

TRANSFORMATION MANAGEMENT IN A WELFARE ORGANISATION

by

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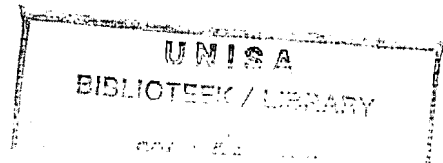
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STATEMENT

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I hereby state that "Transformation Management in a Welfare Organisation" is my own work. All references as referred to have been utilised within the context of the prescribed reference method.

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SUMMARY

The research study focuses on transformation management in a welfare organisation and is aimed at developing a framework for a prospective model for management of a transformation process in a welfare organisation.

The research was directed by two components, the nature, and the management of transformation, and was initiated with a literature study on these two concepts. The research study is limited to the Gauteng area, and only child and family welfare organisations which were already active participants of a transformation process were targeted.

Data collection process was initiated by means of a structured interview schedule, completed by managers/senior social workers/ Board chairpersons (the target group). Results of the study indicate that a majority of the twenty targeted organisations had undergone an unstructured transformation process. A structured, well formulated, and planned transformation management process was required as a guideline, with a view to developing a prospective model for the management of a transformation process in a welfare organisation.

Results and conclusions drawn from this study can be generalised in the broader spectrum of welfare organisations for the management of a transformation process. Further research is needed to develop the required model.

KEY CONCEPTS

Management, transformation, welfare organisation, multicultural, diversity and transitional management.

"Change and transformation are the most difficult concepts to implement in any organisation and tend to be the most threatening to managerial confidence and employee job security. Political events can create substantial change. Change and transformation involve learning, which entails providing employees with new information, new behavioural models and new ways of looking at the work environment and organisation. Change and transformation are concepts concerned with helping managers to plan change and development in the organisation and managing people so as to develop requisite commitments, co-ordination, and competence. The purpose is to enhance both the effectiveness of the organisation and the wellbeing of its members through planned interventions in the organisation's human processes, structure, and systems, using knowledge of behavioural science and its intervention methods." (Kreitner & Kinicki 1995 : 558-580)

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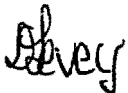
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This is to certify that I have edited Mr Hendrik Venter's MDiac for English language and style.



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CHAPTER 1

INTRODUCTION

1.1 Motivation of the study

Welfare organisations and their management are not immune to transformation. The management of transformation has both a social and a psychological effect on the workplace and on management levels. Transformation and development are synonymous in relation to the process of planned change, growth and improvement (Schreuder 2001 : 9). This implies that achieving developmental goals results in the achievement of transformation.

Welfare organisations in South Africa are engaged in fundamental transformation, due to the major social, political and economic events of the democratisation process of South Africa since 1994. In the previous dispensation welfare services were fragmented, inequitable, inappropriate and were assessed as being ineffective, with racial, gender, sectoral and geographic disparities (Schreuder 2001 : 10). Resulting from these issues, two major welfare service policy documents have emerged: the White Paper for Social Welfare (Department of Welfare 1997) (hereinafter the White Paper) and the Financing Policy for Developmental Social Welfare Services (Department of Welfare 1999) (hereinafter the Financing Policy). These policy documents focus on the direction of transformation, norms and standards through a developmental quality assurance approach which applies to all welfare services.

Prior to the process of democratisation in South Africa, Patel (1992 : 163-164) mentioned that affirmative action policies and procedures should be developed to reverse inherited structural injustices and inequalities in the welfare services field. The past authentic welfare services methods and models of services delivery have to be reorientated to break down old conceptions and new paradigms are required. New paths need to be chartered for welfare services in the promotion of national reconstruction

and social development. This process has, since 1994, been reinforced by various collective initiatives such as the White Paper for Social Welfare (Department of Welfare 1997) and the Financing Policy for Developmental Social Welfare Services (Department of Welfare 1999).

Letsebe (1997 : 87) emphasises that change in the welfare services field is inescapable. This institutes and formulates the need and basis for a paradigm shift and transformation into a developmentally orientated approach to welfare service functions and management. Van Dyk (1996 : 20-27) emphasises that welfare service management in a new dispensation is about creating environments for achievement. In this regard, Ntusi (1998 : 390-397) emphasises that transformation challenges in welfare services have to benefit both the practitioners and the consumers of the services. To achieve this, Cronje (1996 : 37-44) indicated that change and transformation in welfare service organisations must be planned. Only when there is a methodical plan will people perceive transformation, not as a threat, but as an opportunity. This implies that the welfare services manager should, during a transformation planning process, establish an empowering approach to social work management, so as to ensure a democratic environment during this process. In view of this, Triegaard (1994 : 10-24) has argued that the welfare service managerial styles, concerning the planning of transformation, must be participatory, proactive, conscious of community needs and be advocated by all concerned.

In the context of a further linking of the various views of the aforementioned authors, it is clear that the need has arisen for a planned process to ensure that the transformation principles as advocated in the two policy documents, the White Paper and the Financing Policy were specifically established, to enhance the implementation of these policy document objectives. These objectives are aimed at a comprehensive and collective transformation process in the welfare services field.

The primary intention of this study is to develop a framework for transition management for service organisations as direct service (ground level) providers in the context of a developmental approach, striving to build organisational capacity in making a paradigm shift in service delivery. Welfare service organisations, in managing transformation, have to implement and practice transformation protocols and policies within the management of the organisation, in order to enable the organisation to make the paradigm shift as proposed. In the absence of clear guidelines, this research study aims at developing a unique framework for transformation management in the welfare environment.

1.2 Purpose of the research study

The aim of this study is to develop a framework which is relevant to transformation management in a welfare organisation.

The purpose of the study is to:-

explore the nature of transformation in a welfare organisation;

explore the management of transformation in such an organisation; and to

establish a unique framework for transformation management in this kind of organisation.

1.3 Research design

This research study is not meant to provide a comprehensive transformation model; it is aimed at establishing a framework for the management of transformation in a welfare organisation. This framework can then be used to create a transformation model for a welfare organisation.

This research study focuses on the managerial aspects of a welfare organisation, which incorporate the management board, the

manager, the workforce, such as social workers and social auxiliary workers and clerical staff, and an additional component such as the voluntary section. The boundaries and limitations set out in this research study, focus only on managers as respondents from twenty child and family welfare societies in the Gauteng Province, where the managers are the only target group. A clear requirement for their participation and selection in this study was that this should have taken place through a transformation process as determined by the transformation policy programme set out by the South African National Council for Child and Family Welfare.

The emphasis and focus of transformation management in welfare services, as laid out in welfare service policies, the White Paper and the Financing Policy, envisaged that most welfare organisations possess similar characteristics, such as family services, financial policies, human resources and budgets. The results and findings of this study will create a framework for the planning of the management of the transformation process, as welfare organisations in the child welfare movement are typical of other welfare organisations.

1.4 Research methodology

An exploratory research study is a form of research initiative where evidence of insufficient knowledge concerning a specific subject is acknowledged. This research has both limited objectives and limited information pertaining to the nature of the identified problem. An objective assessment of the problem was made before any further proposals were indicated to solve the problem as presented (Royce 1991 : 44).

A literary and empirical investigation is also utilised throughout this study. Primary and secondary literature resources were identified and researched through computer sources. The author and title catalogues of both the University of South Africa and the Huguenot College libraries were utilised to identify additional literature resources: these included

literature reviews from the United States of America, the United Kingdom, and South Africa.

The study is viewed from a non-probability selection perspective, with reference to Yegidis & Weinbach (1996 : 113-136) because this dictates what is representative in this field of study. In context of the geographics of the country, a great deal of cost and time would have been required to involve other welfare organisations from the other eight provinces in South Africa to participate in this study.

A non-probability selection fits into an exploratory study because the universal experience pertaining to the phenomenon is present in the focus areas of the study. A purposeful sample area of study, as indicated by Strydom (1999 : 65-73), is selected because the researcher has applicable and adequate knowledge pertaining to the universal, and there is a consensus that the universal study can be tested against the characteristics of what is required to be tested, as applicable to the selected Child and Family Welfare Societies managers.

A structured interview schedule for the twenty identified respondents, defined as the target group, the managers, was utilised as the measuring instrument (Yegidis & Weinbach 1996 : 113-136). The structured interview schedule has several advantages: it is a combination of an interview schedule and a questionnaire sent through the post and/or telephonically; the researcher is physically present and questions can be highlighted and explained as required; time and cost can be limited, and control is exercised over respondents who participate. Closed structured questions were utilised, aimed at obtaining and securing specific responses from the participants (Yegidis, Weinbach & Morrison-Rodriguez 1999 : 79-96).

Both quantitative and qualitative research methods are applicable in this study. Numbers and percentages are indicated. Quantitative research is aimed at analysing the occurrence of specified phenomena, by counting and defining the explanation of

realities. Statistics are drawn from the information obtained from the interview schedule provided by the target group. Frequency analysis is portrayed in the study with figures and, where necessary, a table index has been utilised. This is aimed at presenting representations and conceptions as motivated from the literature.

1.5 Limitations in the study

The study focuses on only twenty child welfare organisations. Other non-governmental and community based organisations are excluded in view of the fact that the scope would be too broad, and other micro and macro elements and internal and external environmental factors limit the scope of the study. Welfare organisations associated with a religious affiliation have unique issues related to the study, with which this study by its emphasis is unable to deal. The same applies to matters related to religion and specialised aspects such as health related welfare services. Those Child Welfare organisations in Gauteng province which are unable to initiate a transformation process for reasons such as lack of resources, expertise and for political environmental reasons, are excluded as the emphasis of this study focuses only on child welfare organisations which have already embarked on a transformation process. The study aims at obtaining information for developmental and educational purposes, to learn from the past and assist future development.

1.6 Presentation of the research study

The research study is directed to the managing of transformation, as required from a welfare organisation within the context of new legislation and welfare policies. The introduction, in chapter one of the research study, focuses on the structure of the study. Various key definitions in chapter two relate to the study's major concepts and principles and indicate the essential focus of the study. On a theoretical basis chapter three focuses on the nature of transformation in a welfare organisation. Chapter four emphasises the management of transformation in a welfare

organisation. Chapter five reports on the empirical investigations of the study and chapter six focuses on a conclusion and recommendations which are aimed at the establishment of a framework for a transformation management process within welfare organisations.

CHAPTER 2

CONCEPTUALISATION OF TRANSFORMATION MANAGEMENT IN A WELFARE ORGANISATION

2.1 Introduction

The aim of this chapter is to focus on various concepts and to shape the various definitions as found in the two welfare policy documents already mentioned. Transformation requires the welfare sector to refocus, redistribute and reprioritise welfare services towards an equitable service delivery programme, where the greatest needs of the most disadvantaged people prevail.

Transformation also means democracy in management and decision making processes, as well as in the implementation of employment equity and affirmative action in staffing and management composition. It is imperative for the purposes of this study to focus on definitions, aiming at conceptualising various concepts which are emphasised in the research study. This chapter views various major definitions of key concepts and principles as a theoretical basis which formulates the main elements utilised throughout the research study in order to understand the dynamics of transformation management. The concept of transformation management originates, in South Africa, from the present psychological and sociological transition, which requires a paradigm shift in management.

2.2 Developmental welfare services

The White Paper (Department of Welfare 1997), indicates that the welfare sector must facilitate processes whereby communities become the driving force in creating circumstances conducive to the wellbeing and development of the people of those communities, through community empowerment, capacity building and involvement. The aforementioned areas are based on the principles of equity, non-discrimination, democracy, an improved quality of life, human rights, people-centredness, investment in human capital

development, sustainability, partnership, intersectoral collaboration, decentralisation of service delivery, quality service, transparency and accountability, accessibility, appropriateness and ubuntu. These principles, as already mentioned, are further discussed in the study in chapter three.

In the context of the White Paper, the Financing Policy (Department of Welfare 1999) elaborates further on the concept of developmental social welfare, with an emphasis on the transformation of social welfare services through norms and standards, and on a developmental quality assurance approach, together with principles which provide the foundation upon which transformation is to take place, such as accountability, empowerment, participation, being family and community-centred, the continuance and continuity of care and development, integration, normalisation, effectiveness and efficiency, person-centredness, rights, restorative justice, appropriateness, family preservation, permanency planning and the African renaissance.

To enable a welfare organisation to implement a developmental approach in its transformation efforts as mentioned in the White Paper and the Financing Policy, such an organisation should engage actively in a combination of various transformation approaches, theories and models as further discussed in chapter four, aimed at assisting in the management of its transformation drive. The primary aim of the transformation effort is the need to invest in developing skills and human resources in order to ensure effectiveness and efficiency in the organisation. Transformation must assist in developing the welfare service organisation in its institutional development. It has to aim at building the capacities of the welfare service organisation's human resources, namely personnel, committee/board members and volunteers. Their knowledge, skills and capacities must be extended in order to manage the sustainable development of the organisation.

Social development according to Midgley (1986 : 2-11), Midgley (1995 : 25), and Midgley, Trace & Livermore (2000 : 437),

emphasises the necessity of attaining fulfilment of people's aspirations, of promoting a proper adjustment between individuals and their communities, and of fostering freedom and security. Social development is a process of planned social change to promote the well-being of the population as a whole, in conjunction with a dynamic process of economic development, i.e. to ensure that economic development brings tangible benefits to ordinary people. It focuses not only on the recipients of welfare services, but also on economic policies that enhance the welfare of the whole population. Gray (1997 : 212) examines the concept of social development and emphasises that it is designed to fight poverty in an organised effort to bring about social improvement, which requires involvement through a multi sectoral effort in society aimed at social upliftment. It is a universal and inclusive aim to promote the social welfare of all people.

2.3 Transformation in welfare services

Swanepoel, Erasmus, Van Wyk & Schenk (2000 : 752-755) define transformation as a process which entails the moves which a welfare organisation makes to start virtually from scratch. It involves an enquiry into the underlying paradigm of the welfare organisation, and how it is managed, and a systematic attack on the strategy and operations of existing welfare organisational elements. Real transformation can only occur when the majority of individuals in a welfare organisation transform their mindset and behaviour. Transformation is about tweaking the welfare organisation's strategy and operations. It is about going back to basics and searching for new tools and techniques that will propel the welfare organisation forward.

The transformation of a welfare organisation with reference to the context of the White Paper and the Financing Policy is a complex educational strategy intended to transform the beliefs, attitudes, values and structures of welfare organisations, so that they adapt more easily to new technologies and challenges. According to French & Bell (1999 : 324), welfare organisational transformation is a process which involves multidimensional,

multi-level, qualitative, discontinuous, radical organisational transformation, and a paradigm shift. It usually requires a multiplicity of interventions and takes place over a fairly long period of time. Collins (1997 : 98-109), Cronje (1994 : 248), Kaseke (1998 : 144-149), Osie-Hwedie (1993: 160-171), Osie-Hwedie (1997 : 120-133) and Van Niekerk (1998 : 60-70), emphasise that a part of transformation efforts implies that social workers need to take an active interest in social policy and use it as an instrument for social change so as to correct past imbalances.

