunities

Delianne regarded the opportunities and challenges created by the process of transformation as a positive aspect and this contributed to her favourable experience thereof. She personally benefited from the new opportunities created by the process.

Dit het vir my eintlik 'n deur oopgemaak waarvoor ek dankbaar is. Ek het die uitdagings en die nuwe geleenthede raakgesien.

Apart from the challenges and opportunities created, Delianne experienced the process as posing new demands which required a change in the way they were thinking.

Nie net vakinhoude het verander nie, jou denkwysie moes meer aanpas by die eise wat gestel is.

4.8.3.5 Workload

The process of transformation resulted in a heavy workload for Delianne. She felt that the workload caused her a lot of stress during the process and forced her to make harsh decisions with respect to the amount and kind of work she could manage. She also found that the workload caused some colleagues to resist the transformation who would not have done that under more relaxed conditions.

Ander negatiewe aspek was die geweldige oortolading van werk — dit maak 'n mens, dit laai baie stres op jou tot jy op 'n punt kom waar jy sê nou moet ek uitgooi ongeag miskien jou behoefte. Almal het 'n geweldige werkslading gehad wat ek dink ook tot weerstand te weeg gebring wat by sekere mense seker nie noodwendig so 'n reaksie sou ontlok het nie.

Delianne observed that some colleagues suffered from a heavy workload they brought upon themselves. In her opinion, colleagues chose to be involved in new courses and perhaps over-extend themselves for fear that they would not have work in the post-transformation organisation.

Wat ook gebeur het, baie mense het verskriklik gehardloop om die nuwe kursusse te ontwikkel om sogenaamd werk te hê.

Involving themselves in many activities during the process of transformation could perhaps guarantee them a position in the transformed organisation. Employees' participation in multiple activities could be the result of real interest and responsibility, but it seems that fear of losing their jobs also motivated people to carry a heavy workload.

4.8.3.6 Physical move

In Delianne's opinion, the physical change of office forced her to acknowledge the fact that transformation had actually taken place. This increased the impact of the transformation in the sense that it made the effect visible.

Kantore moes verskuif so mens was letterlik gedwing, fisies en konkreet, om te beweeg. Jy kan nog steeds nie die ou se gedagtegang verander nie maar dit maak die impak sterker. Jy beleef dinge baie erger, jy was gedwing deur jou omgewing om te erken, om jou frustrasies te erken, om jou positiewe ervaring te erken.

It may be argued that the familiarity of the old office protected Delianne, to some extent, from the realities of the transformation process. Moving to a new office in an unfamiliar environment sym-



bolised the move from the old to the new and caused her to accept the finality of the transformation and deal with the positive and negative effects of the process.

4.8.3.7 Intrapersonal dimension

(a) Personal flexibility and preference for change

Delianne had a personal preference for change as opposed to a too stagnant, stable situation. Her appreciation for the challenges and opportunities created by change facilitated her positive experience of the process.

Dit was opwindend, ek is positief oor veranderinge as mens en dit was hoofsaaklik my motivering om deel te hê.

Her reference to colleagues' inflexibility in dealing with the changes, leads to the deduction that her preference for change presupposed a personal flexibility and ability to adjust to new situations and demands.

b) Ability to identify and respond to challenges and opportunities

Delianne's perception of the transformation as creating opportunities demonstrated her personal ability to identify and respond to opportunities and used them to her advantage. This personal characteristic contributed to her positive experience of the process and constructive participation in the process.

c) Tolerant approach

Delianne demonstrated a flexibility in her thinking and a tolerance for varied perspectives and ways of doing things. She seems to have an inclusive rather than exclusive way of thinking. This characteristic possibly facilitated her positive, unproblematic experience of the process.

A summary of Delianne's experiences of the process of transformation is provided below.

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- Establishing relationships with new colleagues was one of the difficult aspects of the process. Delianne said that because of mistrust that resulted from the pre-transformation period, it took her a long time to develop collegial relationships. The only aspect that caused her to be negative about the process was the resistance, inflexibility and fears of fellow-employees.
 - Delianne participated in the process because she agreed intellectually with the decision. She furthermore found the process exciting and challenging. She benefited from her involvement by improving her personal work situation.
 - According to her, the process made people reflect on their own way of thinking and reassess how they formed their opinions about issues in the organisation and in the broader society. She found this as a very positive outcome of the process.
 - The process provided her with new opportunities, challenges and even a new way of thinking, which contributed to her positive experience.
 - She experienced high levels of stress due to the increased workload.
 - Delianne described the physical move as intensifying the transformation process; it forced her to accept the realities of the changes. However, she did not refer to the move as a positive or negative experience.



- From her descriptions, it is deduced that Delianne has the flexibility to adapt to change, an ability to identify and respond to challenges and a rather tolerant approach to life. These characteristics could have contributed to her general positive experience of the transformation.
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4.8.4 Opinions and experiences regarding the nature and management of the transformation process and recommendations

4.8.4.1 Nature of a transformation process

(a) Impact of experiences of the pre-transformation organisation on expectations of and conduct in the post-transformation organisation

As discussed in phase 1, Delianne found herself an outsider in the pre-transformation organisation. She did not share the dominant paradigm and was therefore not accepted by fellow colleagues. She explained that the mistrust she had in colleagues determined her expectation of the nature of relationships in the new organisation. Her experience of the old system therefore influenced her perception of and conduct in the post-transformation organisation. It may thus be argued that an employee's experience of him- or herself in the old organisation and of relationships in the old system influence the expectations of the nature of the transformed organisation and the nature of interpersonal relationships in the transformed organisation. This expectation of the new organisation, based on the experience of the pre-transformed organisation, may also co-determine an employee's initial conduct during the process of transformation.

(b) The position of an employee in the pre-transformed organisation and conduct during the process of transformation.

Although Delianne felt uncomfortable in the old organisation and agreed with the proposed transformation and perceived it as a challenge and as an opportunity, it is clear that she behaved in a reactive and unobtrusive manner. Her conduct raises the question of the relation between an employee's position in the old organisation and his/her conduct during the process of transformation. This aspect needs to be explored in the veridical analysis of the data.

(c) Impact of colleagues' conduct on the experience of transformation

Delianne referred to the issue that fellow colleagues' responses to the process influenced her experience of the process. She also described the process whereby colleagues of differing opinions overemphasised their point of view in reaction to opponents. This behaviour leads to the deduction that people's experiences of and conduct during the process of transformation are also co-determined by colleagues' conduct (positively or negatively) during the process. People therefore do not only respond according to their agreement or disagreement with the new paradigm or the changes or lack of changes, but also in terms of how other people respond to the transformation and the nature of the relationships during this period.

(d) Impact of transformation on the power relationships in the organisation

En ek dink die hele proses van om te aanvaar dat mense wat voorheen gesien is as die vyand, mense met wie moontlik oorlog gemaak is, nou in beheer is. Mense met ideologiese verskille beleef mekaar as vyande, wat vroeër die underdog was, is nou die een wat toon aangee.



By this comment Delianne described the changes that happened in the interpersonal relationships as a result of the transformation. Because of the new paradigm, people who used to be in positions of power were replaced by those who were in support of the new paradigm. The previous positions of status or power were upset in the process thus affecting the nature of the relationships amongst employees.

(e) Rumours

Delianne mentioned that the process of transformation was characterised by rumours. She felt that the rumours created wrong perceptions about the process and, in her opinion, many of the rumours were deliberately spread to enhance resistance against the transformation.

Gerugte wat die rondte doen wat persepsies, verkeerde persepsies meebring, volgens my mening wat ook 'n persepsie is. Gerugte het deur die departement getrek. As jy klinies daarna kyk, was dit gerugte wat doelbewus versprei was om weerstand uit te lok en aan te moedig.

This occurrence of rumours raises the question of the role of communication in a transformation process. Communication in this respect refers specifically to the sharing of information (positive and negative) about the process with employees in the organisation. It is contended that in situations where sufficient information is communicated, the possibility of spreading (and believing) rumours would be less than in situations where information is limited.

4.8.4.2 Management of a transformation process

(a) Reconciliation of opposing groups

The transformation process elicited a kind of battle between people for and people against the transformation. A battle between employees of different opinions can be very detrimental to the future functioning of the organisation. Having transformed the organisation into something new (accepting a new paradigm) does not necessarily mean that all employees accept the new paradigm and that all difficulties in the interpersonal relationships have been settled.

It seems crucial for the productive continuation of the organisation that it take responsibility for the reconciliation of employees and the restoration of the professional relationships. Based on Delianne's experience of rebuilding trust, it is clear that reconciliation and relationships of trust cannot be achieved overnight.

Related to the reconciliation of people is the reconciliation of beliefs. Although the danger of a too homogeneous belief system has been mentioned by implication, some form of agreement is necessary for the organisation to continue as a focused and goal-directed unit. However, it is also acknowledged that some people will never agree (and perhaps should not agree). People who really disagree strongly with the new paradigm, will eventually leave the organisation. Is this a dimension that can and should be managed at all? What is the relation between the paradigm and the vision of the organisation.

(b) Provision of information

Delianne did not refer directly to the issue of the availability of information. However, her reference to the spreading of rumours implies this issue. The question arises whether rumours would still be prevalent in a situation where sufficient information is freely available to all



employees. Are rumours part and parcel of a transformation process or could they be inhibited by the availability of information?



