

Deelnemende bestuur: 'n Dinamiese benadering vir veranderende omstandighede.

19 November 2020

Participatory management: A dynamic approach for a changing society



Prof Michael le Cordeur
Stellenbosch University
Faculty of Education



Definition

According to Wikipedia, **participatory management** is the practice of empowering employees to participate in organizational decision-making.

By definition, the leader with this style inspires team members, is inclusive and values the opinions of those he or she is leading.

This leader is collaborative, interacts with followers and seeks buy-in concerning decisions about the work and work environment that directly affects the team.

The participative leader is able to distinguish when team members should have input. And, he or she is willing to incorporate that input appropriately.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Definition

“Leadership is not about titles. It is not about seniority. It is not about status, and it is not about management. Leadership is about power and the ability to know when and how to use it to influence the people around you to do and become more!

Transformational leadership *is about using your actions to elevate others and put them on their path to greatness.”*

Terina R. Allen, President & CEO
ARVis Institute



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

About Participation

**THE MORE THE
PARTICIPATION IS,
THE SOONER WE
WILL ACCOMPLISH
THIS PROJECT.**

Ali Babacan

QUOTEHD.COM



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Participative Management



A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

— *Rosalynn Carter* —

AZ QUOTES

SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

NOT Participative Leadership



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Participative Leadership Styles



SAOU

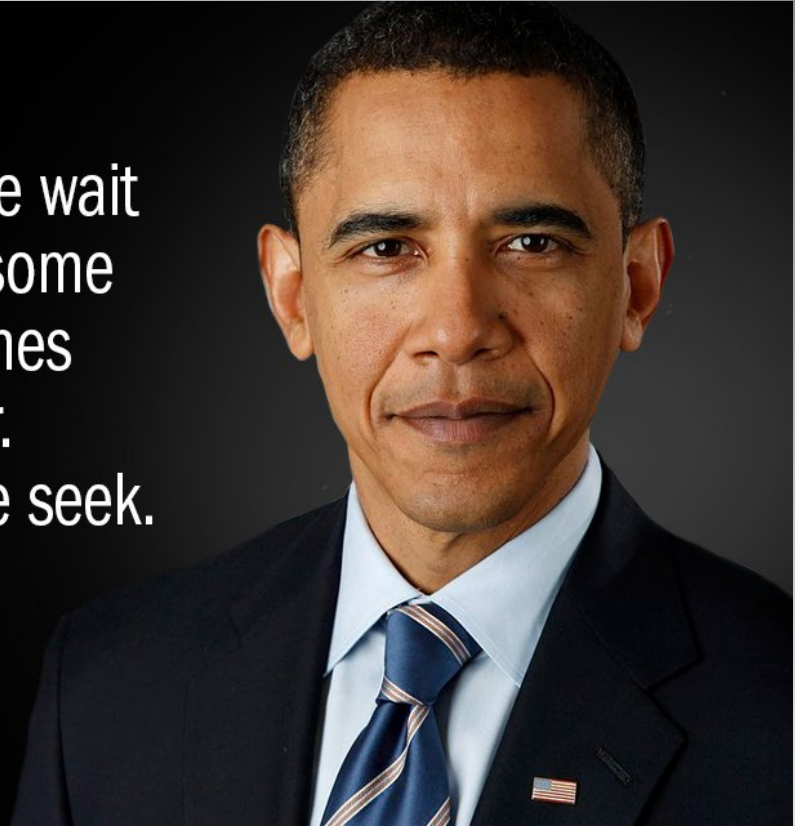
DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Change

Change will not come if we wait
for some other person or some
other time. We are the ones
we've been waiting for.
We are the change that we seek.

– *Barack Obama*

AZ QUOTES



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

A new approach to educational management

The perennial challenge facing school systems worldwide is how to improve student learning outcomes. Educators introduce various innovations in pursuit of improvements.

Today, most of these innovations are being introduced in the field of educational management to encourage decentralization and implementation of collaborative school governance (Anderson 1998).