2.4 Management in welfare services

It is important to zoom out to a broader concept of management. Le Roux, de Beer, Ferreira, Huber, Jacobs, Kritzinger, Labuschagne, Stapelberg & Venter (1999 : 108) define management collectively as the process of utilising an organisation's resources to achieve specific objectives, through the functions of planning, control, organisation and leading. Weinbach (1999: 19) emphasises that management in social work is viewed as comprising certain functions performed by social workers at all administrative levels within a welfare organisation, which are designed to facilitate the accomplishment of organisational goals.

Various new management concepts can be identified and co-opted in order to discuss management in a welfare organisation. Terminology such as "new management" refers to some of the newer concepts of making organisations work efficiently. Management concepts such as "Total Quality Management" and "Management by Objectives" aim at searching for perfection in management skills or finding new systems for motivating and leading staff (Ginsberg in Ginsberg & Keys 1995 : 1-35). Harris (1998 : 17) emphasises that the management practice in a welfare organisation should have the potential to obtain consensus as well as pertaining to the term monolithic management which "is management with a unified coherent interest". Manetje (2001 : 48-49) argues that knowledge management is aimed at encouraging employees in the organisation, old and new, to share their knowledge or "know-

how", to be used by a broader set of individuals on whose decisions the welfare organisation depends.

2.5 A welfare organisation

In South Africa, Government and the non-governmental welfare sector provide a wide range of welfare services to children, youth, women, families and the aged. South Africa has a rich tradition of civil society involvement in welfare services provision, and a significant non-governmental resource base has been built up over several decades in the formal and informal welfare sector, referred to as non-governmental organisations (NGOs), and community based organisations (CBOs). With reference to the two aforementioned policy documents, an integrated institutional framework for the delivery of developmental welfare programmes has been developed in consultation with all stakeholders in Government and in civil society. Government intends to address the needs which are not being met by its partners in civil society, and will ensure that services are provided in under-serviced areas. Government will provide an enabling environment for the delivery of developmental welfare services by its partners. Organisations in civil society will be responsible for direct delivery, advocacy, information systems, accountability and participation. Governance mechanisms such as appropriate, legitimate, transparent and effective programmes will be developed at local, district, provincial and national levels in order to build and consolidate the partnership between Government and all stakeholders in civil society.

Legislation pertaining to welfare services in South Africa is found in the Non-profit Organisations Act (1997) and Amendment Act (2000). A "non-profit organisation" is defined as "a trust, company or other association of persons, established for a public purpose; and the income and property of which are not distributable to its members or office bearers, except as reasonable compensation for services rendered". The objects of the aforementioned Act are to encourage and support non-profit organisations in their contribution to meeting the diverse needs of the

population of the Republic of South Africa, in creating, establishing, encouraging and promoting a spirit of co-operation and shared responsibility within Government, and amongst donors and other interested persons in their dealings with non-profit organisations. In this context a welfare organisation is viewed as an institution for rendering welfare services which has been established by private initiative.

2.6 SUMMARY

In the South African context a developmental social welfare approach/service is collectively defined and conceptualised as growth, self-reliance and sustained improvement in the wellbeing of individuals, families, communities and society, through the building of competence, so as to maximise human potential by the same basic rights without distinction as to race, gender, sexual orientation, language or religion. It encompasses rendering of welfare services of a holistic, integrated, comprehensive intersectoral nature, which are easily accessible and presented in a culturally appropriate and competent manner. Welfare services have to be based on strength, developmental capacity building and empowerment, by investing in human capital and comprehension of communities as social endeavours. The emphasis is on prevention and early intervention strategies, on preventing non-remedial forms of intervention and on linking with established social and economic developments, ensuring a strong anti-poverty focus throughout all welfare services.

On the management level of a welfare organisation, transformation requires that policies regarding personnel, services delivery and practice should be just and must reflect and respect human rights, equity in resources and service distribution. They should advocate programmes that address all welfare related policies, legislation, strategies, plans that affect beneficiaries, collective employment and volunteer involvement and participation in programme design and development. Welfare organisations must build their own organisational capacities and skills and strengthen their ability to manage development effectively.

CHAPTER 3

THE NATURE OF TRANSFORMATION IN A WELFARE ORGANISATION

3.1 Introduction

This chapter discusses management and organisational levels in a welfare organisation. In the context of a developmental approach, transformation management must reflect respect for human rights and has to make welfare rights accessible to all people as indicated in the Constitution of the Republic of South Africa (1993), which targets the poor, the vulnerable and those with special needs. Transformation has to be served in resources allocation and service distribution in order to compensate for past inequalities. Welfare policies, legislation, strategies and plans have to focus on welfare services beneficiaries, aiming at democratisation at decision-making level, with an active interaction between employees, volunteers and beneficiaries sharing the mission of the welfare organisation. This chapter focuses on the nature of transformation, in a welfare organisation which intends to correct the past in a new dispensation and transition.

3.2 Transformation theories

Transformation in a welfare organisation needs to be viewed in the following theoretical contexts, such as social, environmental, ecological, spiritual, psychological, biological, social integration and relations, ontological, ideological, physical and cosmological. The various theories applicable to transformation are collectively emphasised in Figure 3.1, which has the purpose of providing a point of departure with access to those transformation theories which are relevant and useful in facilitating the development of a framework for planning the management process of transformation.

Figure 3.1: Transformation theories

Portfolio theory. (Donaldson 1999:13)	Internal/external causes drive organisational change and adaptation
Structural theory. (Donaldson 1999:9)	An organisation's size, strategy and environmental effects the level of contingency factor of change
Theoretical puzzle of developmental change. (Hecksher & Donnellan 1994:133)	Organisations, in moving forward, are the start of a process of learning something new through practice, by increasing the capacity of the system
The situational leadership theory. (Hickman 1998:136)	Transformation leaders motivate others, set more challenges and expectations and achieve higher performance
The path-goal theory. (Hickman 1998:155)	The effective leader will provide or ensure the availability of valued rewards for followers
Theories about the sources of social power. (French & Bell 1999:283)	State that power is inherent, that power is inherent in any social relationship in which one person is dependent on others
Political Theory. (Taylor-Geoby 1991:173)	Governments should secure a practical form of social and economic obligations for the good of individual citizens
Instruction theory. (Robinson 1998:27)	Social power is defined according to social roles and socio-political histories of individuals
Racial identity theory. (Payne 1997:126)	Racial identity determines the quality of the change process
Attribution theory. (Payne 1997:114)	People decide the cause of another individual's actions by studying attributions and behaviour
Regulation theory. (Pinch 1997:10)	Periods of stability problems can be solved in a specific mode/ instability requiring a new mode
Structurisation theory. (Pinch 1997:96)	Change is through clear distinction between systems and structures
Contingency theory. (Dawson 1994:18)	Focuses on the importance of an organisation's design and ability to innovate and adapt to a turbulent environment
Motivation theory. (Gibson, Ivancevich & Donnelly 1997:129)	Describes and analysis how behaviour is energised, directed and sustained
Theories of inter-organisational relations. (Reitan 1998:285)	There is a need for networking and the reviewing of workplace power and occupations within the services delivery system
Knowledge theory. (Payne 1997:95)	Addresses the particular societal needs and problems of minority groups that impede social change
Rejection theory. (Thompson 1998:169)	Theory can be viewed in terms of dogmatism, reductionism and essentialism
Ecosystems theory. (Payne 1997:137)	Provides a way to comprehend human diversity and the relationship between humans and their environment
Conflict theory. (Robbins et al. 1998:62)	Helps to understand conflict and inequalities between persons, ideas, groups, social classes, communities and larger structures
Theories of empowerment. (Payne 1997:238)	Provide conceptualisations of social stratification and oppression, identify the personal and political barriers and dynamics that maintain oppression
Psychodynamic theory. (Payne 1997:77)	Describes the intrapsychic processes involved in personality development
Theories of lifespan development. (Robbins 1998:188)	Describe processes of individual growth development over the life cycle
Theories of cognitive and moral development. (Robbins 1998:192)	Describe the changes in conscious thought processes and moral reasoning from infancy through adulthood
Theories of phenomenology, social constructionism and hermeneutics. (Robbins 1998:295)	Emphasise the primacy of the human mind in the creation of three social worlds
Transpersonal theory. (Robbins 1998:559)	Provides a nonsectarian conceptual framework for dealing with spirituality in social work practice

3.3 Transformation models

The following selected models relate to transformation management in general and can also be made applicable in a welfare services organisation scenario. Welfare organisations can benefit from continuous improvement through ideas captured in models as identified in Figure 3.2 which are important in order to provide guidelines for the organisation and management of transformation. Models can facilitate integration, execution and transition from the current state to the future.

Core values model. (Whiteley 1995:43)	A practical model for building or renewing culture in an organisation through human resources who make individual contributions
Action model of organisational change. (Brewer 1995:26)	Focuses on how people perceive and interpret the structures in which they work in their environments
Punctuated equilibrium model. (Whitsett & Burling 1996:10)	Suggests that evolution occurs in the form of relatively long periods of stability
Model of organisations. (Huffington, Cole & Branning 1997:10)	Change and transformation process includes the environment, resources, history and strategies which lead to planned change
Transformation model. (Endosowan 1996:43)	Organisational and behavioural change needed to instil and sustain a culture of continuous improvement
Model for integrated strategic transformation. (Vollmann 1996:89)	Runs right through from challenges and expectations to processes, skills, and resources, explicitly integrating each of the transformation facets
New organisational forms model. (Hickman 1998:283)	Illustrates how bureaucracy can begin to transform itself over time through principles that underpin organisations at various levels
Transformistic organisation framework model. (Hickman 1998:562)	Describes the capacity of an existing or new organisation to facilitate multiple levels of transformation by changing its human capabilities
A three-stage process. (French & Bell 1999:75)	Focuses on unfreezing the old behaviour and freezing the behaviour at the new level
The Burke-Litwin model of organisational and change. (French & Bell 1999:79)	Proposes that interventions directed towards leadership mission and strategy and organisational culture produce transformational change
Parras and Robertson model of organisational change. (French & Bell 1999:79)	A basic premise is that organisational development interventions alter features of work settings, causing changes individuals' behaviour which leads to organisational improvements
Model for cross-cultural services relationships. (Green 1995:55)	Is an attempt to reconcile contrasts and bring together the domains of the personal and the institutional for a holistic view of change in individuals
Cross-cultural service model. (Diller 1999:62)	Strategies should ensure that workers feel that their problems or reasons for seeking help are understood by the provider of help in terms of their own cultural viewpoint
Models of consumerism. (Hugman 1998:138)	Social services users must gain power as the means of exercising choices without appropriate forms of social power
Task-centred management model for welfare services organisations. (Tolson, Reid & Garwin 1994:309)	Utilises various theoretical perspectives to manage welfare organisations, with the additional purpose of maintaining the organisation
Model for influencing change. (Locke, Garrison & Winship 1998:105)	It is a four-phase model that is designed to place the client's system at the centre in determining how the aims and processes of social work practice unfold and flow
A new model for organisations. (Deevy 1995:31)	Provides the foundation for a building which is free from bureaucracy and takes advantage of new opportunities
A model of the change management process. (Galpin 1996:3)	Defines nine stages for creating and implementing change, in view of many different types of change efforts and time frames
The "big three" model of change. (Kantor, Stein & Jack 1992:14)	Major kinds of change that correspond to each of the external and internal change pressures and principal tasks involved in managing the change process
Diagnostic model. (Connor & Lake 1998:14)	Organisational change is held by the person conducting the diagnosis who has the greatest influence on the form of the diagnostic effort
Model of empowerment. (Lovell 1999:165)	It is up to the manager to start to close the gap between what staff believe would help them perform their jobs better and the current situation

Model for assessing the need for change. (Sclesinger et al. 1992:341)	There are many ways to conceptualise the change process, the costs of making the change and factors which create the motivation to change
Models of strategic human management. (Brewster 1996:56)	Models to assess the matching of human resources management to strategic or organisational conditions
Change management models. (Swanepoel et al. 2000:161)	Organisational change is an ongoing process which focuses on an anticipated or planned change, emergent change and opportunity-based changes
Participatory model for organisational change. (Collins 1997:109)	The focus is on aspects of life at all times to a lesser or greater degree, such as affective, imaginable, conceptual and practical which are psychologically interwoven
Change the organisation from within model. (Garwin & Seabury 1997:293)	A problem-solving model with a number of phases and guiding principles which focuses change effort towards situations where a worker can effectively influence them

3.4 Transformation approaches

Emphasis is placed on approaches which are applicable to the theme of this study as identified in Figure 3.3. These have various implications and applications for the development of the framework of a transformation management process in a welfare organisation. These approaches determine a way of empowering the development of a method to achieve maximised potential in a transformation management process, both in theory and in practice.

Figure 3.3: Transformation approaches

Evolutionary transformation approach. (Smith 1993:20)	The organisation changes through a "step by step" interactive process through the future, experiments and learns from a series of partial incremental commitments
"Polomint" approach. (Thompson 1998:170)	To move away from the tendency to focus on one level of discrimination at the expense of the others
Systems approach. (Harvey & Philpot 1994:11)	A complex of elements or components directly or indirectly related in a network, with each component related to the other components
Participatory approach. (Harvey & Philpot 1994:20)	The care management role focuses on personal and skills development and support in order to increase peoples' expectations, assertiveness, self confidence and self-esteem
Behavioural approach. (Harvey & Philpot 1994:80)	Behaviour which is excessively challenging or poorly adapted to the social environment is viewed as functional for the individual
Feminist approach. (Harvey & Philpot 1994:95)	A belief that all dimensions of social relations are shaped by the structure of power relations between women and men
Anti-discriminatory approach. (Lawson 1998:18)	The unequal treatment of a person based on personal factors such as race, sex, age and sexual orientation
A solutions focused approach. (Lawson 1998:97)	The emphasis is on specific behavioural goals focused on peoples' own grasp of a systematic eclecticism in practice, and explores anti-oppressive behaviour
Multi-faceted approach. (Miley et al. 1998:14)	Changes in one system ripple through the others; in inter-related systems there are more than one possible solutions
Generalist approach. (Miley et al. 1998:23)	Supplies a framework and ecosystem view, perspectives on empowerment, which supports and emphasises strengths and competence for a transformation framework
Empowering approach. (Miley et al. 1998:24)	It builds on strengths and empowerment resources to enable human system change at any level through dialogue, discovery and development
Processual approach. (Dawson 1994:41)	The major determinants of change and transformation are the substance the politics and the context of change during the process of transition
Pragmatic approach. (Gray 1997:213)	Social development is a macro-policy perspective which offers a broad eclectic an pragmatic set of prescriptions and principles
Structural approach. (Swanepoel et al. 2000:765)	Change in an organisation's structure may involve change in organisational design, decentralisation and modification
People approach. (Swanepoel et al. 2000:765)	Transformation attempts to change the behaviour of employees directly by focusing on their skills, attitudes, perceptions and expectations
Organisational development approach. (Swanepoel et al. 2000:765)	Top management-supported long-range efforts to improve an organisation's problem solving and renewal processes through theory, technology and behavioural science
Organisational cultural approach. (Swanepoel et al. 2000:766)	A shared understanding of the norms, values, attitudes and beliefs of members in the organisation in order to institute change in the organisational culture
Comprehensive process approach. (Swanepoel et al. 2000:768)	The change process goes through a series of phases which require time and encompass critical effects, devastating impact, momentums and values

3.5 Transformation infrastructure

Preskill & Torres (1999 : 153-182) identify four components of an organisation's infrastructure: its culture, leadership, communication, systems and structures. These components will facilitate or inhibit organisational learning to varying degrees, depending on how they operate within the organisation. In a learning organisation, the culture encourages and supports continuous learning of all its employees, providing a supportive environment where risks are taken without fear of failure or punishment, and in which employees trust one another. Leaders communicate their commitment to learning through their actions and by communicating a clear and practical learning vision. The organisation's communication system provides employees with channels and opportunities to access and share information as required, which is linked to the objectives of the welfare organisation.