4.9 Participant 9: William (fictitious name)

4.9.1 William's description and experience of the post-transformation situation

4.9.1.1 Measurable changes as result of the transformation

The transformation process resulted in many measurable changes in William's professional life. He used to teach one course but after the transformation he assumed responsibility for twelve courses. He moved to a new department with administrative and teaching responsibilities in two other departments as well. All of his colleagues, except one, were new to him and like all other employees, William had to move office. Many of his previous colleagues decided to take advantage of the option of early retirement.

4.9.1.2 Experience of the transformation in general

William described the process as painful but constructive, as producing something new.

The experience of the transformation is painful, but it is like childbirth, it is a necessary pain in order to produce something new.

It seems that he differentiated between an emotional and intellectual experience of the process. Intellectually, he experienced the process of transformation as positive and producing something he agreed with and felt proud of. However, on an emotional level, he experienced the process as traumatic. He seemed to be tormented by a longing for what used to be despite his acknowledgement of the importance of moving forward.

I do long for the "good old days" but I realise that it is important to move forwards to embrace the realities and the challenges of the new South Africa.

Towards the end of the interview William remarked that as an older person, he found it difficult to change.

When you get older it is more difficult to change.

4.9.1.3 Experience of the nature and extent of the transformation

William indicated that there were different interpretations of the concept as well as different areas of transformation. With respect to transformation in his organisation William indicated that the attitude towards their clients (students) changed to a more humane approach and the syllabi (products of the organisation) changed from a white male approach to a more multiracial one.

There are different understandings of the concept of transformation. There are also different areas of transformation: eg, attitude changes and subject content changes. There is now a more humane approach towards students, they are not just seen as mere numbers. There were also changes in the syllabi: it used to be approached from a white male culture, but now study material about other races are also included.

Referring to the change in people's attitude and mind-set, William felt that this remained unchanged, as in the pre-transformation organisation.

The apartheid mentality caused people to refuse to mix with people of different races. That mind set didn't change.



This remark leads to the deduction that he felt that the process should have resulted in a changed mind-set where people from different racial groups would have accepted one another as equals and interacted with one another in an integrative manner. He regarded affirmative action as part and parcel of the transformation process but felt that candidates should be suitable for positions.

Transformation also includes affirmative action. In the long-term it is important to look for the sound management of the organisation. Candidates should be suitable for the positions.

It seems that William had mixed feelings about the nature and extent of the transformation process. He felt positive about changes to the organisation's products and the new humane approach to clients, but was disappointed with the inability of the process to change people's mind-sets. He was less positive about changes in the management and administrative structures of the organisation.

Now you also have many bosses and you don't know who is your boss... After climbing the ladder to reach that point of the Executive Committee of the Faculty, the new set-up can be a bit cruel.

In some respects William felt that the process hasn't gone far enough but in other respects he felt that it affected too many dimensions of the organisation.

4.9.1.4 Experience of the current work situation

During the interview William made few comments about his work situation in the post-transformation period. It is possible to distinguish between comments about his personal professional activities and more administrative issues. With respect to his personal work activities, it seems as if William found the new syllabi and course material exciting and worthwhile.

What comes out from the new syllabi is exciting, and there is a sense of challenge. It is something from which the students will benefit and I am proud of the new product.

William saw the founding of a specific forum at the university and the introduction of specific education in the faculty as a very positive outcome of the transformation process. In the pre-transformation period he advocated for these changes.

I advocated the introduction of (specific) education a long time ago and I am now the co-chairman of the (specific) forum at Unisa.⁵

Being co-chair of the forum can be seen as recognition from the organisation and colleagues for his particular role and leadership in this regard.

However, despite his satisfaction with the new course material and the introduction of specific education, William found the working conditions of the new system stressful and difficult to adjust to.

The courses I teach cover two departments. You have to get used to numerous different marking schemes, memos etc. In the new set-up there are now so many committee meetings, one finds it difficult to cope. Now you also have many bosses and you don't know who is your boss. This caused confusion and disorientation.

5. The type of forum is not specified to protect the identity of the participant



Given the absence of information on William's position in the pre-transformation organisation, it is not possible to compare his pre-transformation job satisfaction with his post-transformation job satisfaction. However, in the post-transformation organisation he found his personal activities to be exciting and rewarding but, on the other hand, he found the system stressful and confusing. His hesitation to take a decision about his immediate future in the organisation perhaps demonstrated his own feelings of ambiguity about his continued involvement in the post-transformation organisation.

I got the opportunity to take a package but I am not sure whether to retire or not. It is not an easy decision.

It is not possible to summarise William's experience of his work conditions in the post-transformation organisation as mainly positive or negative. However, given the difficulties he experienced in the new system, it seems valid to conclude that he found the situation stressful rather than relaxed, despite his intellectual agreement with the transformation. The fact that he pondered on the option of early retirement may be seen as support for the deduction that he had doubts about his future and happiness in the organisation.

4.9.1.5 Interpersonal dynamics

Contributing to William's feelings of ambivalence in the post-transformation period was the fact that he lost his colleagues of many years as a result of the transformation. These old colleagues were his support group, which made their absence in the new system a very painful experience.

One sees one's friends and other the people around you taking early retirement packages. It was difficult and painful to lose the contact and interaction with one's old colleagues one had known for many years. This is very unsettling because I lost colleagues and my support group overnight. It was very painful.

It is clear that William experienced the loss of colleagues as very traumatic. The fact that some of his friends took early retirement packages not only left him without their support but possibly contributed to his uncertainty about his continuation in the new organisation.

It is clear from William's description of his post-transformation experiences that he found the new system difficult and painful to adjust to despite his agreement with the new paradigm of the organisation. It is possible to distinguish between an intellectual and an emotional and interpersonal experience of the post-transformation process.

Intellectually, he agreed with the new paradigm and the changes it produced. He even felt that it did not achieve enough in terms of changing mind-sets about interracial interactions. He found the new approach and course content exciting and an improvement on the previous system. However, emotionally, he found it difficult and painful to adjust to the absence of his old colleagues and support group. The new administrative set-up in the organisation was also a source of stress and discomfort.

It may also be argued that the transformation William anticipated and how it materialised did not correspond. It seems as if William expected the process to deal mainly with correcting the racial inequalities. In his view, transformation of the organisation meant predominantly responding to the changes in the external environment without upsetting the internal, organisational dimensions.



A summary of William's experiences of the post-transformation period is provided below.

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- The transformation resulted in many measurable changes for William. He assumed responsibility for many more courses, moved to a new office and a new department and lost almost all his previous colleagues due to their early retirement.
 - In general, he experienced the process as painful but constructive and producing something new. He indicated that because of his age he found it difficult to change.
 - William had mixed feelings about the nature and extent of the transformation. He agreed with changes to course content and the approach to students but was disappointed with the inability of the process to change employees' mind-sets. He felt that the "apartheid" mentality persisted. On the other hand, William found changes in the management and administrative structures of the organisation difficult to deal with and perhaps too far-reaching
 - Although William found his immediate work activities stimulating and exciting, he experienced the work conditions as stressful and difficult to adjust to. He had the option of early retirement but found it difficult to make a decision.
 - William found it very difficult and painful in the post-transformation period without the support and camaraderie of his previous colleagues.
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4.9.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

4.9.2.1 The decision to transform

William agreed with the organisation's decision to transform, provided that it was not revolutionary in nature and was done in a proper manner. In his opinion, the transformation of the organisation was inevitable.

I am all for transformation provided that it is done properly and that it is not a revolutionary type of transformation. I never resisted the change, since I knew it was part of the future.

William's agreement with the decision to transform is partially explained by the way he grew up and his personal and professional exposure to integrated, multicultural situations.

I think it is easier for me as an English-speaking person. I went to school... in a dual medium (English and Afrikaans) school. I can therefore relate to Afrikaans-speaking people and black people, since English speakers have always been a minority group.
I went [abroad]... and I got exposure to specific education. I gained a foresight into the future of South Africa.

His exposure to integrated, multicultural situations led to the realisation that this should happen in the society at large and also in the organisation as part of the broader society. It could be argued that implicit in this statement of William's is his approval of the socio-political changes in the external environment resulting in democratic rights for people for all races and a movement towards integration among the various language and cultural groupings. It seems that he agreed to a transformation in the organisation that would reflect and respond to especially the social changes that occurred in the external environment. The fact that William advocated the



implementation of multicultural education long before the process started is an indication of his agreement with and belief in the necessity of the organisation to prepare itself and its clients (students) for an integrated, multicultural future society.

I advocated the introduction of multicultural education a long time ago...

It may therefore be concluded that William had an intellectual understanding of the need for the organisation to respond to the transformation that took place in the external environment. It is noticeable, however, that William made no reference to the need for change with respect to organisational dimensions such as the style of management, employee demographics or the availability of information.

4.9.3 Phase 2: Experiences of the process of transformation

4.9.3.1 Participation in the process

As mentioned, William perceived the process of transformation as necessary for the future and therefore participated in it and even advocated the implementation of specific education before and during the process. William explained his participation in the process as follows:

If one doesn't transform or participate in the transformation, then the Faculty will lose out, and as a person one will also lose out. My philosophy is that you should participate because you will gain in the long run. If you don't participate you will feel as if you are losing out. I think one has a moral obligation to contribute to the changes. I believe that as a Christian I need to make a positive contribution to the changes in the Faculty. I believe that one has simply got to give of one's best to improve the situation. And then there is also the fact that other people are looking up to Unisa to set the example. I think my participation in the process was a matter of adapt or die.