The usual manifestation of this worldwide trend for decentralization and devolution of authority to the school level can be referred to as the school based management (SBM) phenomenon.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

A new approach continue... PSALM

SBM involves the formal change in the structures of school governance that leads to a more democratic administrative approach in which planning and decision making are devolved.

This governance structure features School Management Team (SMT) representative from various stakeholder groups. (Doran, 1999).

The presence of various stakeholders provides abundant opportunities for the practice of (PSALM).

Participatory School Administration, Leadership and Management

PSALM refers to the involvement of various stakeholders in school management



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Management Skills and Roles

It is generally believed that THREE skills are needed to be an effective manager:

1. Conceptual
2. Human
3. Technical

Over the years a variety of related skills have been added to these core skills i.e.: Communication, Problem-solving, Decision-making and Administrative skills, but for this paper it is grouped as follows:

1. Conceptual (Problem-solving, Decision-making)
2. Human (including Communication)
3. Technical (including Administrative skills)



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Management Skills continue...

1. **Conceptual** skills: to understand abstract ideas, in order to make decisions, to understand the work environment in a global context.
2. **Human**: (to work with people in teams, where communication is an essential skill in order to get along with people.)
3. **Technical** (the ability to use methods, processes and techniques to perform your task as a leader efficiently.)



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Empowering your Staff

No one person has all the skills mentioned previously. But within the organisation (school) there are many individuals with various skills that can collectively support management.

The most important prerequisite for success is the skill to employ exceptional staff members effectively so that both the school and the individual will benefit.

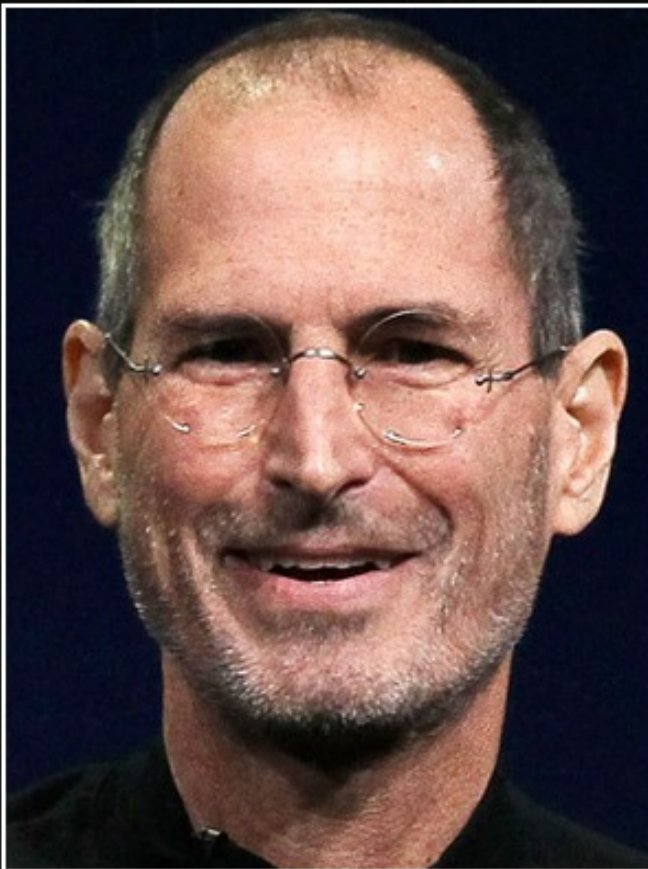
No staff member's quality skills set should be wasted.

The principal plays a pivotal role to empower and advice the Governing body correctly.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Participative Management: Inspires



Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

AZ QUOTES



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Empowering your Staff continue...

Invite colleagues with strong personalities on to your management team. In these difficult times, a principal needs leaders in his team, not just followers.

Such members are an asset to the school; they need to be treated accordingly to maintain their services with career pathing.

Create a stimulating environment where educators and learners can focus on the realisation of their goals and that of the school.

Involve members of the SMT with the drawing up of the school budget and give them opportunity to manage a particular section i.e sport. Culture, choir etc



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Encourage your staff to ...