3.6 Transformation objectives

According to Connor & Lake (1988 : 27-63), transformation must occur in individual task behaviour because work is of central importance for individuals, the organisation and for society at large. One of the most common targets of transformation is a job's skill variety. It means using several different skills to perform a given job. Another target of management transformation efforts concerns the "wholeness" of a job. Task identity is the degree to which the task is completed as either an identifiable whole or in part. Certain tasks have more human significance than others. Either they affect a large number of people, both within and outside of the immediate organisation, or their impact is more substantial on peoples' lives or work, as dynamics lead to conceptualising the various tasks.

3.7 Transformation dynamics

Espejo, Schuhmann, Schwaninger & Bilello (1996 : 32-47) emphasise that with regard to certain dynamics involved in transformation of welfare management, social welfare services organisations have always to discover, articulate and realise potentials, at all structural levels. All these types of transformation dynamics are necessary. The capacity for innovation is primary. Welfare services organisations need to develop a capacity for learning new modes of operations: in other words, they need to reconfigure themselves. Effective organisations are required to channel a variety of viewpoints into joint action. This is achieved through the alignment of goals and intent. Organisations need to foster quality and continual improvement in all their activities, that is, they need to be better at what they already do. Capacity for learning must be created structurally, and fostered culturally. Organisations need to develop a sustainable ecological balance with their milieu through the process of establishing suitable strategies.

3.8 Transformation strategies

Connor & Lake (1988 : 90-104), Dominelli (1997 : 72-74), Grundy (1993 : 17-35), Hosking & Anderson (1992 : 19-118), Kanter, Stein & Jick (1992 : 395-387), LaMarsh (1995 : 179-193), Lovell (1994 : 16-27), Preskill & Torres (1999 : 77-96), Thompson (1998 : 209-211) and Want (1995 : 63-87) emphasise the necessity of understanding the context of managing transformation within a strategic vision, including diagnosis, planning, implementation, control and learning. In approaching an organisational transformation situation, managers explicitly or implicitly make strategic choices regarding the seeds of the effort, the amount of preplanning, the involvement of others, and the relative emphasis on different transformation tactics.

The vast transformation in the work environment and the acceleration of the pace and degree of transformation have produced the need for a new style of organisation with a focus on creating empowered workers in the transformed environment by moving through various phases.

3.9 Transformation phases

According to Woodward & Buchholz (in Hess 1987 : 1-41), the central focus of the phases in transformation must be on the impact of transformation on people. A basic premise regarding transformation is that of peoples' actions, behaviour, and communication, which are keys to the successful implementation of transformation. During transformation, the most effective way to proceed is to manage yourself first, and then influence others. The aforementioned authors have identified the growth curve/phases of a change model with three basic phases. The formative phase is the stage of the organisation's coming into being, the time period in which it searches for an identity and a pattern which is characterised by a strong sense of mission, commitment, innovation, priority and openness and willingness to take risks. The second phase is the normative phase, which is the stage of steady growth and the fine tuning of the system, when a pattern has been developed and is working. This phase is characterised by stability, increased structure, and emphasis on efficiency. Phase three, the integrative phase, begins with a period of uncertainty and the need to plan for new growth and renewal. This is the true transformation phase, growing out from an entrenched culture into various forms of transformation in a welfare organisation.

3.10 Transformation forms

According to Kanter et al. (1992 : 211-247) various forms such as external relationship realignments, internal relationships and behaviour redefinition, and shifts in who has power over organi-

sational decisions, indicate that each form of transformation poses its own particular management requirements. Managers need to perform at least two tasks simultaneously, such as effective "crisis" management, to prevent events from spinning out of control, and effective management of the ongoing activities that provide continuity while transformation is occurring. The forms of transformation are often stimulated by outside pressures and forces. The aim is to steer transformation in desirable directions with the minimum disruption. Many other stakeholders, relationships, habits, and systems can either support or detract from the new organisational identity or shape. Transformation makes it easier to encourage and embrace continual innovation, without disruptive upheavals, in a world of rapid, constant change and many facets of transformation.

3.11 Transformation facets

According to Vollman (1996 : 47-87), transformation is the sum of changes with various dimensions. Transformation facets have to be effective, must be consistent, integrated, feasible, and desirable. Transformation requires a redefined mission, new competencies, and benchmarked processes. Transformation requires changing and redeploying resources. The output focuses on the quality of rendering services, so as to improve the services to the recipients' satisfaction. Transformation is based on understanding the problems, opportunities, and challenges faced by the organisation at a particular time. Transformation requires an organisation to learn faster and to focus its learning process, tools, skills and techniques.

3.12 Transformation tools, skills and techniques

Endosomwan (1996 : 101-105), Galpin (1996 : 67-78), Grundy (1993 : 77-99), LaMarsh (1995 : 119-120), Webber, Smith & Novokowsky (in Mc Whinney 1997 : 119-199) and Wille & Hodgson (1999 : 152-177)

have indicated that managers have to apply new skills once they have learned or improved upon them. Learning new skills leads to behavioural change. In order to lead transformation effectively during all the stages of a transformation effort, managers need to develop relationship power within the organisation, rather than rely on the power of position. An important distinction is made between leadership and management, skills and tools in various aspects such as strategic vision and planning, networking, brainstorming, reconciling, resources allocation, to mention only a few. The knowledge, experience, tools and techniques of an individual provide the foundation for problem solving and performance improvement. Clearly communicating the future helps people to understand what they can do and what they do not know how to do. This drives the design and implementation of a learning system which has to be communicated through an award system and by taking various core elements into consideration.

3.13 Transformational elements

According to Endosomwan (1996 : 1-17) and Huffington, Cole & Brunning (1997 : 1-5) the challenges for organisations and for individuals and groups are therefore to move beyond the environment's turbulence, and to deal with organisational transitions by learning and actively managing transformation. The only certainty is uncertainty itself, and with quantum changes and discontinuities in all aspects of life, the world of tomorrow will not be the same as the world of today. An organisation's environmental resources, history, and strategies together define how people in the organisation behave, and these factors function as "setting conditions", constraints, as well as opportunities. Organisational transformation and re-engineering can be initiated through leadership vision; pressure from competition; input from services customers; management board members and employees; organisational crisis and assessments of organisational strengths and weaknesses. The key to a successful transformation and re-

engineering effort is involving the people and managing the transformation process so as to minimise resistance, pain and anxiety, whilst maximising the benefits of service quality, efficiency and effectiveness and focusing on various learning aspects in the welfare organisation.

3.14 Transformation methods

Swanepoel, Erasmus, van Wyk & Schenk (2000 : 268-270) have mentioned that contemporary transformation methods often refer to concepts such as rightsizing, downsizing, restructuring, reorganisation, organised process re-engineering and redesign. The process of re-engineering is different from conventional organisational transformation approaches. The latter involve some degree of stability through links with the past and step-by step incremental transformation efforts. Re-engineering means radically redesigning the organisation's core processes by starting with a blank sheet of paper and ignoring the way things have been done in the past. The concept, "learning organisation", refers to an organisation that is continually improving and developing. A learning organisation is viewed as an organisation that has developed the continuous capacity to adapt and change. It is successful at acquiring, cultivating and applying knowledge that can help the organisation to adapt to change. Transformation is seen as an ongoing process, not as a single event. Transformation is woven into the fabric of organisational life as a way of functioning and continuously developing through various roles, tasks, steps and processes.

3.15 Transformation roles, tasks, steps and processes

Heckscher, Eisenstat & Rice (1994 : 129-161) indicate that according to systematic evidence on organisational transformation, processes could restructure by command, move managers around, push authority down; in general, they could clean up and reconfigure the

organisation. They could focus on an attempt to create a shared commitment to the transformation through forceful communication from the top. They could try to develop the transformation in a more opportunistic way. The leaders could seek to build a coalition for transformation, aimed at gradual accumulation of a new approach for the purpose of transformation. Collaborative transformation establishes the conditions for a successful transition process. The initiation of transformation efforts is a complex process involving a multitude of variables that can positively or negatively affect the process, such as resistance among the workforce in the welfare organisation.

3.16 Transformation resistance

Deevy (1995 : 143-156), Lovell (1994 : 95-97), Smit & Cronje (1999 : 265-268), Strebels (1998 : 139-157), Swanepoel et al. (2000 : 755-760) and Wille & Hodgson (1991 : 142-148) indicate that most organisational transformation efforts run into some form of employee resistance. Transformation triggers emotional reactions because of the uncertainty involved. In planning for transformation, management should always take resistance to change into account. Managers are often baffled by the intensity of resistance to transformation. More care should be taken to design a gradual, non-threatening participative implementation process for future transformation processes. Resistance to transformation may stem from the individual, the organisation, or from both, owing to factors such as fear of the unknown, self-interest, economic insecurity, general mistrust and social disruptions. Human resistance transformation takes many forms, from open rebellion to subtle, passive resistance. It emerges from many reasons, rational and irrational. Some reasons are primarily self-centred, others are selfless. Strategies have to be put in place for overcoming resistance. Emphasis is on personal commitments and psychodynamics, and binding agreements have to be created by employees themselves.

3.17 Transformation psychodynamics

Fisher & Torbert (1995 : 59-107), Johansen (1991 : 1-63), McDaniel (1992 : 1-44), O'Sullivan (1999 : 1-103), Owen (1987 : 1-75) and Whitsett & Burling (1996 : 1-16) argue that welfare managers have to deal with highly complex organisations in very fast moving environments, which are rapid, and complex. In the absence of hope and time, internal conflict may lead to defensive avoidance or panic. Stakeholders may need to meet together in order to consult with each other. However, the issues of power and authority will operate within such meetings, where transformation matters are on the agenda, focusing on visioning, strategising, implementing and assessing. Emphasis has to be on organisational psychology, psychodynamics theory, management science and transformation leaders. A fundamental transformation in an organisation's culture is a basic shift in management style, or a broad reorganising. People will only put into effect the plans which they themselves recommend.

3.18 Transformation effects

Woodward & Buchholz (in Hess 1987 : 67-115), emphasise concerning the effect of transformation, that people can own something and still not agree with it. It is easier to deal with technical concerns than with emotional concerns. The first tool or skill is that of recognition: to focus on the reaction, not the solution. The cardinal rule in dealing with transformation is that people deal with their reactions, whatever they are, which are normal and natural for them, given their experiences and general circumstances. Any process that helps to translate vague or rumour laden information into clear information, is beneficial to everyone involved. Based on information and strategies for a manager or an employee, it is important to continue talking to people, and to help them show their feelings, as it is often comforting to realise that others are having problems as well. A manager or employee can

adopt an attitude, merely by observing that things are not as bad as they seem. When transformation occurs, people and procedures are "tossed in the air". They feel like either victims or owners, losers or winners. They adopt an attitude of rigidity or resilience as various reactions are visible in the transformation process.

3.19 Transformation reactions

In the context of the success of and challenge to transformation management in welfare services, the consequences, implications and failure of such management and the benefits of managing transformation in such services, Dawson (1994 : 164-152), Endosomwan (1996 : 127-147), Hosking & Anderson (1992 : 267-287), Kotter (in Hickman 1998 : 458-468), Peppard & Rowland (1995 : 203-235), Preskill & Torres (1999 : 1-6), Senge (in Hickman (1998 : 439-457), Want (1995 : 3-24) and Woodward & Buchholz (in Hess 1987 : 91-115) indicate that management development will focus on the roles, skills and tools for leadership in learning organisations. Only leadership can get transformation to adhere, by anchoring it in the very culture of an organisation. The four scenarios as basic reactions to transformation are disengagement, disidentification, disorientation and disenchantment. Therefore, transformation needs to be managed as an ongoing and dynamic process and not as a single reaction to adverse contingent circumstances. Team-directed transformation efforts encourage more radical and incremental improvements and ideas. They increase ownership, cooperation, commitment, motivation, support at all levels to achieve results.

3.20 SUMMARY

Welfare services organisations must build their own organisational capacities and skills, and continue to strengthen their ability to manage development effectively. They should promote cost

efficiency and stakeholder participation, while mobilising and regulating local resources, resolving and managing conflicts, monitoring, evaluating and translating policies into action. They need to build organisational strength and confidence and the will to take on greater challenges, such as investing in a transformation process.

At the same time, constant attention must be given to building the capacities of a welfare services organisation's human resources, namely its personnel, committee/board members and volunteers. Their knowledge, skills and capacities must be increased in order to manage sustainable development.

The aforementioned are variations of an approach, theory and a model which can be further studied and researched in establishing a framework for a transformation management process in a welfare organisation: to enable a welfare organisation to transform itself through a process of redress and achieved inclusivity, and proportional representation of all communities served in all structures and in all levels of its structures. The aim is to achieve the equitable distribution of services characterised by welfare services and resources, predominantly focused on those people and communities identified as the most vulnerable. The major purpose of utilising various approaches, theories and models is to transform welfare services from their present "problem centred" and "pathology centred" organisation into a developmental welfare services organisation which aims to build up people and communities.

CHAPTER 4

THE MANAGEMENT OF TRANSFORMATION IN A WELFARE ORGANISATION

4.1 Introduction

In view of the previous chapter in context of the White Paper and the Financing Policy, the concept "developmental" is understood to mean growth, positive change and movement. Transformation management in a welfare organisation refers to specific focuses on issues such as advocacy, lobbying, poverty eradication, organisational development, training, network links, collaboration, partnership and various levels of intervention. In the context of these areas it is imperative to focus on various aspects which are directly related to transformation aspects in a welfare organisation.

4.2 Leadership as a key concept in management

Avolio & Bass (in Hickman 1998 : 133-135), collectively view transactional and transformational leadership as consisting of leaders inducing followers to act in terms of certain goals that represent the values and the motivations, the wants and needs, the aspirations and expectations of both leaders and followers. Galpin (1996 : 70-74) has identified six leadership attributes of effective managers in organisations which create significant and lasting change when applied to a transformation process. These attributes are: creativity, team orientation, listening skills, coaching skills, accountability and an appreciation by managers of instilling in the workforce the understanding that transformation is important. Dess, Lyon & Picken (1998 : 722-729) indicate that transformational leaders create a new organisation in place of the old, and transactional leaders are caretakers of the status quo. Transformational leaders broaden the focus of the employee's efforts from parochial self-interest to the betterment of the organisation by generating enthusiastic acceptance of the leaders vision for the future.