William felt that it would be to his own and the detriment of the organisation and the successful completion of the process if he did not participate. He believed that he could make a difference. His statement could also imply the belief that any situation (in this case transformation) has the potential to become a valuable learning experience. William furthermore communicated a deep-rooted personal conviction that he had to contribute in a constructive way. His consciousness of the example Unisa had to set reflected his loyalty towards and pride in the organisation. It may be deduced that William participated in the process because he felt responsible for the organisation and the successful completion of the process.

It is quite significant that despite his deep personal conviction about his responsibility and despite his loyalty and obligation towards the organisation, William admitted that in the end he participated because the transformation process did not leave him with any choice. He did not explain what the results of non-participation would have been, but it seems valid to deduct that he thought it would have resulted in the discontinuation of his employment.

I think my participation in the process was a matter of adapt or die.

The question arises of to what extent William's explanation of his participation is a rationalisation to enable him to deal with the process of transformation or whether it is a reflection of his own struggle to comprehend the extent of the process.



4.9.3.2 Interpersonal relationships

With respect to interpersonal relationships, William had both positive and negative experiences. As discussed in Phase 3, William lost many (almost all) of his colleagues and support group due to their early retirement. For him, it was a very traumatic and painful experience. Added to the loss of colleagues was the loss of discussion partners as a result of office relocations.

I had to move office and I don't have a problem with that although in your old office you build up a rapport with others and you could discuss common subject areas. This is no longer possible.

Getting to know other people he had not previously worked with was a positive aspect of the process. William tried to establish relationships with new colleagues by attending informal functions. However, the fact that these relationships did not develop spontaneously as a matter of personal choice was a painful experience for William.

The transformation forced me to get to know other colleagues I did not previously work with. In one way it is nice to get to know a new team. I have attended informal social functions in my new department and it has started to feel like a new family. But it is also painful in the sense that you are forced to become friends with other, unknown people - it is a culture shock.

William was of the opinion that younger people found it easier to adapt to the new situation than older people.

It seems to me that the younger staff members adapted much easier than the older people. Older staff members have tended to dig in their heels.

He furthermore observed that some colleague's supported transformation in public for fear of losing their jobs and not necessarily because they agreed with the process.

It seems to me that a lot of people appear to be pro-transformation but they complain about it in the corridors. Maybe they fear that their jobs are in jeopardy and that it will help them to retain their jobs if they are seen to be pro-transformation.

Participating in the process therefore does not necessarily imply agreement with the process.

4.9.3.3 Career implications of the transformation process

The ECF (Executive Committee of the Faculty), consisting of full professors only, had managerial and decision-making responsibilities and represented the highest order in the Faculty. The transformation process changed the ECF to a more representative structure. William found this a traumatic change.

Before each department had an ECF, the executive committee for the department, which consisted of all the full professors. Now, the executive consists of people from all the ranks: full professor, professor, senior lecturer, lecturer etc. The executive is now more democratic but it also is difficult to accept. After climbing up the ladder to reach that point (ECF), the new set-up can be a bit cruel — a cultural shock.

It may be argued that membership of the ECF embodied achievement and status in the organisation. Membership meant access to information and an opportunity to influence the direction of the organisation. From William's statement it is clear that he aspired to and systematically worked towards achieving this privileged position during his career at Unisa. He found it difficult to accept that what used to be "recognition for achievement" in the old system



became accessible to everyone in the new system. Furthermore, this implies that his achievements in the old system, his particular status in the pre-transformation organisation were no longer valid in the new system. The organisation no longer demonstrated its acknowledgement of William's contribution to the organisation and its management. William found this a cruel result of the process of transformation. It is likely that the changes in the management structures resulting in William's loss of his "corporate position" contributed to his ambiguity about his future in the organisation.

4.9.3.4 Intrapersonal dimension

(a) Inclination to feel responsible

In William's explanation for his participation in the process, he made it quite clear that he felt morally obliged to make a constructive contribution to the process. It may be deduced that William felt responsible for the organisation and the successful completion of the process.

And as I've already said, I feel morally obliged to make a contribution.

(b) Loyalty and commitment to the organisation

If one doesn't transform or participate in the transformation, then the Faculty will lose out, and as a person one will also lose out. And then there is also the fact that other people are looking up to Unisa to set the example.

William's consciousness of the organisation's image to the external environment could be interpreted as a reflection of his loyalty and commitment to the organisation. This loyalty to the organisation could have contributed to his continued participation in the process despite the difficulties he experienced.

(c) Awareness of the demands of the external environment

William's intellectual understanding of and agreement with the decision to transform may be the result of his personal convictions as well as an awareness of the necessity for the organisation to keep in touch with the changes in and demands of the external environment.

A summary of William's experiences of the process of transformation is provided below.

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- William participated in the process because he felt that it was his obligation to do so and believed that both he and the organisation would benefit from his involvement. Despite his personal convictions, he also said that he participated because it was a matter of adapt or die.
 - The loss of colleagues and discussion partners due to early retirements and office relocation was a very painful experience for William. However, getting to know people he did not previously work with was, in his opinion, a positive aspect of the process.
 - William saw the change in the management structures from seniority to representativeness as cruel and depriving him of the recognition from the organisation he had worked towards for many years.
 - Several personal characteristics may have contributed to his experience of and conduct during the process: he seems to have a deep commitment, loyalty and obligation to the organisation. His awareness of the interrelatedness of the

organisation and the external environment seems to have contributed to his agreement with the decision to transform.

4.9.4 Opinions and experiences regarding the nature and management of the transformation process

4.9.4.1 The nature of a transformation process

(a) Expectations and the reality

William's experience of the nature and extent of the transformation process once again provides a good example of the difference between an employee's expectations of the process and its actual materialisation. As mentioned, William thought it was necessary for the organisation to transform. However, he had a particular understanding of the nature of such a process. He expected changes in the organisation to reflect the socio-political changes that had occurred in the external environment. He did not necessarily understand the transformation as encompassing structural or managerial changes. His adjustment to the new organisation was complicated by the difference between his expectations and what was actually implemented. It seems that employees' expectations are partially influenced by their own beliefs or convictions as well as by their own "history"; in other words, prior experiences and exposure.

(b) Impact of a transformation process on status symbols and career aspirations

William perceived the management committee not only as a functional dimension of the organisation, but also as a symbol of achievement, success and prestige. He worked towards this committee during his career in the organisation. Changes to the management structures therefore also affected the status symbols in the organisation (in his view) and, by implication, the direction of his aspirations. Representation on the committee no longer depended on his quality of work or his senior position in the organisation. As a matter of fact, he could no longer work towards representation because the criteria for representation changed in the process.

4.9.4.2 The management of a transformation process

(a) The translation of status symbols for the transformed organisation

William's experience illustrates the perceived impact of the transformation process on the status-giving symbols in an organisation. This may have an effect on employees' career aspirations or even motivation in the new system, especially in a situation where status-giving symbols are not replaced by new, appropriate symbols. It may be argued that it will probably take some time for employees to recognise and accept the new symbols as such. It seems important for employee well-being that a transformation process deal with the translation of tangible and non-tangible status symbols from the old to the new system.

(b) Dealing with the loss of colleagues

Almost all the respondents commented on the difficulty of adjusting to the new situation without the emotional and intellectual support of close colleagues and friends. Most respondents experienced the loss due to physical relocations while William explicitly mentioned the loss due



to early retirement. It seems important that in the management of a transformation process, support should be provided to employees to deal with this traumatic situation, especially to colleagues who remain behind and have to deal with the permanent loss of colleagues.



4.10 Participant 10: Pedro (fictitious name)

4.10.1 Description and experience of the post-transformation situation

4.10.1.1 Measurable changes as result of the transformation

The transformation in the organisation affected Pedro substantially. He had to move office and also became part of a new department. The effect of the relocation to a new office and a new department was the loss of previous colleagues but also the acquiring of new ones. His area of speciality, that used to be practised as a discipline on its own, was integrated into other specialised areas. Pedro retained responsibility for some of his previous subjects and had to acquire new skills in one of the new areas implemented during the process of transformation. However, prior to the process, he had already involved himself in the development of skills in the new area.

4.10.1.2 Experience of the transformation in general and the extent of the transformation specifically

For Pedro, the transformation was generally difficult despite his personal agreement with the notion of transformation. He felt that the difficulty of the process related to the fact that it was chaotic in nature and had a strong impact on his feelings.

Dit was vir my baie swaar en ek was een van die ouens wat transformasie voorgestaan het, ek wat selfs bereid was om getuies af te vlieg vir die kommissie van ondersoek... Wat swaar is van transformasie is dat dit altyd met 'n bietjie chaos gepaard gaan want dit is verandering en dinge is nie meer so ordelik nie... Ek dink die ding van transformasie is omdat dit so sterk met gevoel te doen het, is daar sekere dae wat mens baie positief voel en ander dae wat mens baie negatief is. Ek dink die gevoel speel 'n baie belangrike rol by transformasie.

He was rather disappointed and disillusioned with the nature of the transformation. In his opinion, nothing really changed.

Daar was ander verwagtinge gewees dat dinge anders sou wees en op die ou einde hoe meer dinge verander het, lyk dit nou vir hulle hoe meer bly dit dieselfde?