Think critically about your school and to talk to other colleagues of other successful schools in order to broaden the mind set.

Encourage your staff to equip them academically, to study and to do research to open up their views about education.

SMT members must be informed; so encourage them to read, in order to keep up with the latest developments in education.

Give your SMT the necessary freedom and space to do their own thing provided it is within the school's value system.

Encourage them to get involved with organised education such as the SAOU or any other teacher union.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Personality Factors

Research points to the necessity of including personality factors to better understand the impact of participative management on teacher outcomes and indicates that participative management may not suit all teachers.
(Bernoliel 2010)



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Benefits of participative management

Many educational research studies have emphasized the benefits of participative management practices for school organizations and teachers.

Participatory management points to meaningful involvement of all the relevant stakeholders of the school in the decision making process. (Bernoliel, 2010)

Participatory management highlights the staff's participation and empowerment in every aspect of management.

Through participatory school management, stakeholders develop a genuine appreciation of democracy.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Democracy



Democracy is not a spectator sport,
it's a participatory event. If we don't
participate in it, it ceases to be a
democracy.

— *Michael Moore* —

AZ QUOTES

SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Democratic leadership and performance

Research revealed that there is a strong positive relationship between the leadership style of principals in secondary schools and school performance.

It is thus recommended that principals of schools should be encouraged to use democratic leadership style since the style is positively related to students' academic performance excellence.

Leadership is a very strong predictor of school performance. Thus successor planning should constantly be on the agenda of school leaders. (Misoloh 2019)



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Democratic leadership and performance

Research also revealed that teachers and students play a significant role in enhancing the academic success of a school.

Parental participation in school management contributes to better performance of students in their school work.

Participative Management In Action describes a "real life" leader who lives the principles of a democratic leader.

Teachers, students and parents should actively be involved in the day -to-day running of the school-so as to enable them to contribute **positively** towards enhancing the academic glory of the school. (Misoloh 2019)



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

The case of Lucky Matsabe, Vulemehlo Primary School

Lucky embarked on a Participatory School Administration, Leadership and Management (PSALM) for his school in Nelspruit in 2018. This is what he had to say:

“PSALM took me out of my comfort zone. I was confronted with many things and I appreciated the opportunity to work with colleagues who could support me where I fell short with skills”.

“Before I would stand in front in the staff room full of teachers and speak to them as if I was giving a lecture. It all changed. Now I see myself as a facilitator creating an opportunity for every teacher to make a contribution.



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

NOT Participative Leadership



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

The case of Lucky Matsabe, (continue .2..)

“Since PSALM started my staff taking a lot more ownership. This has made my life easier. I have realised that people can manage themselves. They don't need me to manage them. My job is to set the standards and to be clear about expectations.”

“It taught me to focus on what is STRONG, not what is WRONG. I have discovered how much time we waste when we focus on complaining and being negative. There is so much power in being **positive** and having a solutions mind-set”

“PSALM taught me accountability but it also changed my life. We no longer had one strong leader in the principal's office. We now have a team of educators who are willing to lead from wherever they are.”



DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Participative management is inclusive



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Discovering the art of listening

“PSALM taught me to open up my ears and to shut my mouth. To be a good leader requires first and foremost to be a good listener
“Teachers who remained quite when they were talk to, became active contributors. I discovered that those that don’t normally talk actually have fabulous ideas. “

“In the process **our** school has become a more caring, warm environment in which our learners are beginning to blossom and reached their full potential.”

“I do not have to think of all the solutions anymore; because the answer will eventually come form the staff themselves.
They experienced **symphonia: the sounding of all voices.**