Shin & McClomb (1998 : 1-37) concluded that leaders who have a high perception of self-efficacy also have the abilities required to move their organisations from the present state to a desired future state. The leader, according to Kotter (1998 : 7), will lead transformation initiatives by establishing a sense of urgency, forming a powerful guiding coalition, creating a vision, communicating the vision, empowering others to act on the vision by planning and creating or consolidating improvement, producing and institutionalising a new transformation embracing the following principles.

4.3 Ubuntu and African renaissance as management principles in a new democracy

According to Mbigi (1997 : 2-7), the concept Ubuntu is a literal translation for a collective personage and a collective morality. The collective solidarity in African life should find its expression in our present modern forms of organisational management. Ubuntu will facilitate the healing process in repairing polarised performance relationships and will help to create a concern for people in the workplace. It will also help to create a culture of racial, political and cultural tolerance based on unconditional respect, acceptance and human dignity. The tendency to solidarity in Ubuntu could be the basis of building a culture of empowerment and team work in the workplace.

Mtembu (in Lessem & Nussbaum 1996 : 224) emphasises that the challenge of organisational design and management in the new South Africa is about removing that which discourages the full expression of African potential, and building on those things that create breakthroughs and synergy with other cultures which are aimed at facilitating a bond of collective unity and common purpose. They would build trust, respect and care. Such an approach would ensure maximum participation, consultation and ownership. The position, authority and expertise of individuals would become highly respected. The abovementioned concept leads to the following discussion of renaissance management. Carter (1999 : 211) has observed that renaissance management is the

approach, in terms of structures, processes, attitudes and beliefs, that helps to build and maintain an organisation. It is a new way - but not a new theory - to reconcile the twin needs of diversity/autonomy with integration/control, which leads to the alignment and coordination of individuals in such a way as to enable them to make a high-value energy contribution to an organisation, both to sustain the organisation and to meet the needs of the organisation. It will involve both maintaining and developing the here and now, and creating the future in the context of the following principles.

4.4 Politics in management and the effects thereof

Workplace diversity, according to Smit & Cronje (1999 : 425-427), means the inclusion of people who belong to various cultural groups of people, with different human qualities. Managing diversity is a management orientation which is not limited, it is an overall approach which seeks the commitment of the whole organisation. Successful diversity management depends on the commitment of the whole organisation, and many spheres of management activities are involved in preparing an organisation to accommodate diversity. To reap the benefits of diversity and to create an organisational culture which is inclusive of diverse groups, needs a concerted effort by management.

Van der Waldt & du Toit (1999 : 262-263) emphasise that the public services manager should address differences in the workplace very cautiously, in order to promote unity and solidarity. If the management process is successful, it can benefit the individual, the institution and the community, aimed at ensuring a peaceful, integrated workforce. It is further emphasised by Garvin & Seabury (1997 : 47) that people need to understand other people through their construction and enactment of their multiple identities. That is, people must be understood in terms of the social/political/historical macro forces which are influencing their lives and in terms of the meaning which they, as individuals, make of these forces.

In the context of the concept of the politics of management, Adamski & Kleiner (1992 : 19-23) have mentioned that the environment created by the formal structure of an organisation is understood and predictable. The realm of organisational politics appears on the surface to be an unpredictable and high-risk environment. The political situation can be controlled and managed with knowledge and understanding of political behaviour. Latti (2001 : 22-26) argues that all interventions in managing people must support results and all employees must meet performance criteria once they are developed. People differ in work performance on the basis of potential and opportunity. Development of people requires strong and committed leadership in the workplace.

4.5 Performance management as a service quality assessment tool

Performance management is necessary and essential in any transformation process and is also part of managing the quality of services in an organisation. Cascio (1998 : 300) observes that performance management requires a willingness and a commitment to focus on improving performance at the level of the individual or work team on a daily basis. Cushway (1994 : 76) views performance management as being a management process designed to link the organisation's objectives with those of the individual, in such a way as to ensure that both individual and organisational objectives are met as far as possible. It is further indicated by Armstrong (1995 : 429-430) that the essence of performance management relies on an emphasis being placed on improvement, learning and development.

Performance management is a means of obtaining better results from the organisation's teams and individuals, by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Fisher (1995 : 18-20). Performance management is a natural process of management and focuses on measuring and improving performance in contexts of exercising leadership; it is not a single event.

Swan & Margulies (1991 : 9-47) emphasise further that performance management is an ongoing process of setting goals and objectives and giving ongoing coaching and feedback. Liebenberg & van der Merwe (in Pieters 1999 : 264) view performance management as a process during which the team leader activates plans, standards, organises, leads and controls, in the context of a continuous action which refers to all the interactions between team leader and members, by giving recognition and initiating corrective action.

Taylor & Vigars (1993 : 100) stress that the social work manager's priority objectives are in the context of motivation and management, such as in motivating staff, providers of services and volunteers, by focusing continuously on eliminating all demotivators. The managing of transformation in the context of managing performance needs requires the same basic approach as other management tasks. Various research studies in the field of managing services quality in welfare services, such as those by Boettcher (1998 : 41-52), Harvey (1998 : 33-58) and Menefee (1998 : 53-61), place emphasis on the fact that more sophisticated research designs are needed to explicate the relationship between management practices in welfare organisations.

4.6 Knowledge management, participative and caring management as major aspects in a new dispensation

According to Chesneaux (2000 : 407-420) democracy is a major pre-condition for political debate and decision-making. The ideal for management is, of course, to try to see that managerial and staff interpretations coincide. Management objectives and strategies are an important tool for its accomplishment.

Knights & McCabe (2000 : 421-436) emphasise that staff can avoid management's control. Actions of staff can subjectively coincide or clash with the goals of the organisation. Management should understand the complexity of staff responses.

Many employees are committed, sometimes well beyond the call of duty. Management does sometimes experience failure because of the complexity of controlling staff, and because of the tendency for employees to resist when controls are inconsistent and contradictory to the goals, mission and vision of the organisation.

Management of knowledge is rapidly becoming one of the next big trends in the science of management. According to Drew (1999 : 130-136) it seems that knowledge management is maturing from a novelty to a strategic approach in the science of management. Knowledge management embraces strategy, culture, technology, organisation and people. The priority is to make better use of human potential. Knowledge management is concerned with growth and new possibilities by developing new knowledge. It supports and creates management practices which result in new competencies, and makes use of important technological developments, such as networking. Political and social support creates knowledge, which drives economic growth and development. Stivers & Joyce (2000: 22-29) argue that performance management systems must include a balanced set of measures that are linked to the organisation's strategic objectives.

Smith (1998 : 45-48) emphasises that the key drivers for transformation in an organisation are strong leadership, effective communication, tight alignment of people and organisational goals, adequate training and funding, and a clear definition of the compelling reasons for transformation. Persuading people to transform the way in which they work boils down to giving them clear direction and expectations for the future. Managing communications effectively, helps to ensure the success of change efforts. This view helps to promote job ownership and individual accountability. In this context, Thompson (1998 : 41) emphasises that the development of a participatory, caring and emancipatory management practice in welfare services which is truly anti-discriminatory and anti-oppressive, is a challenge for the welfare manager within the context of a transformation process which is aimed at promoting

empowerment to achieve equality in the workplace culture. Lymburg (in Malin 2000 : 124-155) emphasises that welfare services transformation management requires a repoliticising of services and the establishment of a "totalising culture" that will influence all aspects of the identity and practice of social work.

4.7 Culture as a collective phenomenon in management

Gould (in Ewalt, Freeman, Kirk & Poole 1997 : 29-42) pointed out that multiculturalism is a crucial issue for the social work profession. Fundamentally, multiculturalism presents a paradigm that goes beyond intercultural learning and multicultural competency. Multiculturalism strives to describe the subjective experiences of people who are struggling with the total integration of ethnorelativism. It is a framework that goes beyond encouraging intercultural learning and the multicultural competency of building a multicultural identity for all groups. Asamaah (in Ginsberg & Keys 1995 : 115-126) concluded that managing the multicultural workplace in the year 2000 and beyond presents challenges and opportunities for welfare services organisations. Learning to manage diversity will be a skill required of all managers in the welfare services sector. Making it work positively for the organisation is a challenge.

Ivancevich & Matteson (1999 : 94-101) have argued that culture is always a collective phenomenon, because it is at least partly shared with people who live, or have lived, within the same social environment where it was adopted. It is the collective programme of the mind which distinguishes the members of one group or category of people from another. Culture is learned, not inherited. It derives from one's social environment, not from one's genes. Culture should be distinguished from human nature on one hand, and from an individual's perspective on the other.

An organisation is a social system, according to Milburn (1997 : 26-27), with a different nature from a nation. Because the

organisation's members usually have a certain influence in their decision to join it, they are only involved in it during working hours, and may one day, leave it again. An organisation is contained in the common ways by which its members have learned to think, feel and act.

In an organisation, the organisation has to understand the cultural assumptions that come into play when members of an increasingly diverse workforce communicate. The ways in which organisations define and legislate communication affect their ability to succeed in implementing diverse programmes. Every communicative practice is based on certain cultural rules, but if an organisation does not consider these rules, it will not be able to learn from the diversity of its workforce.

In view of culture management Deal & Kennedy (in Hickman 1998 : 327-335), Galpin (1996 : 54-65), Greenberg & Barron (2000 : 486-499), Robbins (1998 : 593-614), Stoner, Freeman & Gilbert (1995 : 182-203); Whitsett & Burling (1996 : 1-16) and Sarros (2001 : 4-7) underline the importance of understanding culture management and organisational culture. A strong culture is a system of informal rules that spell out how people should behave most of the time, and a strong culture enables people to feel better about what they do, so that they are therefore more likely to work harder. Organisational culture exerts many effects on individuals and on organisational processes. Culture generates strong pressures on people to go along, to think and to act in ways consistent with the existing culture. It is a cognitive framework consisting of attitudes, values, behavioural norms, and expectations shared by an organisation's members. Organisational culture is not static. Just as the goals, environment and structure of an organisation are continuously in flux, so are the elements that comprise their culture. Every individual who participates in an organisation brings to it his or her own experience, personality, skills, beliefs and values. These are shaped by many factors, including childhood and family background, social class position, gender, ethnicity, religion, education and professional training, and previous organisational

experiences. Lang & Wittig-Berman (2000 : 37-43) argues that organisational culture has a major effect on learning, with a focus on the empowerment of individual employees who require learning and innovation.

Organisational culture, according to Smit & Cronje (1999 : 259-273), has a major influence on transformation because transformation entails transforming basic values and beliefs. Change exists both within organisations and in the external environment. Organisational transformation is a process whereby an organisation takes on new ideas in order to become different. The necessity for transformation may be brought about by factors in the external environment of the organisation, or within the organisation itself. Transformation results from both internal and external forces. Internal forces arise from the challenge of creating an organisational structure capable of facilitating the attainment of organisational goals. Transformation in an organisation's goals and objectives is likely to result in organisational transformation. External forces for transformation are derived from the organisation's macro-environment. In the case of social services organisations, the political element of new laws and regulations will have an effect on the organisation.

Organisations may undertake transformation in the main four areas, of strategy, structure, technology and people. Transformation is a process which has four distinct steps, namely denial, resistance, exploration and commitment. Most organisational transformation efforts run into some form of employee resistance. They will resist transformation if they feel it will cause them to lose something of value, such as power, money, prestige or security. Resistance to transformation can be overcome by education and communication, participation and involvement, facilitation and support, negotiation and rewards, and coercion and manipulation.

4.8 Equity as a multiculturalism principle in management

Thompson (1998 : 174-280) emphasises that an organisation develops a culture through which people make sense of their experience of the organisation, and negotiate their position, relationship and practices within the organisation. Through organisational culture, patterns and relationships are reproduced and sustained. The effect of organisational culture is a degree of stability, a maintenance of patterns and norms. A change of culture therefore requires a wholehearted commitment on a collective basis. Managing diversity entails a strategic vision of where the organisation is headed. Equality and diversity goals must be incorporated into the main vision or mission of the organisation. Managing diversity is premised on a recognition of diversity and differences, as positive attributes of an organisation. Trainor (1996 : 41), with regard to mainstream social work today, recognises the significance of class, gender, and race in modern society; it adopts an approach which is suited to the client's diverse needs, and hence its practice is eclectic. Transformational social work should serve as a revolutionary tool to transform society, actually moving closer to the theory and practice of mainstream social work, and become reconciled to the loosely unified and integrated reformist theory employed by the latter, to bring about improvements within the existing social order.

Regarding the concept of competence in social work, Vass (1996: 190-219) emphasises that competence is viewed as a successful amalgamation of knowledge, values and skills, together with a process of understanding one's self and of what effects that process has on others, as well as on the outcome(s) of supervision, intervention and interpersonal relations with colleagues, users and other social services organisations. In bringing about equity in the organisational culture, the aforementioned notion of competence leads to the establishment of a cultural competence in the organisation, which is, with reference to Diller (1999 : 8-46), the ability to effectively provide cross-cultural social welfare services. Today's work-

force is multicultural, a mix of people from many different cultures, ethnicities, and lifestyles. If a welfare organisation is to adapt to this reality, it should better understand multiculturalism and its implications, such as expressed within the principles of diversity.

4.9 Diversity as a point of departure in management

The equal opportunity concept, argued by Blakemore (1998 : 20-38) in the context of welfare organisations, must be applied first to employment through policies designed to remove barriers of discrimination, and to improve access to jobs, education and training. Measures are designed to develop a workforce which is more representative of the population.

An equitable approach means treating people fairly, but differently, in order to ensure that there is equity and equality. Employment policies have to be designed to protect employees in the areas of justice, civic, political and social rights and freedom. In the context of South Africa, these areas are protected by the Constitution of the RSA (1993); the Labour Relations Act (1995); the Basic Conditions of Employment Act (1997); the Employment Equity Act (1998). According to Nel (in Gerber, Nel & Van Dyk 1998 : 348), it is imperative that an organisation has an organisational human resources and labour relations policy in place and in practice. Adams (1998 : 1-22) points out that a new managerial agenda is required within the employment policy to ensure quality, maintenance, management maximisation, awareness of the social work consumer, and empowerment, aimed at developing a caring staff structure, and an empowering organisation. The purpose is to aim at excellence in social work, which guarantees that people have access to high quality services, so as to ensure that their needs are met.

Thompson (1998 : 77-108) presupposes that employment policies in a welfare services organisation have to promote equality. This involves countering discrimination and oppression and is aimed at anti discriminatory and anti oppressive practices in order to

eliminate stereotyping, marginalisation; such as are found in race and racism; gender and sexism; age and ageism; sexual identity and heterosexism. Finnemore (1999 : 46) emphasises that all employers, regardless of the number of employees employed, are obliged to take positive steps in order to promote equal opportunity in the workplace. Employers are specifically directed to eliminate unfair discrimination in any employment policy or practice, and must prohibit all forms of unfair discrimination in their employment policies or practices.