When asked what he had in mind, Pedro replied:

Dit is so vaag. Ek het gedink ons gaan ons kurrikula heeltemal herskryf, ons gaan alles van die tafel afvee en ons gaan met 'n nuwe benadering kom tot kurrikulumontwikkeling wat 'n sosiale bewussyn sal demonstreer. En al wat op die ou end gebeur het, is mense het gegaan en alles van die tafel afgevee en met ander toeriere gekom en maar weer top-down gekom. Hoe meer dinge verander, hoe meer bly dit dieselfde. Ook die bestuurstyl.

Pedro was disappointed with the nature and extent of the transformation because he had expected something different, a clear deviation from the status quo and definitely something more radical than what actually materialised. He acknowledged that his disillusionment with the process could be the result of his idealised or unrealistic expectations of such a process.

Dit is maar weer dat mens baie idealisties was toe ons begin het. Maar wat vir my ontnugter het, en ek dink dit is 'n ontnugtering wat deur die land vloei nou, is dat ons het hierdie ideale gehad en ons besef dat dit nie alles waar gaan word nie. So, ek dink wat my gevang het, is die verskil in teorie en praktyk, dat dit wat ons graag wou sien gebeur, nie gebeur nie. As daar iets gebeur, is dit nie regtig iets wat ons in gedagte gehad het nie.



Looking back at critical and decisive decisions that were taken, Pedro was concerned about the wisdom of some of the decisions. In the post-transformation period he felt that they had erred in some respects.

Nou na 'n jaar dink ek nie dit was so 'n goeie besluit om deeldissiplines af te skaf nie, dit was dalk 'n fout gewees.

It seems as if he had regrets about this particular decision. It may be deduced that his experience of the unsatisfactory outcome or effect of this doubtful decision contributed to his feelings of uneasiness and dissatisfaction with the transformation process. The question arises to what extent his doubts affected his opinion about his own judgment.

Finally, for Pedro transformation meant fundamentally a change of heart and a shared vision. In his opinion, this did not happen.

Ek het gedink dat, dit is moeilik om te sê, ons 'n baie meer gemeenskaplike visie sou hê en dit is nie so nie. Dat mense in hulle sou verander, maar ek beseft dit is 'n baie idealistiese siening gewees wat ek destyds gehad het van die transformasie.

There seemed to be a substantial difference between the idea of transformation, his expectations of the process and how it actually materialised.

4.10.1.3 Experience of current work situation

Apart from referring to his involvement in new and interesting course material, Pedro made no remarks about his personal work activities. However, the work environment and the attitudes of colleagues seemed to be significant in his experience of the current, post-transformation work situation. He described the atmosphere of the new department as dull in comparison to that of the former department.

Die hele kultuur wat daar in die Fakulteit geheers het en sommige departemente soos die een waar ek was, het 'n baie goeie werkkultuur gehad. Dit is 'n departement wat gevibreer het van aktiwiteite en mense het lawaai in die gange en geredeneer en gepraat en geargumenteer en hulle was vol planne gewees: "kom ons doen dit, kom ons doen dat". Nou, jy sien self die gange is dood in die middag... hier is nou mense wat 'n heeltemal ander etos het.

It seems that Pedro longed for the vibrancy, companionship and way of doing things in his previous department. He found it difficult to get used to the dullness of the new department.

On a very personal level, Pedro mentioned that some of his professional activities were not approved by the previous dominant thinking within the organisation. In the post-transformation period, this attitude seemed to have changed. Colleagues were more appreciative of his activities.

Daar is ook meer verdraagsaamheid, byvoorbeeld dit is nou positief vir my wat baie lief is om in ('n spesifieke plek) (sekere) werk te doen. Dis of hulle beseft dit moet gebeur. In die verlede was ek baie sterk gekritiseer. Jy weet 'n akademikus is nie eintlik veronderstel om sy hande vuil te smeer nie. So daar was tog bewussynsverruiming van gemeenskapsbetrokkenheid by 'n groep.

However, despite this change in thinking, Pedro seemed to expect a more radical change in their attitude and thinking.



Ek kan partykeer met vreeslike rare goed kom en in plaas daarvan dat mense na my luister, kan hulle my totaal afskiet en my persoonlik aanval. Dit is vir my nog steeds baie swaar.

Pedro did not provide enough information about his personal professional situation in the post-transformation period to justify a conclusion about his immediate work activities and level of job satisfaction. However, it may be concluded that he found the lack of vibrancy and the change in the work culture in his department unsatisfactory. Despite changes in the organisation's attitude and thinking, he still found it difficult to be himself in the organisation. The discussion seemed to focus primarily on his perceptions of and involvement in the organisation as an entity rather than on his personal, professional activities on a daily basis.

A summary of Pedro's experience of the post-transformation period is provided below.

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- The process resulted in substantial changes for Pedro: he moved to a new office and a new department, lost some of his colleagues but acquired new ones. He retained responsibility for parts of his previous activities and had to involve himself in some of the new courses implemented during the process.
 - Pedro found the process difficult and generally disappointing. He expected it to be radical and result in a change of heart and a shared vision, which did not materialise. He also had doubts about the wisdom of some of the decisions taken. To him, the theory and the expectations of transformation were far removed from its actual implementation.
 - Except for referring to his involvement in new courses he enjoyed, Pedro did not offer much information about his personal situation. He did indicate that he found the work environment less active and vibrant than previously. However, he experienced more appreciation from colleagues for some of his activities but still felt that they should have become more tolerant of other perspectives.
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4.10.2 Phase 1: Perceptions and opinions regarding the decision to transform (pre-transformation)

4.10.2.1 The need for transformation

Before the organisation took the decision to transform, Pedro felt uncomfortable with the status quo. His exposure to outside people, literature and developments in other organisations, and a sensitivity to the external environment in which the organisation had to operate, led him to realise that the organisation had to transform.

Dit is maar hoe ek grootgeword het, lees meer kritiese toerieë. My belangstelling in die filosofie, in teorie, in die tale en 'n bewussyn wat in my gegroei het. Ek moet sê ek is baie sterk beïnvloed deur wat in die Fakulteit Teologie gebeur het, invloed van buite ook, denkers, in die Universiteit met wie ek in gesprek was. Gesprekke wat ek gehad het met mense het my in tot so 'n mate verander dat ek voel ek moet nou die gesprek probeer voortsit in die Fakulteit, al is dit dan binne my eie klein kring.

He explained that conversation about growth and transformation had changed him as follows:

My uitkyk, my siening van die Universiteit, ons rol in die samelewing. Ek het baie meer krities geraak oor die rol van die universiteit in die samelewing, en besef ons sal moet verander en dat ons uit pas uit is met Afrika. En dit kom nou al van lankal af, dit is 'n wete wat groei in jou en dit kom deur hierdie intersubjektiewe gesprek.



Apart from being personally convinced about the necessity to transform, Pedro felt he had a responsibility to initiate this debate in the organisation. It may thus be deduced that Pedro not only agreed with the decision to transform, but also tried to influence his colleagues and the organisation towards the decision.

4.10.3 Phase 2: Perceptions, opinions and experiences regarding the process of transformation

4.10.3.1 Participation in the process of transformation

Pedro promoted the idea of organisational transformation. Because he agreed with the decision to transform, he participated in the process. Furthermore, Pedro described the process of transformation as somewhat chaotic in nature:

Wat swaar is van transformasie is dat dit altyd met 'n bietjie chaos gepaard gaan want dit is verandering en dinge is nie meer so ordelik nie. Maar dit gee dan ook vir die individu 'n bietjie meer vryheid om sy eie ding te doen.

This chaotic nature of the process provided Pedro with the freedom to move beyond previous confines and be creative in his work. He also indicated that he participated because as employee (and perhaps as a senior staff member) he had a responsibility to make a success of the process.

Omdat ons die verantwoordelikheid gehad het, kon kreatief wees, jou eie ding doen. Ek het bygedra omdat dit vir my lekker is om kreatief te wees, om buite reëls en regulasies te funksioneer.

4.10.3.2 Critical reassessment of the organisation/current situation

Pedro was of the opinion that a positive aspect of the process was that it forced them to reassess the organisation's relevance to the needs of the clients and the external environment.

Ek dink wat positief is, is dat ons nou uiteindelik begin om die gemeenskap se behoeftes aan te spreek met ons studiemateriaal, dat ons besig is om relevant te raak. Die behoeftes van ons studente, die behoeftes van ons land.

4.10.3.3 Room for new ideas

As discussed, Pedro felt that the chaotic nature of the process provided people with opportunities that would not have happened under normal circumstances.

Wat swaar is van transformasie is dat dit altyd met 'n bietjie chaos gepaard gaan want dit is verandering en dinge is nie meer so ordelik nie. Maar dit gee dan ook vir die individu 'n bietjie meer vryheid om sy eie ding te doen. Die chaos het 'n geleentheid gebied.

He also indicated that the process contributed to a change in thinking with respect to acceptable professional activities. In the pre-transformation period some of his activities were frowned upon and perceived as less professional or less academic. These activities became more acceptable as a result of the process. Pedro found that colleagues' attitudes had changed, become more tolerant than prior to the process. For Pedro, this was a definite positive of the process.



Daar is ook meer verdraagsaamheid, byvoorbeeld dit is nou positief vir my wat baie lief is om sekere werk te doen. Dit is of hulle besef dit moet gebeur. In die verlede was ek baie sterk gekritiseer. Jy weet 'n akademikus is nie eintlik veronderstel om sy hande vuil te smeer nie. So daar was tog bewussynsverruiming van gemeenskapsbetrokkenheid by 'n groep.