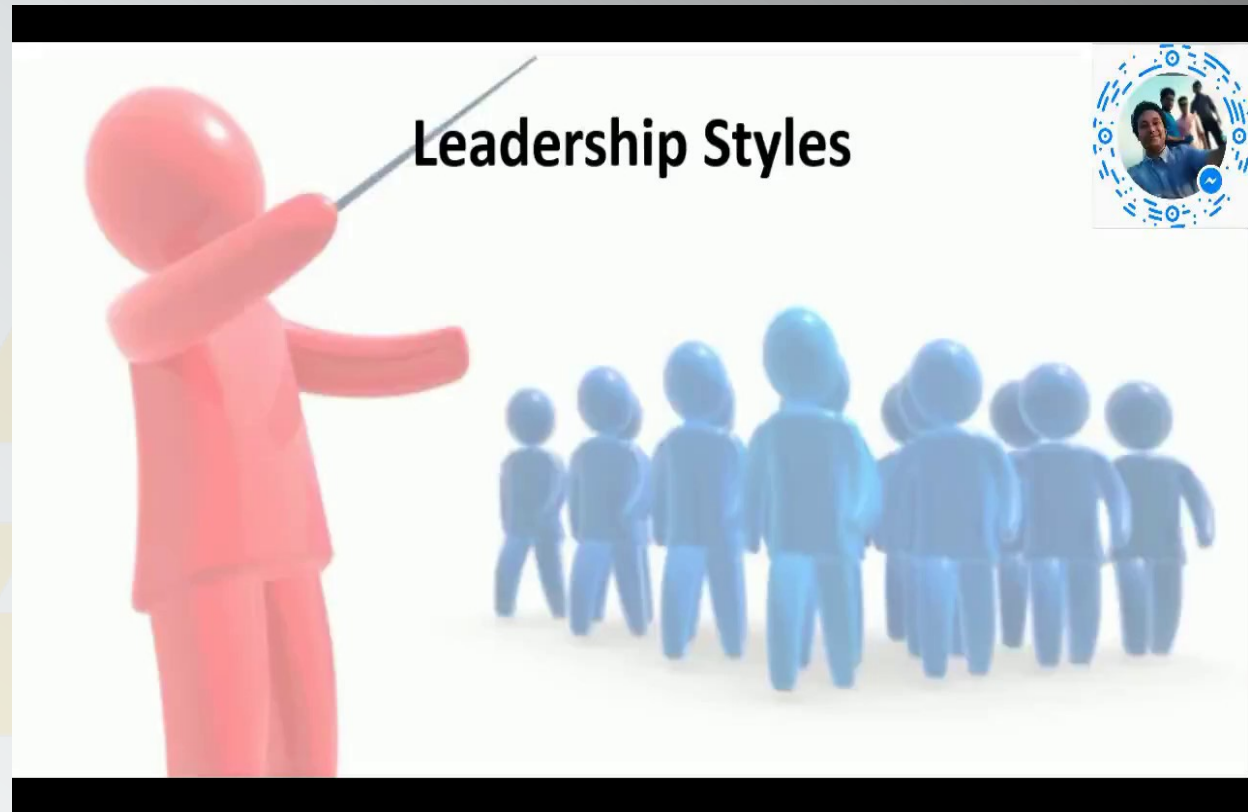
DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Participative Leadership Styles

The conductor of an orchestra does not make a sound. He/She depends, for their power, on their ability to make other people powerful.”

-

Benjamin Zander



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Towards the future together

"A leader brings out the best in themselves
and others."

www.leaderwholeads.com



SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

In conclusion



The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.

— Ronald Reagan —

AZ QUOTES

SAOU

DIE VERANDERING IN ONDERWYS
THE CHANGE IN EDUCATION

Thank You

You are welcome to contact me

mlecorde@sun.ac.za



References

Bernoliel, P. 2010. Who benefits from participative management. Journal of Educational management.

Gamage, David. 2018. Effective Participatory School Administration, Leadership, and Management: Does It Affect The Trust Levels of Stakeholders?

Misoloh, Elijah A, 2019. Influence of participatory management on students' academic performance in public secondary schools.

Nieman, G & A, Bennett. 2002. TFJ Oosthuizen, General Management and Leadership (p. 85 – 88) in Business Management. A value Chain Approach.

Van der Westhuizen, Jannie. 2020. Grondpad of Teerpad. Louis Swanepoel: Bemagtiging van skoolbestuurspanne, (p.98 – 103).

Van Rhyn, Louise & Theo Garrun. 2020: Partners for Possibility.