In the context of various views, Dutton (1998 : 42-47), Fraser & Kick (2000 : 13-28), Green (1995 : 1-145), Itzigsohn & Dore-Gabral (2000 : 225-247), Jaret & Reitzes (1999 : 711-737), Jude (1998 : 36-37), Knowles (1999 : 110-135), Nyman (1999 : 766-793), Venter (1998 : 22-39), Wallace (2000 : 155-157) and Webster (1999 : 28-39) emphasise that in terms of race, labour, process and transition, the fabric of: ethnicity, nationality, language preference, panethnicity and gender equality, is important in welfare organisations.

Barak (2000 : 339-366) has stressed that diversity should not only include the organisation itself, but also the larger systems that constitute its environment with reference to the concept of "the inclusive workplace". The organisation is not only accepting and using the diversity of its own workforce, but is also active in the larger community through an ecosystem perspective, as further discussed in the following aspects of management of transformation.

4.10 Anti-racist issues in a debate on transitional management

Davey (in Bolloch, Mclean & Fisher 1999 : 107-128) points out that discrimination remains an issue for many welfare services staff. The experience of discrimination, especially from colleagues or from managers, and the lack of support available to deal with such experiences, requires employees to take appropriate steps to gain the confidence of staff who are able

to make good their claims to provide an anti-discriminatory environment for their work.

Thompson (1998 : 9-20) puts forward the view that discrimination is a matter of identifying differences, and can be positive or negative. Negative discrimination involves not only identifying differences by attaching a negative or detrimental label or connotation to the person, group or entity concerned, it is also a question of certain individuals or groups being discriminated against. It follows clear social patterns in terms of class, race, gender, age, disability, sexual orientation and so on. When negative discrimination occurs, the resulting experience is often one of oppression. Discrimination leads to the inhuman or degrading treatment of individuals or groups, with various implications such as hardships and injustices brought about by the dominance of one group over another, and a negative and demeaning exercise of power. Oppression often involves disregarding the rights of an individual or group and is thus a denial of citizenship (such as found in the South African apartheid ideology). Discrimination at the personal level manifests itself as prejudice. This involves forming a judgement and refusing to alter or abandon such a stance. Prejudice can be open and explicit or covert and implicit. It cannot be denied that prejudiced attitudes and behaviour do exist.

Ahmed (in Hanvey & Philpot 1994 : 119-131), emphasises in a discussion about cultural and institutional racism in an anti-racist social work debate, that social workers need to understand that some people are exploited and oppressed because of their class position, while some are exploited and oppressed because of class, race and gender. To this can be added further oppression and discrimination which is based on disability, age, sexuality, and so on, referred to as multiple oppressions. Anti-racist social workers understand only too well that legal action, new laws and better cultural understanding, will not eradicate racism, sexism, disability and poverty. Racism keeps changing its form and requires new combative strategies, and therefore calls for a critical practice of social work. According to

Dominelli (1997 : 129-164), initiating organisational change in a welfare organisation is a complex task, involving the orchestration of action seeking to remove individual racism, institutional racism and cultural racism in both policy and practice, whilst the morale of the individuals and groups involved must be maintained. Individuals can contribute towards organisational change by breaking the conspiracy of silence and speaking out against those instances of racism which are detected. This means becoming personally aware of the issues at stake, taking steps to raise consciousness of issues to be confronted, promoting anti-racist norms and facilitating action which endorses them.

4.11 Affirmative action a crucial element in management

Bacchi (1996 : 33), Balchin (1998 : 235) and Human (1993 : 1-9) together argue that affirmative action can be seen as the "generator" of equalisation action, of reparation activities and proactive steps to ease the disparities between people brought about by labour, standards of education, by racism, government policies and by other disadvantages which cause the lack of equal development and opportunities. Affirmative action is used to overcome the discriminatory obstacles that hinder the function of equality in employment, and to introduce impartial guidelines aimed at promoting one group over others in order to achieve parity in employment. Affirmative action must not be seen in terms of recruitment and selection, but should be viewed as a crucial element of the broader development of people within the organisation. It is a total organisational development intervention which evaluates and changes the way in which people are recruited, selected, trained, developed, promoted and re-trained. It involves a critical analysis of current selection tools and organisational culture. It should lead to attempts to overcome unfairness and blockages, to remove and eradicate both tokenism and resistance.

In order to achieve employment equity, labour legislation such as the Employment Equity Act (1998) regulates the following

duties of designated employers: affirmative action measures that must be implemented by such employers; matters affecting the person or body involved with consultations; employment equity analysis; the requirements for an employment equity plan; the obligation to render reports on matters concerning employment equity, and certain ancillary issues related to the designated groups, identified as black people, women and people with disabilities. Black people are, in turn, defined as Africans, Coloureds and Indians. The purpose of the aforementioned Act is to achieve equality in the workplace, aimed at promoting equal opportunity and fair treatment through the elimination of unfair discrimination. It requires the implementing of affirmative action measures to redress the disadvantages in employment experienced by disadvantaged groups, in order to ensure their equitable representation in all occupational categories and levels in the workplace.

A research study conducted by Ortega (1999 : 49-70), pertaining to affirmative action policies and workplace discrimination, indicates that trust in supervisors is a key correlation of effective commitment. An organisational development intervention strategy tends to increase effective commitment, and should be based on a bottom-up approach, focusing on building stronger bonds of trust between supervisors and employees. According to Ziehl (2000 : 58-68), affirmative action may not necessarily make organisations more efficient or productive, but if properly implemented, it will make them better places for those excluded from the present networks of power, as discussed in the next section, which is related to the empowerment of women.

4.12 Feminist challenges in management

Van Den Berg (1995 : 1-150) emphasises that the challenges of feminist clinical social work practice in the 21st Century are complex, multifaceted, and generative. Resources remain scant, and the intersection of socio-political, economic, health, and psychological stresses culminates in a troubling set of client problems. Feminist clinical practice is empowerment practice,

a moving towards strength, rather than pathology. Welfare organisations should encourage the direction in which current management appears to be heading, moving away from hierarchical structures towards practices that are more inclusive, participative, and focused on enhancing the wellbeing of organisation members, as well as on achieving organisational goals. Feminist social policy includes guaranteeing freedom of choice in reproductive rights; securing equality of rights; ensuring economic parity regardless of gender, by eliminating the feminisation of poverty; guaranteeing equal pay as well as comparable worth; and supporting family policy.

Marx (2000 : 27-38) and Pynes (2000 : 130-136) have indicated that women are more committed to the role of charitable organisations in society and that they believe they have the power to improve the welfare of others. Booyesen (2000 : 22-28) emphasises that many of the barriers that keep women from being promoted relate to the misconception that women do not show leadership potential, and behave differently from traditional male leaders in ways that would be detrimental to themselves and to the organisation.

4.13 Strengths and empowerment as core concepts and elements in management

With reference to Ripley & Ripley (in Lovell 1994 : 162), empowerment is viewed as any management practice that increases any teams' or individuals' sense of self determination, whereby their belief in their competence or effectiveness is enhanced, and/or their belief in powerlessness (helplessness) is weakened. Changing the organisation is not a quick fix or easy matter, and authoritarian commands from the top will not achieve the desired results. The goals of the transformation should have consistency and method throughout the organisation. Clear communication is required to assist the people at all levels of the organisation to understand the rationale for transformation. The emphasis should be on the processes to be used to move the programme forward, rather than concentrating on the end result.

Empowerment is a complex concept that has personal and political implications. According to Miley, O'Melia & Du Bois (1998 : 84), empowerment involves the process of increasing personal, interpersonal, or political power so that individuals, families and communities can take action to improve their situation. Personal empowerment embodies our own sense of competence, mastery, strength and ability to effect transformation.

Thompson (1998 : 211) holds that empowerment is clearly a complex, multilayered concept and is a core element as a process of helping people gain greater control over their lives, and the socio-political and existential challenges which they face. In this context, empowerment can be seen as a process geared towards achieving authenticity. Fisher (in Hickman 1998 : 302), argued that empowerment is a function of four important variables: authority, resources, information and accountability. Only when all four elements are present do people feel responsible and act responsibly. Empowerment gives people greater control over their own destiny. In the context of the welfare organisation, it is emphasised by Hugman (1998 : 184) that empowerment, which aims at enabling people to exercise their welfare services rights and to speak for themselves, must, therefore, draw on the same individualist value base as a marked consumerism which seeks to meet welfare services preferences. Insofar as they seek to promote the empowerment of service users, the caring professionals also find themselves engaging with an individualist frame of reference.

Gray (1996 : 8-13) pointed out that the concept of empowerment emphasises that welfare organisations in their vital developmental roles will be able to aim at community empowerment through advocacy, organisation and capacity building, human resources and social policy development, consultation, and project management and implementation. Nel (1997 : 159-168) stresses, pertaining to the aforementioned, that community development involves local empowerment through organised groups of people acting collectively to control those decisions, projects, programmes and policies that affect them as a

community. Therefore, development leads to community building by enhancing such matters as leadership, institutions and organisational ability. Social work has always been political in that it deals either with human consciousness or the allocation of resources (Abramovitz 1998 : 512-525). A research study by Gutierrez (in Ewalt, Freeman, Kirk & Poole 1997 : 43-75) concluded that support for an empowerment-based practice for welfare services organisations, such as staff development, collaborative approaches, a safe environment, a shared philosophy, and administrative leadership and support, can provide a starting point for staff and social work managers to become committed to an empowerment-based paradigm in welfare services through the process of developing organisational capacity.

4.14 Capacity building as a fundamental component in management

Senge (in Hickman 1998 : 406-424) states that transformation is an inherent component of capacity building in organisations and is a fundamental component of the organisation's larger environment. Individuals build their capacity through personal mastery. Capacity building engages individuals in a continual process of clarifying what is important to them and of learning how to see current reality more clearly. This process and practice facilitates lifelong generative learning that expands the ability to produce the results expected in the organisation. Personal mastery entails developing personal vision, holding creative attention, committing oneself to the truth in dealing with structured conflict, and using the subconscious through focused visioning. The responsibility of leadership in organisations is to create and sustain an environment that encourages personal mastery, and to model the practice. In the transformation process, leadership helps organisational participants to define what the future should look like, aligns people with that vision and inspires them to make it happen. Capacity building in an organisation requires the ability to develop conflict capital from the processes of collaboration and

constructive conflict resolution, within new structures and among diverse participants such as are required by the new paradigm shift in welfare services.

4.15 The paradigm shift of the developmental change in management

With reference to Bradshaw (in Van Dyk 1996 : 20-27) a people-centred/participatory development approach entails a move away from a goal-orientated approach. The emphasis falls on the importance of a development project being owned by the community, so that they themselves can determine which changes should be brought about and why. According to Burkey (in Van Dyk 1996 : 20-27), a community-centred development approach is thus aimed mainly at the process, rather than the end goals. It focuses on the learning or growth of the people in the community, rather than the development of structures within the community. The former can be endorsed by welfare managers in a three-level shift, in mindset, behaviour and skills. Deevy (1995 : 119-128) says that it demands a psychological and philosophical change in welfare managers, to recognise that their role has shifted from that of a director and order-giver, to becoming more an educator and motivator. They have to learn that empowerment of subordinates does not mean abdication of responsibility. The execution is different, with communication and consensus building becoming paramount.

Tapscott & Caston (in Hickman 1998 : 26-43) indicate that a paradigm shift involves dislocation, conflict, confusion and uncertainty. New paradigms are always received with coolness, even mockery or hostility. Those with vested interests fight transformation. The shift demands a different view. Welfare managers need to be helped to understand and know that they are setting out to lead a transition to a new way of doing and practising welfare services.

Farnham & Horton (1996 : 315-399) emphasise that a new kind of people management in welfare services aims at moving authority away from being bureaucratically focused. Having organisational

objectives, which are customer and quality oriented with a broader vision, mission and values, such as developing latent skills in the workforce, increases employee ability to participate in developing and improving services and to recognise personal effort and achievement. In this way job satisfaction and career development are fostered. Teamwork is an essential aspect of the improvement process, and the organisation should be committed to improving the quality of the working life of its people and their development through participation at all levels. Management is responsible for setting quality policy, providing motivation through leadership and equipping people to achieve equality, which is aimed at empowerment of people at all levels.

According to Lewis (1999 : 43-75) welfare managers have much to do with gaining acceptance of a planned transformation. A key component for the implementation activity is related to dissemination of information, which concerns the downward dispersal of knowledge, ideas, training, facts and requests or directives for action concerning the transformation. Thomas & Ely (1999 : 121-153) state that organisations usually take one of two paths in managing diversity, such as equality and fairness. There are three perspectives which guide most diversity initiatives: the discrimination-and-fairness paradigm, the access-and-legitimacy paradigm and the learning-and-effectiveness paradigm. These approaches can teach welfare managers to assess whether they need to transform their diversity initiatives, and if so, how to accomplish transformation.

4.16 Summary

Management of transformation aspects in this particular field emphasises and focuses on components in the general welfare services sector. It means that by implication, a developmental approach to the management of transformation will focus and offer welfare services a holistic, integrated and comprehensive inter-sectoral opportunity.

Welfare services which are easily accessible in terms of distance, location and language and which are offered in a culturally appropriate manner, aim to create culture, competence and compassion. Welfare services have to be based on strength and a belief in potential, with a focus on the person as a whole, which supports and nurtures development and builds self-reliant communities through capacity building and empowerment in partnership with all stakeholders, by investing in human capital. The aim is to facilitate processes for disadvantaged communities to become driving forces and leaders in strategies, by creating circumstances conducive to the wellbeing and development of the people of those communities. The process of management of transformation in a welfare organisation as discussed in this chapter, leads to a further theoretical observation about the nature of transformation management in a welfare organisation.

CHAPTER 5

THE NATURE AND MANAGEMENT OF TRANSFORMATION IN A WELFARE ORGANISATION, DATA GATHERING, PROCESSING AND RESULTS

5.1 Introduction

Twenty child and family welfare organisations participated in the study investigation. The criteria for selection focused on the mentioned organisations (Table 5.1) which have already been through a transformation process. Social Managers (senior/chief social workers/directors) were the target group involved in participating in the structured interview schedule. Interviews were scheduled by appointment and conducted on the guidelines of the structured interview schedule - reference to Annexure "A". In the following, emphasis is placed on the data collected in relation to demographic areas, population density, and employment/occupational and voluntary categories.

5.2 The research investigation

The following figure elaborates on the demographic areas of the twenty welfare organisations presented in Table 5.4 (p 54) as they were representative of the five metropolitan areas in Gauteng province.

Areas:
Sedibeng Metropolitan Area
Vanderbijlpark Vereeniging Meyerton
Mogale Metropolitan Area
Krugersdorp Kogiso

Ekurhuleni Metropolitan Area

Germiston

Boksburg

Benoni

Springs

Geluksdal

Nigel

Tembisa

Actonville

Alberton (Child Link)

Edenvale

Midrand

Greater Johannesburg Metropolitan Area
--

Johannesburg Society for Child and Family Welfare

Johannesburg Institute for Social Services

Roodepoort

Tshwane Metropolitan Area

Pretoria

Figure 5.4 : Demographic areas of respondents (N = 20)

The next table focuses on the respondents population numbers of staff and volunteer composition. The importance of this matter is to focus on how the respondents have achieved transformation in employment policies and legislation. The overall change is noticed in view of the fact that diversity has been implemented, and the designated groups of black people, defined as Africans, Coloureds and Indians, have been increased.