It may thus be concluded that the process of transformation created opportunities and room for new ideas and initiatives and also an attitude of tolerance among the people for new or unusual ideas.

4.10.3.4 Interpersonal relationships

Pedro found that some of his non-typical academic activities became acceptable as professional activities as a result of the process. Not only did his activities become more acceptable, but he found that his colleagues' attitude towards him and his particular professional involvement had changed. It may be deduced that Pedro's formal interpersonal relationships with former antagonistic colleagues changed as a result of the change in perspective in the organisation.

Daar is ook meer verdraagsaamheid, byvoorbeeld dit is nou positief vir my wat baie lief is om 'n sekere werk te doen.

However, Pedro also found the opposite. While some colleagues became more tolerant and lenient in their thinking and attitudes, others of opposing opinions felt more strongly about their viewpoints. They defended their viewpoints by attacking Pedro and some of his colleagues personally.

Aan die een kant was daar hierdie verruiming gewees in perspektief, in filosofie, maar dit het ook 'n backlash gehad. 'n Baie skerp Christelik Fundamentalistiese backlash. En wat ons nou baie sleg ervaar hierdie jaar, daar was 'n taamlieke sterk aanval op ons groep geloods asof ons nou sou onchristelik of anti-christelik wees in ons beskouing en dat ons hulle nie wil ruimte gee om hulle standpunt te stel nie.

It may be argued that the direct and personal attacks on Pedro affected his relationship with these colleagues in a negative way.

In writing course material, Pedro came into serious conflict with one colleague who chose to present the material in the way it used to be done in the pre-transformation period. In an effort to resolve opposing paradigms, the relationship between them was irretrievably damaged. In his opinion, they could not resolve the problem.

Die probleem is toe nie aangespreek nie waaroor ek baie jammer is. Dit het eintlik gelei tot openlike konflik.

Pedro also felt critical about those colleagues who were unwilling to be retrained or re-skilled in order to be used in different or new capacities in the post-transformation organisation. Although he did not explicitly describe them in negative terms, it may be deduced that he had hostile feelings towards them.

Nou sit mens met die mense. Hulle is onwillig om heropgelei te word. Baie van hulle stel nie rêng belang nie. Ek kry veral die indruk dat een helfte van die Fakulteit werk hulle morsdood en die ander helfte sit lekker rustig agteroor. Persone uit vorige departemente wil hulself nie laat heroplei nie, hulle wil eger nie saamspeel nie.



It seems that Pedro felt that these colleagues did not contribute to the process and the organisation as they should have. He had to develop new skills to remain effective in the new organisation. It may be argued that their perceived lack of commitment had a negative effect on his attitude towards these people.

Pedro admitted that the one aspect that really caused feelings of resistance and negativity in him, was the negative reactions of colleagues to the transformation process.

Wat my wel negatief gestem het en waarteen ek weerstand gebied het, is oor die negatiewe reaksie van ander kollegas op die proses. Ek het gevoel hulle hou die transformasieproses terug.

He took transformation as a given and expected colleagues to realise that and contribute to the process. He seemed upset by their lack of positive and constructive participation.

4.10.3.5 Changing the way of doing things

According to Pedro, the process of transformation made people acknowledge their assumptions and viewpoints and discuss and defend them openly.

Daar was nooit in die verlede hierdie openlike debat nie, nou het ons dit. Dit is die een goeie ding dat mense nou bereid is om op te staan vir dit waarin hulle glo. En ek het respek vir hierdie ouens.

It may thus be deduced that prior to the process, the context did not require them to express their assumptions and viewpoints. It is possible to argue that perhaps some of the employees were not even aware of what their assumptions really were. It seems as if the change in the organisation's paradigm or underlying assumptions brought employees' personal assumptions to the fore. The discussion about the organisation's assumptions provided the opportunity for employees (or forced them) to become aware of and justify their own assumptions. Pedro found the open debate about personal beliefs and viewpoints one of the positive developments in the process.

Another positive development in Pedro's opinion was the change in the organisation towards critical thinking, transparency and participation. The implication therefore is that Pedro felt that these characteristics did not feature prominently in the pre-transformation organisation.

Ek dink wat positief is, is dat ons baie meer krities raak, daar is 'n groter mate van deursigtigheid en deelname.

4.10.3.6 Empowerment of employees

Pedro observed that during the process some of his colleagues played a much more prominent role than before.

En ek dink veral, weet jy wie in die nuwe opset blom, is 'n klomp vrouens want die deure het vir hulle oopgegaan en dit is asof hulle nuut bemagtig is. Jy weet, ek sien ook baie groter deelname aan kongresse, en dat mense meer bereid is om hulle eie sê te sê. 'n Verdere ding wat positief is, ek sien 'n klomp mense hier wat nou nie net binne die fakulteit nie maar ook binne die universiteit betrokke geraak het. Wat die fakulteitgrense transendeer, wat bereid is om vir die vakunie te werk.

He experienced the empowerment of some of his colleagues as a very positive outcome of the process of transformation.



4.10.3.7 Introducing uncertainties: the need for personal redefinition

Pedro was convinced of the necessity for the organisation to transform. He worked towards this goal by means of introducing and continuing the debate for transformation in the organisation. Despite his personal conviction of the necessity to change and his personal endeavours to introduce the process of transformation, Pedro indicated that he found the transformation difficult and had to find himself in the post-transformation situation.

Ek moet myself herontdek in hierdie nuwe omgewing. Dit was vir my baie swaar en ek was een van die ouens wat transformasie voorgestaan het, ek wat selfs bereid was om getuies af te vlieg vir die kommissie van ondersoek.

Pedro's redefinition or rediscovery of himself in his new environment leads to the deduction that, despite his pro-transformation attitude and actions, he could not fully prepare himself for the transformed situation. He could not simply continue as usual in the new organisation. Although Pedro did not specify how he had to rediscover himself, it is clear that it was not possible to anticipate pro-actively what the new organisation would be like and adjust accordingly.

4.10.3.8 Management of the process

Pedro felt negative about particular management aspects of the transformation process. He regarded it as a problem that employees were not consulted on the allocation of employees to new departments. He felt that it was contrary to the notion of democracy that was supposedly one of the characteristics of the process and the organisation.

Wat vir my belangrik is om daar te sê, is dat ek geen sê gehad het nie dat ek oorgaan. Die probleem is dat almal daar wou gewees het en toe is daar redelik arbitrêr net gewoon besluit waarheen jy gaan en watter kursus jy gaan doen, sonder enige konsultasie. Dit was vir my heeltemal teenstrydig met die hele idee van demokrasie en so in 'n sekere sin het ons hierdie verandering ondergaan maar dit was glad nie demokraties op die ou einde gewees nie.

In his opinion, the organisation lacked leadership throughout the process.

Daar was nie leierskap nie, nie in die Universiteit nie en nie in die Fakulteit nie. Leierskap is om 'n visie oor te dra aan die mense.

From this statement it may be deduced that Pedro felt that they did not necessarily have a vision that guided them through the transformation process. They did not necessarily know where they were going or what they were moving towards.

Power games were perceived to be part of the process. Pedro felt that some of the people (influential) did not necessarily work towards the transformation process and for the good of the organisation. They seemed to be more concerned about their own positions and survival in the "new" organisation than the effective outcome of the process.

Ek beseft daar is baie belange wat beskerm word binne die Universiteit, magsbelange en dat jy sit met magspeletjies wat mense speel. Dat mense nie rêrig wil verander nie, dit gaan vir hulle meer om oorlewing... Hulle speel hierdie powergames... Ek dink die groot probleem met transformasie is eie belang wat healtyd in die pad kom.

Pedro stressed the difference between the decision to transform and the actual implementation of the decision. He indicated that, although it was a good decision, the implementation of the decision was not necessarily unproblematic. He substantiated this remark by referring to



redeployed employees who were supposed to be retrained, but eventually lost interest in this decision.

Ek dink die besluit om te transformeer was op sigself nie problematies nie, maar wel die implementering daarvan. Persone uit vorige departemente wil hulself nie laat heroplei nie, hulle wil egter nie saamspeel nie.

4.10.3.9 Intrapersonal characteristics

(a) Desire to be creative

As mentioned, Pedro agreed with the notion to transform and therefore participated in the process. He also mentioned that he found the chaos stimulating because it provided him with the opportunity to be creative and function beyond particular boundaries - something he prefers. This desire to be creative could have contributed to his involvement and participation in the process even despite his disappointment with the nature or extent of the transformation.

(b) Responsibility towards the process

Pedro made it clear that he had to participate in the process and continue participating because he had a responsibility to make a success of the process. It was not clear to what extent responsibility was delegated to him or to what extent he took the responsibility upon himself as a member of the organisation. What is clear, however, is that Pedro was convinced of his responsibility to make a success of the process.

(c) Broad perspective on transformation

Pedro's perceptions of the process and especially his particular view and expectation of the process stemmed from his perspective of the organisation as integrated in a broader South African (even African) context. Apart from changing the structure, the style of management, courses and course material, Pedro was aware of the necessity to transform the organisation to keep up with the external changes and demands. His evaluation and experience of the process was therefore in terms of changes internally but also in terms of the relation with the external environment.

A summary of his experiences and opinions regarding the process of transformation is provided below.

-
- Pedro participated in the process because he agreed with the decision to transform and because the process allowed him the freedom to be creative. He also felt that it was his responsibility to participate.
 - According to Pedro the reassessment of the organisation's relevance to the needs of the clients and the external environment was a positive aspect of the process.
 - For Pedro it was a positive experience that the process of transformation created opportunities for new ideas and initiatives and contributed to an attitude of tolerance among colleagues for new ideas.
 - Pedro had various experiences in his relationships with fellow employees. On the one hand, he felt that some colleagues developed an appreciation and acceptance of his "unconventional" professional activities while at the same time, others of opposing views defended their position by attacking him personally. He felt particularly negative about people who resisted the process and some



hostility towards those who were unwilling to be retrained for “re-application” in the new organisation.

- The process contributed to open debate, critical thinking, transparency and participation in decision making. In his opinion these were positive changes to the way things were done in the organisation.
 - In his opinion some employees (especially women), were empowered in the process. He saw this as a positive outcome of the process.
 - One of the difficulties of the transformation was that he had to redefine or rediscover himself in the post-transformation organisation.
 - Pedro did not have a positive experience of the management of the process. In his opinion, not enough consultation took place and it lacked leadership in providing the organisation with a vision. He also felt that some of the influential people were more concerned about their own positions and power than about the good of the organisation.
 - Several personal characteristics may have played a role in his perception of transformation and his conduct during and experience of the process.
-

4.10.4 Opinions and experiences regarding nature and management of the transformation process and recommendations

4.10.4.1 The nature of a transformation process

(a) Diverse meanings of the concept transformation

It may be deduced from Pedro's experience of the process that he understood transformation to entail a change of heart and attitude, and providing room for differences over and above tangible changes to courses, structures and processes. As in previous interviews, his particular expectation of the process to a large extent determined his actual experience of and satisfaction with the process. Within one organisation the concept “transformation” means different things and evokes different expectations from the various employees.

(b) Chaotic nature

It seems as if some sort of chaos is part and parcel of a transformation process. Because of the many variables involved in such a process, it seems impossible to predict or manage all of them. So, for example, it is impossible to predict how employees will react to the different aspects of the process. Managing these reactions or emotions is simply impossible. Some employees seem to thrive on the element of unpredictability and use the opportunity to their advantage while others find it threatening. The question is to what extent management experience a transformation process as chaotic. In other words, is it at all possible to be totally in control of such a process?

(c) Changing truths and changing relationships

Pedro's reference to the changing attitude towards and perception of his community activities leads to the deduction that a transformation process makes room for the re-evaluation and re-assessment of “truths” and “untruths” of the old system. In his situation, previous unacceptable activities became desirable activities in the new system. Two deductions may be made: In the first place it should simply be noted that the nature of a transformation process is such that truths and untruths of the old system are re-evaluated for applicability in the new system.



Moreover, this re-evaluation process could entail all dimensions of the organisation; even aspects not necessarily intended for re-evaluation. It is not a given that truths or best practices of the old system will retain validity in the new system.

In the second place, it may be argued that the changed thinking or perspective on truths and untruths of the previous system will also affect the interpersonal power relationships and/or importance of individuals in an organisation. Employees can gain standing or more power in an organisation when the belief (truth) or activity they are associated with gains acceptance or validity in the new system. The contrary could obviously happen as well. It may thus be concluded that the changing beliefs, assumptions and desirable practices in an organisation resulting from a transformation process have an influence on interpersonal relationships and an individual's standing or status in the organisation.

(d) Clarifying hidden assumptions, beliefs, view points

Pedro's reference to the debate resulting from the process leads to the deduction that a transformation process forces people to become aware of and define their own assumptions and beliefs according to which they operate/function. It is possible that employees are not always sure or aware of the hidden assumptions that guide their actions and beliefs regarding the organisation and the process. Such a process thus seems to bring assumptions to the fore/surface and enables employees to acknowledge and discuss differences in assumptions. (Discussing assumptions does not necessarily mean agreement or conflict-free discussion).

4.10.4.2 Management of a transformation process

(a) Participation in decision making

Pedro's negative experience of the lack of consultation or participation in decision making once again points to the importance of this aspect in a transformation process. It is clear that the way decisions are taken is just as important as the actual decisions.

(b) Leadership to provide the vision

Pedro said that in their organisation they lacked leadership that could provide the organisation with a vision to guide it through the transformation process. He thus felt that a transformation process should be facilitated by leadership that provides a vision to employees on the direction and objective of the process.



4.11 Participant 11: Robert (fictitious name)

Robert's experience of the transformation process is slightly different to the other participants, seeing that he formed part of the management team that initiated and managed the transformation process. Although he also experienced the process and was confronted with the results, he was co-responsible for the management of the transformation.

4.11.1 Description and experience of the current post-transformation situation

4.11.1.1 Measurable changes as result of the transformation

Robert used to be head of department of one of the previous six departments. He was elected as one of four heads of the new organisational structure. He had the responsibility of establishing a totally new department with a new focus and activities, new departmental members in a different physical environment. In addition to assuming responsibility for a new department, he also made a career shift in involving himself in a different sub-discipline in which he used to be involved. To some extent, this was a necessary move, seeing that his previous specialist area became far less important in the new system.

4.11.1.2 Experience of the transformation in general and the extent of the transformation specifically

In general, Robert experienced the process as more positive than negative.

Die transformasie was vir my oorwegend positief. As ek dit weer moet doen, sou ek waarskynlik dieselfde pad geloop het.

He described the transformation as having involved various aspects of the organisation. Dealing with the international competitiveness of the organisation seemed to be a critical dimension.

Ons was vir jare geïsoleer maar na 1994 het baie mense oorsese universiteite besoek. Die vraag is of ons in pas is met internasionale universiteite. As ons kompetender wil bly, moet ons aanpas.

It included the relationship with the clients, the style of management, the structure of the organisation, processes (the way of doing things) and the physical movement of employees into the new structure.

Vroeër het dosente besluit wat die studente moet weet. Nou is dit meer van 'n kompromis tussen die dosent en die behoefte van die student. Ons moet nou vra wat die student wil hê.

Die literatuur sê dat bestuurstyle nou baie anders is as vroeër. Nou praat ons van demokratiese bestuur in plaas van outokratiese bestuur.

Ons het besluit op 'n plat struktuur met so min moontlik red tape en bestuursposisies. Die aanstelling van bestuurders moet ook meer demokraties wees.

It may also be deduced that in the process the organisation also responded to the demands of the changed external, socio-political environment.

Daar was baie druk van politieke groeperinge - die druk sê ons moet verander.

Robert seemed quite positive about the changes that materialised as a result of the transformation. Although he did not explicitly say so, his general satisfaction with the transformation leads to the deduction that he felt that they had achieved the objectives what they had set for them-



selves. Despite this positive outlook, Robert seemed to be quite aware of colleagues' disapproval with the implementation of some decisions and the problems created by some decisions.

Vier persone is byvoorbeeld hier ingedeel sonder om 'n kursus te doseer wat hier tuishoort. Dit is 'n bron van baie ander probleme.

However, the actual issue that seriously raised his concern was the impact of these changes on the people in the organisation. In his opinion, this is one aspect of the transformation that should have been dealt with in a different manner.

Ek het die vroege gevra oor hoe dit (transformasie) die mense gaan raak. Vir baie mense is hierdie hulle hele lewe: hier voel hulle veilig. Dit is een van die bekommernisse maar die UKF (Uitvoerende Komitee van die Fakulteit) het van my verskil hieroor. Vir hulle was dit 'n minor issue. Ons staan drie jaar verder en ek dink hulle beseft dit nog steeds nie. Van my kollegas se verhouding het verbrokkel, een is in 'n kliniek opgeneem, 'n ander is uit die vriendekring geskop. My vraag is in watter mate is hierdie probleme geskep of aangehelp deur transformasie. My mening is dat ons dit geskep het.

He was so serious about the emotional neglect of the people that he tried to establish a service to assist people in coping with the transformation and its implications.

Ek probeer om 'n beradingsentrum te stig — as departementshoof moet ek kyk na hoe mense die transformasie hanteer. Kollegas moet hier kan kom sit en praat. As ek nie kan help nie dan sal ek hulle verwys na hulp.

This remark leads to the deduction that, in his position as manager, Robert felt personally responsible for the well-being of his colleagues.

4.11.1.3 Experience of current work situation

Robert's work situation in the post-transformation organisation included two (closely-related) dimensions, namely his managerial responsibilities as head of department and his own academic activities. Due to his responsibilities as head of department (pre-transformation) he lost contact with his own subdiscipline. The transformation furthermore resulted in the abolishment of one of these areas. While he initially found this as unsettling, he later saw the opportunity of making a career shift, which in the end turned out to be satisfactory.

Ek persoonlik het ... Opvoedkunde ondermy. Maar toe word ek aangestel as departementshoof en het dus nie meer tyd om die kursus te hanteer nie. Ek het dus die vakke verloor. Ek het in 'n groot mate losgeslaan gevoel; ek het gevoel ek moet nou 'n loopbaanskuif maak. Die departementhoofskap het eintlik vir my nuwe moontlikhede oopgemaak. Ek het in bestuur gespesialiseer en het die kans gekry om die inhoud toe te pas.

Being head of department provided him with the opportunity to apply his acquired knowledge and skills. It may therefore be argued that Robert was not in a worse position than prior to the transformation process. As a matter of fact, this managerial position has the potential of facilitating/enhancing his academic activities in his area of speciality.