Table 5.1 : Population numbers of staff and volunteers

African	229
Coloured	37
Asian	119
White	156
Total	541

Table 5.2 focuses on a detailed index pertaining to the present situation of the respondents regarding the number of black people defined as a designated group, and how they are placed in the context of employment in the various categories, as diversity has already transformed employment policies and legislative matters.

Table 5.2 : Employment/occupational and voluntary categories

Voluntary/Employment Category	African	Coloured	Asian	White	Total
Volunteers	58	15	30	42	145
Board Members	28	10	35	56	129
Director(s)	1	-	2	7	10
Deputy/Senior Managers	4	-	1	5	10
Social Workers	35	4	32	18	92
Social Auxiliary Workers					
Clerks/Administration/	12	1	4	3	20
Typists	14	3	6	15	38
Fundraisers/PR staff	1	-	1	1	3
Community Workers	8	1	2	-	11
General Workers	29	-	-	-	29
Resident Care Managers	1	-	-	2	3
Child Care Workers	15	2	-	5	22
Creche/Preschool/					
Principals	5	-	1	-	6
Teachers/Assistants					
(Honorarium Paid)	10	-	5	-	15
Volunteers	5	1	-	2	8
Total	229	37	119	156	541

5.2.1 The nature of transformation in a welfare organisation

In the following section, the focus is on aspects regarding matters pertaining to the nature of transformation in a welfare organisation. The focus is on various aspects as mentioned in Chapter 3 of the study, as emphasised in Annexure "A", Section A, of the structured interview schedule.

5.2.1.1 Transformation theory, model and/or approach

The emphasis of this aspect is to establish whether the organisation follows the transformation process found in any theory/model and/or approach. The respondents reported that throughout the transformation process no one/no organisation followed any specific theory/model and/or approach within a theoretical context. The process of transformation was viewed from the perspective of macro and external environmental levels and resources, because from 1994 change and transition occurred at the socio/economic and political levels. The process of transformation was indeed through external pressure, but not because of a definitive planned initiative.

The process of transformation amongst the respondents is viewed within the context of a broader theoretical spectrum of models and approaches reference to Figures 3.1 and 3.2 in Chapter 3, such as: the social, environmental, ecological, spiritual, psychological, biological, social integrational, also relations with logical, ideological, physical changes and transitions from the external/macro level directly influence the internal/micro level of the organisation's inspirations, willingness and motivation to implement/activate a transformation process (Payne 1997 : 77).

5.2.1.2 Components of organisational infrastructure and transformation objectives

The focus of this aspect is to establish which managerial tasks regarding components of organisational infrastructure have been emphasised during the process, in order to achieve transformation objectives. Emphasis here is on the components utilised by managers in order to guide the organisation's infrastructure throughout the transformation process. The key elements were diversified leadership and a multicultural approach, as 100% of the respondents already had elements of diversity and equity involvement prior to 1994. The child welfare movement was an instigator and participant of change and transition, and cross-cultural staff components and service delivery were already in place as a point of departure focusing on an open and transparent transformation process, as mentioned in Table 5.3 (p 74).

Preskill & Torres 1999 (153 : 182) observe that the four components of an organisation's infrastructure, its culture, leadership, communication, systems and structures, collectively facilitate organisational learning through the actions of leaders, by communicating a commitment to learn, change and to transform. The process of transformation experienced by all the respondents, although not a planned initiative, took place through the board members and managers (leadership) who promulgated a learning culture in order to follow external/macro the levels of the transformation and transition process. To fit in, adapt or die was the philosophy.

5.2.1.3 Changed modes and dynamics in management of transformation

This aspect focuses on any new or changed modes of management of transformation which have taken place in the organisations within the contexts of the transformation dynamics. Management tasks

related to achieving such transformation management objectives as planning, teaching, control and organisation are the four managerial functions which are collectively carried out all the managers targeted in the study. The objectives of transformation may be similar but the process of how to achieve transformation differs in each specific welfare organisation's individual social milieu, internal and external environmental structure, resources and organisational culture, as mentioned in Table 5.3 (p 74).

Connor & Lake (1998 : 27-63) show that the emphasis on instigating a transformation process is within the scope of an individual's task behaviour and task skills. The manager, as liaison between the staff component, volunteers and board members, is a key figure who gears and drives the transformation process within his or her position of autonomy, authority and responsibility. All the respondents had individual tasks and were obliged to act responsibly in achieving transformation objectives.

5.2.1.4 The organisation's strategic vision of transformation

This aspect focuses on how to define the organisation's transformational strategic vision which drives the transformation process. In each organisation's external and internal social milieu, additional components have been initiated by all of the managers targeted in the study, as conceptualised in the developmental approach. Aspects such as capacity building, empowerment and learning are components directly linked with transformation dynamics. In the broader sense of development, transformation, transition and change elements link with each other as essential ingredients which make transformation necessary, as mentioned in Table 5.3 (p 74).

Espejo, Schuhmann, Schwaninger & Bilello (1996 : 32-47) place emphasis on certain dynamics involved with transformation, such as to discover, articulate and to realise potentials at all structural

levels. The capacity for innovation and learning are elements required to instigate a developmental approach which allows additional elements and functions for use by the manager in guiding, monitoring and supervising the transformation process, utilising all internal and external resources.

5.2.1.5 Transformation phases

This aspect indicates the various transformation phases as the process of transformation has been managed. As acknowledged by 100% of the respondents in the study, on a yearly basis the staff component does an analysis of strategic planning and vision. In 60% of the organisations the management board participates in the event. In fifteen organisations it is only the staff component who collectively workshop the way ahead for the organisation. The process of transformation formulates part of the overall strategic planning of various other components in managing the organisation, such as financial aspects, fundraising, services delivery and other projects indicated in Table 5.3 (p 74).

Dominelli (1997 : 72-74), La Marsh (1995 : 179-193), Lovell (1994 : 16-27), Thompson (1998 : 209-211) and Want (1995 : 63-87) emphasise managing transformation strategically, which includes planning, implementation, control and learning. The aim is to create a new style for the organisation with a focus on the empowerment of the workforce. The process of transformation appears in 100% of the organisations studied here as a collective effort in a period of transition, rather than in a specific period, as processes were assessed in collaboration with other components of managing the organisation.

5.2.1.6 Management forms in operation during the transitional process

This aspect names and discusses the management form(s) in operation

during the management of the transformation process. All the respondents in the study held the view that the transformation process was a period of change in a transition context, and it was difficult to identify defined phases in the transformation process. The behaviour and actions of the workforce, open, transparent communication and growth in attitudes were some of the key components which indicate that as time passed the process of transformation changed its form, and became more visible, as indicated in Table 5.3 (p 74).

Woodward & Boucholz (in Hess 1987 : 1-41) emphasise that a basic premise and central focus regarding transformation is that peoples' actions, behaviour and communication are keys to the successful implementation of transformation. The emphasis is on self-managing and influence on others. From an organisational behavioural context, change, transformation and transition are elements deeply rooted in peoples' behaviour which become visible over time and are influenced by processes and phases. Experience, learning and growth are synonymous with empowerment and capacity building, which are essential elements to identify phases in the transformation process.

5.2.1.7 Facets of managing the transformation process

This aspect focuses on whether there has been any change or re-deployment of internal and external resources during the various facets of managing the transformation process. All the respondents indicated that a period of transition was identified during the transformation process. The management of transformation involved such factors as ensuring the smooth running of the organisation, founded in strong external and internal resources, and realignments at various levels of managing the welfare organisation. The behaviours of the workforce, volunteers and board members were redefined as a paradigm shift appeared in power, authority and autonomy in managing the organisation. Organisational decisions

became collective, collaborative, mediative and negotiative in comparison to the past autocratic and bureaucratic organisational procedures and structures. The aim was to encourage and to embrace innovation for constant and continuous change and transformation, as indicated in Table 5.3 (p 74).

Kanter et al. (1992 : 211-247) state that the forms of transformation are influenced by outside pressures and forces. The aim is to steer transformation in desirable directions, with the minimum disruption. Organisational relationships, habits and systems support, detract from or shape a new organisational identity. All the respondents went through a period of long term transition which is still in process, aimed at an overall transformation.

5.2.1.8 Tools/skills, techniques, elements and methods in managing transformation

This aspect indicates whether any tool(s), skill(s), technique(s), element(s) or method(s) were utilised throughout managing the transformation process. As previously indicated by all the respondents, the study reported that transformation takes place by a process of internal and external socio/economic and political changes. The main elements of the transformation process involved, however, were not deliberately planned, measured and assessed. The deployment of external and internal resources came about as new vibrant leadership potential was recruited, and the human resources approach, public relations and marketing strategies changed to fit a new demand as required by new policies in social services, as indicated in Table 5.3 (p 74).

Vollman (1996 : 47-87) has shown that transformation is the sum of changes with various dimensions. Facets have to be effective, consistent, integrated, feasible and desirable, all of which require a redefined mission, new competencies, and benchmarked

processes, changing and redeployment of resources. All the respondents went along with the principles and guidelines required in new welfare policies and adapted themselves and their organisations to transform for the purpose of financial survival, so as to accept ownership of part of the new transformed organisation.

5.2.1.9 Roles, tasks and steps in transformation

This aspect names and discusses the various roles, tasks and steps involved in the transformation process. As noted previously, all the respondents identified that in the context of the new policies framework and principles, 25% of the respondents were guided to adopt new tools, skills, techniques, elements and methods so as to enable them to instigate and manage a transitional transformation process. Another 25% of the managers learned through their own abilities, potential, experiences and training, and a further 25% of the respondents acknowledged that change within themselves was a prerequisite for instigating change in their behaviour and attitudes to others. For the remaining 25% of the respondents it was indeed a mixture of networking, brainstorming, reconciliation and a reframing of values, knowledge, experience, opportunities, as well as a process of re-engineering, redesigning of learning and development of themselves as managers, which was essential, as indicated in Table 5.3 (p 74).

Endosomwan (1996 : 101-105) has pointed out that learning new skills, techniques, elements and methods leads to behavioural change and development of relationship skills with others within the organisation. This provides the foundation for the problem solving and performance improvement required in the process of transformation. It sets conditions for transformation, builds strengths and capacity for both the manager and workforce. These components were visible in a transitional transformation process.

5.2.1.10 Resistance, psychodynamics and reactions involved with transformation

This aspect indicates whether any resistance, psychodynamics, the effects and reaction(s) were involved during the transformation process. In the context of all the respondents' view that the process of transformation occurred over a period of systematic transition as development and changes took place, transformation was not structured by command, denial of authority or a total clean-up of the workforce and a reconfiguration of the welfare organisations. Commitment to transformation was instead obtained through the process of recognition and consultation, guided by welfare policies. In the mode of the clear principles defined in welfare policies, 100% of the respondents took a step-by-step approach as opportunities arose so as to bring about changes in all levels of the organisation by conceptualising their roles, tasks and the steps best known to them in order to instigate and facilitate the process of transformation Table 5.3 (p 74).

According to Heckscher, Eisenstat & Rice (1994 : 129-161) the process of transformation operates best in an opportunistic way, because leaders in the organisation need to build a coalition for transformation aimed at gradual accumulation of a collaborative approach in a transition period. All of the respondents' reactions towards this process of transformation indicate that they have unanimously accepted this as the way to choose.

All the respondents reported that the process of transformation was differently conceived by all participants and roleplayers in the workforces. Mostly, resistance psychodynamics and reactions occurred at the level of management boards and executive committees. Resistance was not viewed in racial terms by the respondents but on the historical basis of ownership rooted in the struggle for survival and acknowledgement. Welfare organisations which originate from the primarily disadvantaged areas still have

a strong hold on self determination and reject alliances with sister organisations in previously advantaged areas. Welfare organisations in these advantaged areas likewise argue that all racial groups are targeted at present in their service rendering areas and that they do not need to form further alliances with other welfare organisations for an extension of services, as their objectives are sustained in existing areas. This issue is sustained by both sides of the argument and further alliances are at present terminated.

Swanepoel et al. (2000 : 755-760) demonstrate that uncertainty will remain in place during transition. Welfare organisations requiring assistance, should design a gradual, non-threatening, participative implementation process for future transformation, by planning strategies to overcome resistance and restructuring organisational psychodynamics.

5.2.2 The management of transformation in a welfare organisation

In the following section, the focus is on aspects regarding matters pertaining to the management of transformation in a welfare organisation. The focus is on various aspects as mentioned in Chapter 4 of the study and as emphasised in Annexure "A" Section B of the structured interview schedule.

5.2.2.1 Leadership in the organisation in context of the principles of Ubuntu and African Renaissance

This aspect defines the overall management of leadership in the organisation in the context of the principles of Ubuntu and African Renaissance which are incorporated in the transformation process. All the respondents defined various levels of leadership in their organisations. In terms of previously mentioned organisational dynamics of ownership, power struggles and racial dilemmas, the

overall view is that leadership on various levels of the organisation remains stagnant. Board members are eager to add additional members from new services receiving areas but are less keen to step down and be replaced. Constitutional guidelines are bent or ignored so as to ensure that power remains in place at board levels. Organisations where managers were changed to fit in with new labour requirements are in the minority. Boards which resist transition of power and authority appear not to be willing to replace existing "White managers", whose skill is viewed as a guarantee for a continuation of "White" minority power. The principles of Ubuntu and the African Renaissance are viewed as an "African thing", applicable to political devolution of power, and a rationalisation to justify labour policy principles and oppression of "White" minority rights. Welfare organisations managed by "Black" people (Indian, Coloured and African) do embrace the Ubuntu principles as an opportunity for upliftment and development of the workforce and service rendering systems. The philosophy is still upheld that being born "Black", the culture is one's privilege and that ownership of culture, customs and values belongs to "Black" people. In contrast, a majority view is still upheld by the respondents that Ubuntu and an African renaissance are only for "Black" people, as indicated in Table 5.4 (p 75).

In terms of the aforementioned, according to Shin & McClomb (1998 : 1-37), 100% of the respondents in leadership positions are not on the level which moves the organisation from the present state to a desired future state. Boundaries, power struggles and ownership are obstacles in achieving the desired transformation goal. The principles of tolerance and collective solidarity in terms of structures, processes, attitudes and beliefs to build and maintain change have not yet been understood at the leadership levels of welfare organisations. (Mbigi 1997 : 2-7; Carter 1999 : 211).