4.11.1.4 Interpersonal relationships

As head of the department Robert clearly enjoyed the trust and respect of his fellow colleagues. This relationship of trust with members of his department and other colleagues seems to have been a very positive experience for Robert and something he consciously nurtured.



Probleme waarmee mense worstel lê op die vlak van 'n nood om met ander te praat. Ek word aanvaar deur kollegas en daarom praat hulle met my. Ek geniet dit ook dat mense uit ander departemente by my instap. Dit voel of ek vir mense iets beteken en dit maak dit sinvol. Mense het vertroue in my en hulle weet dat wat hulle vir my sê nie weer oorvertel gaan word nie.

It may be concluded that Robert's personal work situation was not negatively affected by the transformation. His honest relationships with colleagues and the respect and trust he had from them contributed significantly to the fulfilment he experienced in his work situation.

A summary of his experiences of the post-transformation period is provided below.

-
- Robert had to resume responsibility for the management of the transformation process as well as for a whole new department. He had to move office and got involved in an area he had specialised in some time ago.
 - Personally, he experienced the process as predominantly positive.
 - As manager, he felt that they had no option but to transform. To be internationally competitive and to meet the concerns and demands of the external environment, they had to change.
 - Despite his full agreement with the theoretical decisions that were taken, he was of the opinion that mistakes were being made in the implementation phase. The new structure was a source of several problems and unhappiness while he also felt that the emotional impact of the process on employees was underestimated and perhaps even ignored. This was a real concern for him in the post-transformation period.
 - He found his work situation in the post-transformation period satisfactory and challenging as it provided him with the opportunity to apply his knowledge and skills in his new position.
 - As head of department he particularly enjoyed the opportunity to develop close and confidential relationships with colleagues. He found these relationships rewarding.
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4.11.2 Phase 1: Perceptions and opinions regarding the organisation's decision to transform

4.11.2.1 The need to transform and the impetus for the transformation

As part of the management team that took the decision and steered the process, Robert was involved in the transformation right from the start. His satisfaction with the outcome of the process made it clear that he agreed with the organisation's decision to transform.

Die transformasie was vir my oorwegend positief. As ek dit weer moet doen, sou ek waarskynlik dieselfde pad geloop het.

For him, the impetus for the transformation came from various sources: he referred to colleagues' exposure to international organisations that raised the issue of competitiveness, pressure from the political sphere to change the paradigm (socio-political paradigm) of the organisation, the changed needs of their clients and scientific literature on recent management styles.

Eintlik het alles gesê dat ons moet verander.

It may thus be deduced from this statement that, as an individual, Robert felt that the transformation was inevitable. It was something that the organisation had to do.

4.11.3 Phase 2: Experiences of the process of transformation

4.11.3.1 Participation in the process

Robert clearly indicated that his participation in the process was not the natural result of his being in a managerial position and having to set an example. As an individual he consciously evaluated the situation, realised that the transformation was necessary and then decided to give the process his full support.

Toe ek vir myself uitgemaak het dat ons moet verander, het ek besluit om daarvoor te gaan met alles wat ek het en ek kyk nie weer terug nie.

He participated in the process because he agreed intellectually with the direction of the organisation. It is possible that, as manager, he also felt it his responsibility to the organisation and his fellow colleagues.

4.11.3.2 Interpersonal relationships

On a personal level, Robert felt positive about his relationship with his fellow heads of departments. It seems as if he saw these managers as his support group. He also felt that during the process he got to know new people, which was a very positive outcome.

My verhouding met die ander departementshoofde is ook vir my 'n positiewe ervaring. Die dag voel leeg as ek hulle nie êrens gesien het nie. My vriendekring het ook uitgebrei. Dit is natuurlik 'n vraag of die (nuwe) struktuur dit noodwendig teweeggebring het.

As manager, Robert was of the opinion that many of his colleagues became isolated during the process.

Een van die eerste dinge wat die vise-dekaan vir my gesê het, is dat sy baie geïsoleerd is van kollegas, van vriende en van vakinhoud. Ek dink dit geld vir meer van my kollegas — hulle is baie geïsoleerd.

The vice-dean's reference to her feelings of isolation may be interpreted in two ways. First, it could be argued that such a position inevitably leads to isolation due to the nature of the activities and responsibilities. If this is a given of the position, it seems possible that feelings of isolation will even be enhanced by a process of transformation, which has the effect of influencing interpersonal relationships. This raises the question of the support that is available for people in such positions during transformation.

4.11.3.3 Sharing of experiences

Robert was of the opinion that many of the problems people experienced revolved around the need to be able to talk to other people about their own problems and fears; to share their experiences. His concern was about the process or organisation's inability to accommodate this need either in processes or in facilities (to enable or enhance discussion).

Probleme waarmee mense worstel lê op die vlak van 'n nood om met ander te praat. Ek word aanvaar deur kollegas en daarom praat hulle met my. Van die kollegas word in groeperinge ingedwing waarin hulle nie pas nie. Op sigwaarde lyk dit vir my dat die mense nie bymekaar



uitkom nie tensy jy gaan pos uithaal. Hier is geen teekamer nie, geen ruimte vir samesprekings of groepwerk nie.

This need to share experiences, anxieties and uncertainties was something that Robert experienced himself.

My probleem is, waar gaan die dekaan en die departementshoof heen vir gesprek? Ek het 'n geweldige behoefte om vir iemand te sê watter probleme ek ervaar, om my eie frustrasies uit te spreek... Al die bestuursmense sit op die komitee vir M- en D-studies en dit gee die geleentheid vir die bestuur om op mekaar se skouers te huil. Dit lewer 'n geweldige bydrae om eie gevoelens van onsekerheid en van angs te besweer.

Robert was in the fortunate position that a research committee could be used as discussion group for the managers. In his experience, this opportunity to share contributed significantly to his ability to cope with the process. It should be noted that although this committee was not dedicated for the purpose of sharing, the managers used it as such because of their need to share. The downside of this event is that the needs of the managers were being fulfilled without the recognition of the organisation (management) that this dimension should be dealt with more officially. The implication thereof is that the general employees and even people in other positions (such as the vice dean) did not have access to such an opportunity. It may be argued, however, that the managers created an opportunity to share because of their need.

To conclude, it seems that employees and even people in managerial positions have a need to share experiences and feelings about transformation during and after the process. Robert benefited significantly from an opportunity to share. He regarded the lack of opportunities for all staff members to share experiences as one of the shortcomings of the process.

4.11.3.4 Practical aspects of the implementation of the process

Adequate equipment, furniture and organised access to the support staff seemed to be a dimension that influences people's experience of the process. The size of an office, which presumably symbolised a person's status, the amount and quality of furniture and equipment had to be taken care of during people's relocation.

Die kantoor groottes was problematies en dan het die universiteit nog sekere reëls byvoorbeeld matte en kaste wat by sekere range tuishoort. Dit het gebeur dat byvoorbeeld lektore meubels het wat nie by hul rang pas nie en wat dus bang was dat indien hulle trek, gaan hulle die meubels verloor. Al hierdie probleme moes uitsorteer word: probleme rondom ameublement and apparatuur.

Robert felt that the lack of proper equipment and access to available resources had a negative impact on the employees. For example, the new structure resulted in confusion about the administrative responsibilities, which employees experienced very negatively.

Omdat ons aan programme werk, is dit nie altyd duidelik waarheen die tikwerk moet gaan en hoe dit verdeel moet word nie. Administrasie en finansiering word baie negatief beleef.

Robert was of the opinion that the "small" concrete issues that affected the immediate functioning of people, were not properly taken care of during the process of transformation.

Ek het as departementshoof die navorsingsuitsetfonds gebruik en seker gemaak dat almal rekenaars en drukkers het. Met die herstrukturering het junior lektore beter rekenaars as bv.



die professore gehad. Dit is klein goedjies wat mense gelukkig maak in hulle werk. Dit is in die transformasie geïgnoreer.

4.11.3.5 Room for new ideas and new opportunities

Overseeing the process, Robert felt that, for many people, the process resulted in the removal of frustrations that had existed for many years. It also contributed to an increased experience of freedom.

Vir baie was dit die verwydering van 'n frustrasie wat oor jare opgehoop het. Vir baie jare al was daar 'n behoefte om inhoude te verander — hulle ideale is skielik verwesenlik. Dit is 'n groep mense wat groter vryheid beleef, hulle word nie meer aan bande gelê nie. Die struktuur en vakinhoud gee nou vryheid om oor genres heen te werk.

Increased freedom was one of the aspects that Robert himself experienced as a positive result of the process.

Wat ek besonder positief ervaar, is die groter mate van vryheid.

4.11.3.6 Changing the way of doing things

In Robert's opinion changes in the way they used to do things resulted in a positive experience of the process. He indicated that people experienced the new style of management as a positive development because it was more flexible and involved employees to a greater extent.

Die nuwe bestuurstyl word positief beleef. Die vorige styl was streng, outokraties en kwaai. Mense kan nou vreesloos sit en werk. Daar is groter buigbaarheid, deelnemende bestuur.

4.11.3.7 Introduction of uncertainties

Inherent in the concept of transformation is the notion of retrenchment, which inevitably leads to fear, anxiety and negativity during such a process.