5.2.2.2 The impact of politics on the management of transformation

This aspect focuses on whether politics has any impact on the management of the transformation process in the organisation. All the respondents acknowledge that high impact politics was not present during any process of transformation. The resonances of political elements were subtle and silent. The external political ownership through the process of democratisation is ongoing and present through attitudes and behaviour at board levels. Internal politics is present at levels in the workforce such as salary discrepancies, and in the area of service delivery in view of culture and language differences in a multicultural services approach. Certain cultures have to adapt to different social work ethics and race groups such as "Black" social workers render services in previously known "White" areas. People took time to adjust to, acknowledge and accept these factors, as indicated in Figure 4.5 (p 54). Van der Waldt & du Toit (1999 : 262-263) emphasise that manager must address differences very cautiously in the workplace so as to promote unity and solidarity and to ensure a peaceful, integrated workforce. People must be understood in terms of the social/political/ historical macro and micro forces which influence their lives.

5.2.2.3 Performance appraisal in a transformation context

This aspect focuses on whether the organisation has a performance appraisal management programme and on the manner in which it is utilised in the context of managing the transformation process. This concept is part of the process of furthering development in the social services field. Four respondents acknowledged that they have implemented a performance appraisal programme. However, the emphasis on financial incentives is an obstacle in the implementation process. All the respondents acknowledge that promotions in the organisational structure have overall limitations

in the social services field. In compromising with these limitations, the emphasis shifted to the emotional needs of the workforce by building in incentives and benefits such as longer leave, different variations of leave, working hours, allowances and social aspects which limited the stress levels and prevented burnout and workforce turnover. Most of the respondents were interested in developing and implementing a performance appraisal programme, but were being careful due to the aforementioned limitations and attached financial commitments and obligations, as indicated in Figure 4.5 (p 54) Menefee (1998 : 53-61) points out that more sophisticated research designs are needed to develop a permanent appraisal programme in the social services field.

5.2.2.4 Management philosophy upheld in context of the transformation process

This aspect identifies whether a manager has upheld any management philosophy during the transformation process. The respondents collectively acknowledge that within a democratic socio political environment there is no other way to go at present, than to be participative and caring in approaching management issues. A bureaucratic approach will be devastating and destructive for the organisations and the workforce. In the context of an emancipatory and strategic approach, anti discriminatory and anti oppressive attitudes are the primary ingredients, of the recipe for management to eliminate disparities of the past, to correct, change and transform the organisation and the workforce, as indicated in Table 5.4 (p.75).

Chesneaux (2000 : 407-42) shows that democracy is a major precondition for political debate and decision-making. According to Smith (1998 : 45-48), managing communications effectively helps to ensure the success of change efforts in order to promote ownership by and accountability from the workforce in the organisation.

5.2.2.5 Multiculturalism in context of managing the transformation process

This aspect defines the organisation's view on multiculturalism. Historically, welfare organisations within the child welfare movement, were instigators of change and transformation. A multicultural services rendering base already existed before the advent of the 1994 democracy, as noted above. Within the context of a structured transformation process, the respondents focused on building an organisational culture in the structure of the organisation and workforce by focusing on race, ethnicity and cultural representation in the organisation. A clear shift appears in all of the respondent organisations as the minority are "White" in relation to a "Black" (Indian, Coloured, African) majority. However, in the organisations which are situated in "Black" majority areas, the majority remain "Black". The process of transformation made no significant impact on the structure and ethnic/culture/race presentation in those welfare organisations. Diller (1999 : 8-46) remarks that welfare services at present demand a workforce which is multicultural, a mix of people from many different cultures, ethnicities and lifestyles. Welfare organisations have to adapt to this Table 5.4 (p 75).

5.2.2.6 Matters pertaining to equity and diversity involved in the transformation process

This aspect indicates and discusses matters pertaining to equity and diversity involved in the organisational transformation process. All the respondents acknowledge that barriers have been removed and boundaries have been shifted to adapt and adjust to an organisational structure which is not discriminatory and oppressive. Pertaining to matters related to class, gender, race, identity, sexual orientation, ageism and the physically/mentally challenged, the respondents acknowledge that employment policies were adjusted to make provision for the people concerned. The

philosophy upheld in these employment policies is guided by principles to eliminate stereotyping and dehumanisation of the workforce. Matters of language preference remain a concern, as clients still demand service in their language of preference. The respondents reported that where the organisations are completely multicultural, the Afrikaans language is demanded by "White/Coloured" clients as their language of preference (their constitutional right). "Afrikaans" speaking social workers are at present in the minority and this creates a dilemma for the applicable respondents, as vacant posts in the workforce remain open because "Afrikaans" speaking social workers are scarce, or not interested in applying for the vacant positions, as indicated in Table 5.4 (p 75).

Wallace (2000 : 155-157) and Webster (1999 : 28-39) emphasise that matters pertaining to race, labour, process and transition, the fabric of ethnicity, nationality, language preference, panethnicity and gender equality, are important in welfare organisations. According to Barak (2000 : 339-366) the point is that the organisation is not only accepting and using the diversity of its own workforce, but is also active in the larger community through an ecosystem perspective which constitutes its view of its environment.

5.2.2.7 Employment policies

This aspect focuses on the organisation's employment policies and matters pertaining to justice, civic, political rights and freedom, so as to eliminate anti-discriminatory and anti-oppressive management practices. All the respondents reported that a policy on conditions of employment does exist. Organisations which previously had not engaged in any employment contract or agreement had to develop one, as changes in labour legislation have taken place and the workforce demands from organisations that they engage and enhance protection mechanisms for both the organisation and the

workforce. The respondents, who have a small workforce, rely on labour legislation guidance and principles. The respondents, who have a large and well structured workforce, have incorporated labour legislation guidance, principles and requirements within the context of employment policy conditions. The respondents acknowledged their limitations of expertise in labour relation matters, expressed their concerns and fears pertaining to this matter, and requested that specialists have to be obtained from the external human resources field to be of assistance, as labour matters have become a highly specialised field in managing an organisation Table 5.4 (p 75).

Dominelli (1997 : 129-164) observes that initiating organisational change, transformation and transition in a welfare organisation is a complex task involving the orchestration of action seeking to remove individual racism, institutional racism and cultural racism in both policy and practice. The workforce can contribute towards organisational change by breaking the conspiracy of silence and speaking out against those instances of racism when detected. Embarking on, developing and establishing an employment conditions policy in the organisation is a step forward in eliminating discrimination and oppression in the workforce, such as found in the Basic Conditions of Employment Act (1998), the Employment Equity Act (1998), the Labour Relations Act (1995).

5.2.2.8 Affirmative action programme

This aspect describes the affirmative action programme of the organisation in the context of human resources management. 85% of the respondents can be defined as coming from multicultural welfare organisations; with the exception of 15% of the respondents, all the respondents acknowledged that they did not have a definitive affirmative action programme as required in the Employment Equity Act (1998), applying to "Black people", defined as African, Coloured/Asian. Change in the workforce came about as post

requirements were added and posts became vacant. Posts previously activated by a "White" workforce were gradually replaced by a "Black" workforce. Additional workforces were added as shifts appeared in programme financing which were directed at the target areas defined as most disadvantaged and vulnerable, which are primarily "Black" areas, on the basis of culture and language preferences. New workforces were screened and selected within the context of a multicultural human resources view and not directly from an affirmative action and labour legislation perspective, as indicated in Table 5.4 (p 75).

According to Bacchi (1996 : 33), Balchin (1998 : 235) and Human (1993 : 1-9), affirmative action is used to overcome the discriminatory obstacles which hinder the functioning of equality in employment, and to introduce important guidelines aimed at promoting one group over others ("Black" people over "White" people) in order to achieve parity in employment. The respondents appear to be motivated to bring about changes in the workforce by the democratisation process and political, socio and economic changes, a transformed environment, new welfare policies and labour legislation, rather than by a specific affirmative action programme.

5.2.2.9 Strengths, empowerment and capacity-building principles in the organisation during the transformation process

This aspect of transformation management, identifies strengths, empowerment and capacity-building principles in the organisation during the transformation process. All of the respondents confirmed that the majority gender remains female in the welfare sector. Males are reflected as 1% in the overall workforce in all the respondents' answers. One male is a welfare manager in a "Black" services rendering area. In this sense, the author means the concept of helping people to gain greater control over their lives, including assisting the workforce to achieve authenticity,

are major principles being upheld, adopted and adjusted by all the respondents. The overall philosophy adhered to is utilised as a frame of reference to engage in a transformed, transitional process for the future benefit of the welfare sector in general, as indicated in Table 5.4 (p 75).

With reference to Gray (1996 : 8-13), it is assumed in this study that the concept of empowerment and capacity-building emphasises that welfare organisations in their vital developmental roles, need to be able to aim at community and workforce empowerment through advocacy, human resources and social policy development, consultation, project management and implementation through the principles of collectivity and solidarity. The respondents understood these principles by upholding these concepts in the context of the finance programme requirements and expectations.

5.2.2.10 A paradigm shift in context of a developmental approach during the transformation process

This aspect describes how a paradigm shift in the context of a developmental approach, was managed during the transformation process. All the respondents promulgated the overall philosophy of the developmental approach as defined and conceptualised in the new welfare policies. They all accepted the principles of adherence to government policy so as to transform the welfare sector from past fragmentation to becoming developmental. Various limitations were experienced, as networking with other sectors of society in general was not available for the achievement of developmental objectives. All the respondents, in their own capacity, embarked on various development projects as allowed by their limited infrastructure and workforce. The impact, implications and applications of these projects need to be assessed, as major role players are absent from both the government and the business sector. The projects lack economic and financial resources and expertise, because the target areas defined as the most disadvantaged and vulnerable do not have

major infrastructures and resources and the welfare sector does not provide the capacity to deal alone with these demands as a single roleplayer. The field of economic empowerment is rapid and specialised and requires a broader collective network facilitation process, while the welfare sector is limited in experience, knowledge and expertise, as indicated in Table 5.4 (p 75).

Singe (in Hickman 1998 : 406-424) argues that transformation is an inherent component of capacity-building in an organisation and is a fundamental component of the organisation's larger environment. Welfare organisations which embark on a developmental approach have to assess their own competency to master developmental objectives through the processes of collaboration, and facilitating leadership potential, learning, and consensus. According to Barkey (in Van Dyk 1996 : 20-27), the welfare manager has to embark on a shift in mindset, behaviour and skills to develop change, transformation and transition in the welfare organisation's structure, workforce and client system, and in the community at large.

5.3 Summary

In assessing the respondents' analysis in relation to the structured interview schedule within the context of an open and free participation mode, it was found that purely academically directed requirements had limitations: the respondents received no training or support in this subject, as they had embarked on a transformation mission without guidance regarding the processes and implementation of the strategic management of a transformation process.

In context of the nature of transformation in a welfare organisation, reference to Table 5.3 the respondents collectively acknowledged that a static transformation plan was not in place. The respondents were dictated to by external and internal socio-economic and political environmental factors, such as the democracy

process and changes in collaboration with new welfare policies with definite principles for transformation.

In assessing the management of transformation in a welfare organisation, reference Table 5.4 (p 54), the respondents reported directly and comprehensively. The respondents were seniors in the workforce and it is obvious that their knowledge, experience, skills and methods pertaining to the subjects discussed were guided by their own activities in the field. The respondents were supposed to be accountable for information regarding matters discussed in the finance programmes (business plans) to various bodies, such as the provincial government welfare sector. In many aspects of the discussions it was obvious that the respondents had within their own contexts information, knowledge, skills and training regarding some matters required. In assessing the respondents as welfare managers, however, it was evident that there was a lack of expertise in the field of human resources and in management training, knowledge and experience to embark on any of these aspects, as each component represented a unique framework.

It is therefore essential to develop guidelines for a model to manage a transformation process, as the subject is wide and complex and requires a further scientific, academic and theoretical basis for exploration and research of the subject.