Die gedagte aan AA en die onsekerheid wat daarmee gepaard gaan. Almal besef dat jy personeel sal moet verloor en sal moet plekmaak vir anderskleuriges en anderstaliges. Ons het 'n formule gebruik om werkverdeling te doen waarvan die doel was om gelyke werksverdeling te bewerkstellig. Nou wil die mense meer punte of ure hê want hulle is bang hulle word op grond daarvan retrench. Die vrees en angstigtheid is diepliggend.

The lack of security is related to the demand on organisations to change the staff profile staff in response to the socio-political transformation in the external environment. However, it is possible to argue that the lack of security refers indirectly to the uncertainty about the criteria to be applied when the organisation decides to retrench employees.

Robert observed that the implementation of a new language policy, which resulted in lecturers having to present courses in their second language, created an anxiety amongst some of them that this would eventually result in the loss of their own language and culture.

Daar is vrees vir nuwigheid. Die taalbeleid is 'n goeie voorbeeld: Kollegas doseer een kursus in Engels en dan ontstaan daar 'n vrees vir die algehele opskorting van hul taal en kultuur.

4.11.3.8 Perceived outcomes of the process

It seems as if the perceived outcome of the transformation process had an impact on the people's experience of the process. Perceived successes tended to instill a positive experience



of the process whereas perceived failures or difficulties enhanced a negative experience. Robert indicated that people felt very positive about the decrease in negative comments or publicity about the organisation due to the transformation that took place.

Dit is positief beleef dat die druk van buite-instansies, veral die wat baie invloed het, afgeneem het. Die negatiewe kommentaar, kommentaar in dagblaaie in briewekolomme het baie afgeneem. Dit is as positief beleef.

He also referred to the positive attitude people had towards the organisation's new, improved products or courses.

Die mense voel dat die kursusse die moeite werd is.

This is also something that Robert felt particularly positive about.

Dit was vir my lekker om terug te kom na my sabbatsverlof. Die nuwe gidse lyk mooi en ek is trots daarop.

The organisation's financial difficulties that were partially the result of the transformation process made people negative about the process and query the necessity thereof.

Opvoedkunde is nou in die rooi omdat Opvoedkunde 1,2 en 3 afgeskaf is. Sodra dit ter sake kom sê die mense dat hulle nie meer bevordering kry nie, hulle hoor elke dag hulle moet bespaar. Wanneer hierdie kwessies opgehaal word dan vra hulle hoekom dit nodig was om te verander.

4.11.3.9 Intrapersonal dimension

Apart from his personal agreement with the organisation's decision to transform and his responsibility as manager, Robert explained his acceptance of the changes and his participation in the process as a result of his ability to deal with change.

Ek dink dit lê in my persoonlikheid. Ek dink dit is 'n mens se gesindheid jeens verandering — ek kan cope met verandering.

4.11.3.10 Management of the process

Robert regarded the time-consuming nature of the management of the process as one of his negative experiences.

Die geweldige tyd wat dit geneem het, die organisasie of die by-mekaar-hou van dinge. Die werksverdeling het byvoorbeeld 'n minimum van drie maande geneem.

The overemphasis on participation and democracy contributed to his negative experience of the process. In addition, he indicated that the poor communication of decisions to staff members was problematic.

Die oordrewe beklemtoning van demokrasie, die oordrewe raadpleging ervaar ek as negatief. Jy moet baie mense raadpleeg en verduidelik. Die probleem is dat besluite nie gekommunikeer is nie. Maar daar moet êrens 'n balans wees: 'n besluit moet geneem word. Almal raak gefrustreerd as 'n besluit nie geneem kan word nie.

Although in general Robert felt positive about the process and its management and outcome (or results), he made it clear that he disagreed with management about their approach to the people in the management of the process. In his opinion, they did not do enough to accommodate the



people in the process. As a matter of fact, he believed that, even after the completion of the process, management was still not aware of the impact of the transformation on the employees.

Ek het die vroeë gevra oor hoe dit die mense gaan raak. Vir baie mense is hierdie hulle hele lewe; hier voel hulle veilig. Dit is een van my bekommernisse maar die UKF het van my verskil hieroor. Vir hulle was dit 'n minor issue. Ons staan drie jaar verder en ek dink hulle besef dit nog steeds nie. Van my kollegas se verhoudinge het verbrokkel, een is in 'n kliniek opgeneem, 'n ander uit die vriendekring geskop. My vraag is in watter mate is hierdie probleme geskep of aangehelp deur transformasie. My mening is dat ons dit geskep het.

Moreover, Robert felt that his concern about the emotional and psychological well-being of the people during the process resulted in his being stereotyped by the management committee.

Die ander bestuurslede verwys na my as die gesinsman, die mensman.

A summary of Robert's experience of the process of transformation is provided below.

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- Robert participated in the process because he was in full agreement with the necessity for the organisation to change.
 - The new relationships that were formed with the management committee contributed to his positive experience of the process. However, he was aware of colleagues' experience of isolation as a result of the process
 - As manager, he observed that the problems employees experienced during the process revolved around the need to share their anxieties, fears and experiences with other people. As manager, he had the same need to share his experiences but he was in the fortunate position of being able to do so in the management committee. In his opinion, the lack of opportunities for staff members to share their experiences was one of the shortfalls in the management of the process.
 - Staff members did not have adequate access to administrative support and resources while they also experienced many problems with respect to furniture and equipment. He felt that these practical issues were overlooked in the management of the process and thus contributed to employees' negative experience of the process.
 - The freedom for professional activities contributed to his positive experience of the process.
 - In his opinion, the more democratic style of management contributed to employees' positive experience of the process and the organisation at large.
 - Robert felt that some of the actions taken by employees were forced by a deeper anxiety or fear for losing their jobs.
 - Successful outcomes of the process, such as good products and a decrease in negative publicity, contributed to employees' positive experience of the process.
 - Robert explained his participation in the process by referring to his personal ability to cope with change.
 - He found the process extremely time consuming and also felt that there was an over-emphasis on participation and consultation.
 - Despite his general satisfaction with the process and its outcome, Robert felt strongly about the management committee's decision not to acknowledge the impact of the process on the psychological well-being of employees.
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4.11.4 Opinions and experiences regarding the nature and management of the transformation process and recommendations

4.11.4.1 The nature of a transformation process

(a) Difference in perspectives between management and the general staff

The contrast between Robert's and other participants' opinions about the extent of participation in the decisions is quite significant. The general staff members were of the opinion that the staff members' participation was not sufficient; they should have been involved to a greater extent. Contrary to this opinion, Robert indicated that too much consultation took place. He felt that at times the consultation hampered effective decision making. This particular issue indicates the difference in experiences and opinions between management and the general staff during a transformation process. The question arises as to what extent such differences are part and parcel of a transformation process or perhaps only a symptom of the management (good/bad) of the process in this organisation. It seems valid to argue that such differences between management and staff members can contribute to feelings of hostility and can hamper future co-operation and trust in the organisation.

(b) Difference between theory and practice

What is significant in Robert's description and experience of the process is the difference between the theory of a decision and its actual implementation. Robert was convinced of the necessity for the organisation to transform. He also agreed with the depth or extent of the transformation process, resulting in changes in almost all aspects of the organisation. However, Robert was quite aware of the shortfalls in the implementation of the decisions. Although he supported the idea (decision) of changing the structure, he was aware of the practical problems created by this theoretical decision. Previous respondents also referred to their agreement with a decision that was taken but raised concern about the way it was implemented.

It is therefore argued that three levels in a decision should be identified, namely the theoretical decision, the practical implications of the decision and the way the decision is implemented.

4.11.4.2 The management of a transformation process

(a) Sharing of feelings

Robert was particularly concerned about the inability of the organisation to deal with the emotional and psychological well-being of employees in the management of the process. In his interactions with colleagues, he became aware of people's need to share their feelings about the process. He personally experienced the need to share his anxieties and worries with people who would understand. Many of the participants also referred to the emotional impact the process had on their lives. It therefore seems valid to deduce that transformation does not only affect employees on an intellectual level but also on an emotional level. Given the origin of the transformation that affects people, it may be argued that, in the first instance, an organisation has to acknowledge the emotional impact of such a process and secondly, to take responsibility for assisting employees in dealing with the situation. As Robert and the vice dean remarked, managers are not safeguarded against the emotions, anxieties and worries brought about by a transformation process. Assistance to employees should therefore also make provision for the particular needs of managers, taking cognisance of the sensitivity of their positions.



(b) Practical aspects of a transformation process

Robert observed that administrative confusion and insufficient infrastructural support resulting from the transformation, had a significant impact on employees' experience of the process. In his opinion, more attention should have been given to this aspect during the management of the process. It seems as if the poor administration and infrastructural support affected people's immediate fulfilment of their duties. Instead of facilitating their professional activities, the poor administration and insufficient infrastructure became another hurdle to overcome in an already taxing process.

Given the increased workload and the emotional impact induced by such a process, it seems vital that an organisation alleviate as many hurdles or difficulties as possible to enable employees to cope with the workload and contribute to the bottom line of the organisation.

5 CONCLUSION

This chapter discussed individual participants' experience of the process of transformation, referring to various issues that elicited particularly negative and/or positive responses. Each participant's experience of the process is truly unique, depending on each one's particular characteristics and position in the organisation, amongst other things. However, it became apparent that particular themes, such as interpersonal relationships and opinions regarding the management of the process, were dominant in shaping participants' experiences. Where this chapter focused on the individual experiences of the process, chapter four deals with the similarities and differences in experiences pertaining to these dominant themes.