Table 5.3: Nature of transformation in a welfare organisation

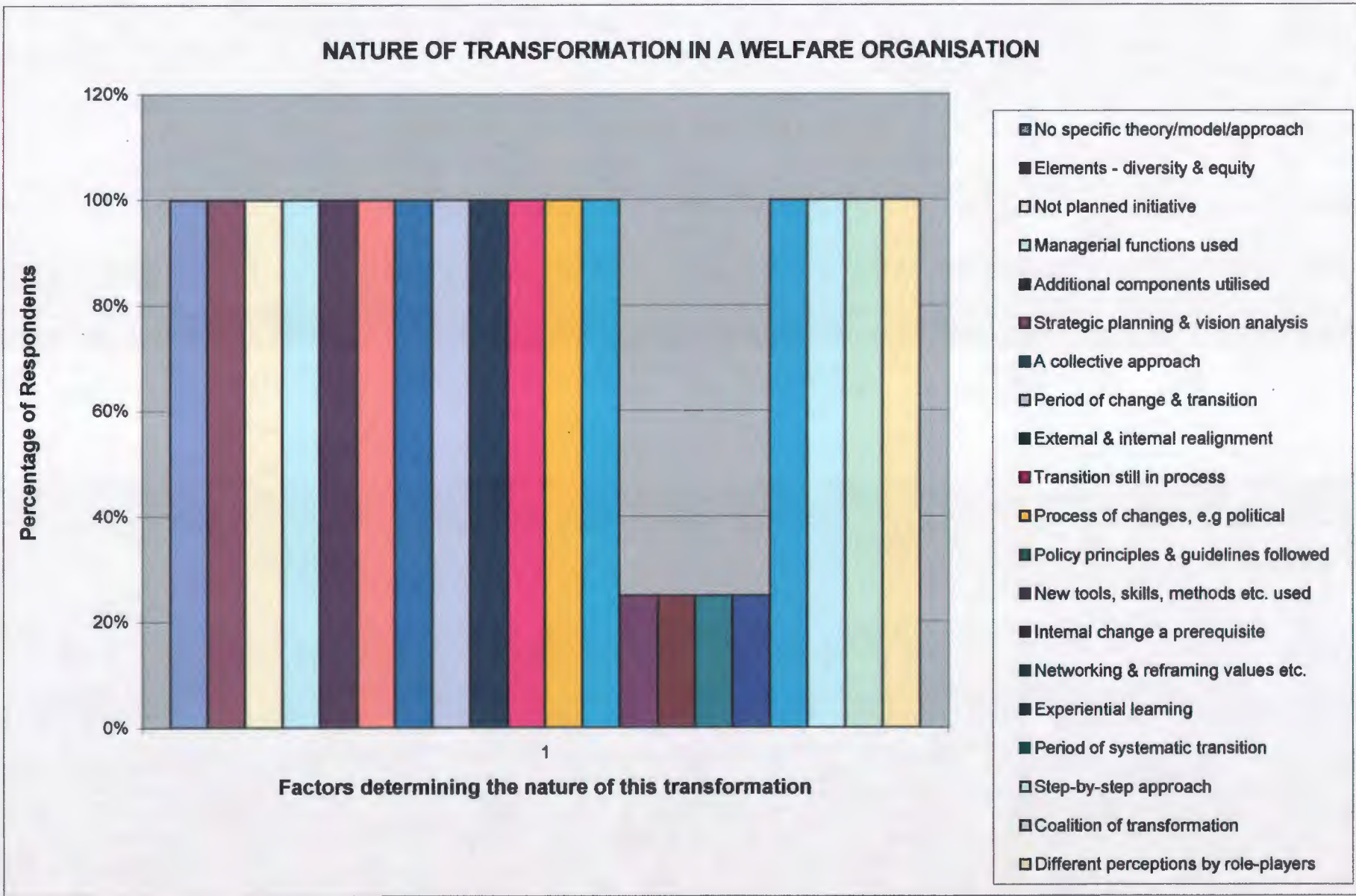
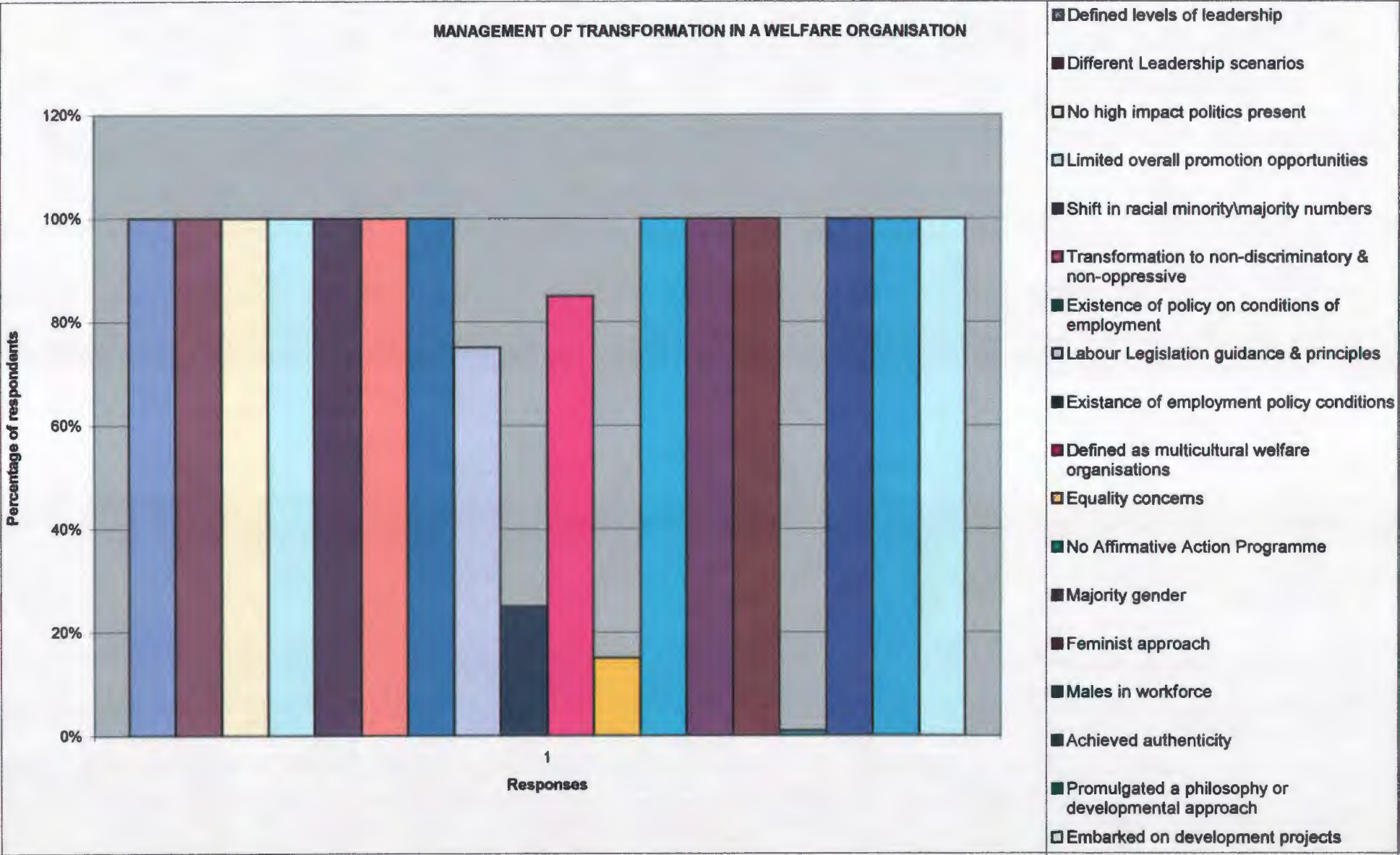


Table 5.4: Management of transformation in a welfare organisation



CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The aim of the study is to develop a framework for transformation management in a welfare organisation. The previous chapter refers to the nature of transformation and the management of transformation in such an organisation: two different aspects of transformation. Emphasis on these two components within a theoretical framework is the basis on which an empirical investigation was formulated, as elaborated and analysed in this chapter. In assessing the issue, this chapter concludes the subject by proposing a recommended framework for transformation management in a welfare organisation.

6.2 Conclusion

6.2.1 The nature of transformation in a welfare organisation

This section focuses on the nature of transformation in a welfare organisation which is directed towards correcting the past in a new dispensation. Transformation has to be served in resources allocation and service distribution in order to compensate for past inequalities. Welfare policies, legislation, strategies and plans have to focus on welfare services beneficiaries. The transformation of a welfare organisation focuses on employment equity and social redress, and the equitable distribution of services through a developmental welfare approach in the context of an appropriately structured organisation.

Transformation theory, model and/or approaches requires a welfare organisation to focus on the areas with the greatest needs, defined as the most disadvantaged and vulnerable. In the context of these areas of service delivery the communities themselves are the driving force in creating circumstances conducive to the wellbeing and development of those communities. Welfare services

have to be rendered on a holistic, integrated, comprehensive, accessible basis, in a culturally appropriate manner, in view of organisational infrastructure and transformation objectives. The organisation has to be managed in a democratic manner so as to focus on a collective decision making process, changed modes and dynamics in management of transformation and the implementation of employment equity in the workforce and amongst board members and volunteers.

In order to develop a transformation process it is imperative to accumulate and assess appropriate theories, models and approaches which are holistic in the context of the entire environment: such as the ideological and physical aspects. A welfare organisation in a developmental cycle focuses on continuous learning at all levels in its structure and strategic vision within the organisation. This process requires different skills, phases, forms in operation, facets, tools/skills, techniques, elements, methods and processes to be utilised by the manager in order to articulate potentials at all structural levels. Welfare organisations need to foster quality and continual improvement in all activities, roles, tasks and steps in transformation for the improvement and betterment of the organisation and the workforce.

When embarking on a transformation process, management has to be strategically driven by its vision and management functions. The impact of transformation is centred on people, with the emphasis on actions, behaviour and communication, characterised by a sense of commitment, innovation, openness and willingness to take risks. The aim is to steer transformation in a desirable direction with the minimum disruption, resistance, psychodynamics and reactions involved with transformation. Transformation requires changing and redeployment of resources. Learning new skills leads one back to behavioural change, which drives the design and implementation of the transformation process.

The initiation of transformation efforts is a complex process which involves a multitude of variables that can positively and

negatively affect the process. Resistance to change has to be taken into account. Transformation efforts have to be non-threatening and participative in their process of implementation. The psychodynamics of people have to be understood to secure a smooth transformation process. Fundamental elements such as the organisational culture, leadership and management style are major aspects in this process. It has to incorporate both technical and emotional concerns which require various tools, skills, methods, roles, tasks, steps and processes, as transformation is an ongoing process and will generally encounter various reactions.

Management components concerned with the direct output of services of the welfare organisation are the services delivery system and the management thereof, which focus on aspects involving the management of the transformation process in the welfare organisation. The welfare organisation manager needs to develop the management of a transformation process plan in accordance with management processes, with the focus on planning, organising, leadership and control.

The development of a transformation mission, goal setting and objectives aimed at a strategic transformation plan, with the focus on the decision making and information system for the entire transformation process. This defines an appropriate transformation model.

The management of the transformation process focuses on the welfare organisation's design, authority, power and organisational culture.

Transformation management focuses on the nature of the leadership components, motivation, communication and negotiation encompassed in the welfare organisation. It incorporates welfare policies, employment legislation and internal organisational policies.

The transformation process embarks on control processes concerning the effectiveness and diversity of the welfare organisation. Emphasis is on social factors and methods, the workforce and various organisational levels.

6.2.2 The management of transformation in a welfare organisation

To enable a welfare organisation manager to intervene in a transformational process, its leadership (board members) has to adopt a unified leadership style and has to make transformed adjustments in its vision and mission, and its core business, as viewed in the principles of Ubuntu and African Renaissance. Transparency, accountability and legitimacy are essential to facilitate collective decision making, while listening skills and the ability to enter into dialogue and problem-solving skills, to have patience, competence and fairness in dealing with the workforce are important principles for a group transformation initiative.

Organisational politics tends to be associated with decision-making, resources allocation, performance appraisal programmes and conflicting resolution processes. Change always involves power and politics, brings instability, upheaval and uncertainty, and influences control. Real transformation can only occur when the majority of individuals in an organisation change their mindset and behaviour. Transformation is about advancing the organisation's strategy and operation. Transformation focuses on the organisational structures, systems, management style, and philosophy, core competencies and the types of behaviour required from the workforce, board members and volunteers.

The welfare organisation's management during the transformation process is responsible for setting quality policies, providing motivation through leadership and equipping people with the skills to achieve quality, aimed at the empowerment of people at all levels, by adopting a proactive approach to people management, policies and activities through knowledge management,

participative and caring management in the context of a multi-cultural process.

Organisational culture evolves in response to outside factors such as changes in the workforce, as well as from deliberate attempts to change the design of the organisation by restructuring, which needs to be approached in innovative ways. Creating a new diverse and equitable culture in a welfare organisation is both challenging and experimental for all those involved in the process. The process of managing diversity is seen as the ultimate task of the management process in a work environment which is made up of a workforce with many cultural, gender, ideological, language, religious and other differences. It includes the organisation's fundamental commitment to treat all employees as equal and to facilitate the human development of all individuals according to their ability and capacity. A welfare organisation is a pluralist system with an extremely heterogeneous workforce. The welfare organisation manager needs to follow a holistic approach to management and should acquire knowledge of how to manage people from different backgrounds. By understanding the strengths of diversity and by adopting a multicultural management model, he/she should strive to establish a collectivist culture in the context of group solidarity, compassion, respect, human dignity and collective unity, with the emphasis on equality for all people. The welfare organisation manager needs to take steps to raise consciousness of issues to be confronted, promoting anti-racist norms and facilitating action which endorses them into employment policies.

The welfare organisation manager needs to approach the transformation process in ways which are aimed at building capacity in affirmative action programmes. The emphasis is on creating continuous organisational learning, growth and renewal of organisational mission, vision and objectives; on providing motivation through leadership and on equipping people for empowerment at all levels so that they may strive for efficiency, effectiveness, responsibility and authority.

The transformed welfare organisation must uphold social justice, democracy and human rights. The aim is to eliminate past imbalances, inequities and inappropriate forms of service delivery. The focus is on the people and communities identified as the most vulnerable. Transformation has to uphold inclusivity and proportionate representation which are aimed at the enhancement of social integration regarding a services delivery approach which is preventative, restorative and developmental. It should be accessible and enabling, transparent, relevant and appropriate, and should focus on strengths and capacity-building.

The management of transformation aims at effectiveness in the welfare organisation, stemming from the needs and satisfaction of the workforce, board members and volunteers. The focus is on human resources management, provision, maintenance and development in the context of the management of transformation in a welfare organisation. This required a paradigm shift in the context of a developmental approach during the transformation process.

The welfare organisation manager should focus on principles, strategies and practices which are related to the clients on their various levels and relationships in and with the welfare organisation, as a collective element in the transformation process. The welfare organisation manager formulates and establishes a human resources transformation plan.

Matters pertaining to the management of the transformation process are related to aspects such as politics in the welfare organisation, performance appraisal programmes, and the management philosophy upheld by the manager of the welfare organisation. Also relevant are aspects such as multiculturalism, equity, diversity and employment policies, affirmative action programmes, the strengths, empowerment, capacity-building and development of the workforce, board members and volunteers in the welfare organisation during the transformation process. The human resources transformation planning process focuses on matters such as job analysis,

descriptions and specifications, employment recruitment, selection and induction. Issues which should be dealt with include labour relations and legislation, motivation, organisational behaviour, values, group and team dynamics, conflict and occupational stress management, the advanced learning, training and development of the workforce, board members and volunteers involved in the welfare organisation.

6.3 Recommendations

In relation to the above discussion, the following recommendations are elaborated upon.

6.3.1 Productivity

The main contribution that transformation can make to the welfare organisation is to increase the productivity of services rendered; also, to focus on the quality of the services rendered, which relies heavily on the success of the transformation process. Management functions such as financing and human resources are to be kept in line with the overall aims and objectives of the welfare organisation throughout the management of the transformation process. It is important that the various levels in the welfare organisation achieve and increase productivity and overall satisfaction.

6.3.2 Human resources

It is important to distinguish between the inputs that are transformed and the resources that bring about that transformation, such as labour, equipment, technology. The management of human resources is part of the general management task. Throughout the transformation process it is the responsibility of every person in the welfare organisation (board member, volunteer, staff member) to utilise his or her maximum potential to the full in the most effective manner, embarking on a consistent mission of goal setting and achievement throughout the transformation process.

6.3.3 Analysis of process

It is important that the welfare manager understands the sequence of activities throughout the transformation process, by focusing on transformation tasks analyses, which determine exactly what transformation tasks have to be performed in each phase of the transformation process. An important step in the transformation planning stage is to draw up a transformation programme to determine what kind of incumbent is required to fit a particular phase and stage in the transformation process. The various transformation factors that have to be taken into account are clearly set out in the forecast transformation programme. This will give the welfare manager an indication of which transformation management tasks are in process and of the way forward.

6.3.4 Participation

The key to a successful transformation management process is to use appropriate transformation management methods. An appropriate method would be to sustain throughout the transformation process, the full involvement and real participation of all stakeholders (internal and external) at all levels of the welfare organisation. The transformation management approach should remain diagnostic, multidisciplinary and developmental on a continuous and regular basis.

6.3.5 Performance standards

One of the most challenging issues facing the management of transformation is how to manage and measure the transformation process performance: the manner in which the welfare manager ensures that the transformation process activities and outputs are in line with the welfare organisation's goals, mission, vision and objectives, and well set out in the transformation programme. A prerequisite for this achievement is the establishment of transformation performance standards. This may be done through a transformation analysis as proposed in the

framework for the management of transformation in a welfare organisation. Transformation management performance must be measured and the information and feedback obtained can be used to determine whether current transformation performance is succeeding in achieving the welfare organisation's transformation goals.

6.3.6 Achievement of goals

The achievement of the welfare organisational transformation goals is the primary purpose of a transformation management system. Such a system enables the welfare manager to identify and to solve problems encountered during the transformation process, with the emphasis on the development and capacity building of all people involved at all levels of the welfare organisation. The various transformation dimensions set out individual transformation management characteristics and which comply with standards set in the transformation programme, and which need to be assessed in terms of validity, reliability, acceptability, sensitivity and practicality throughout the transformation process.

6.3.7 Management of process

The management of all levels in the welfare organisation and stakeholders involved in the transformation process is the responsibility of the welfare manager in collaboration with the board members. The most important aspect in managing the transformation process of all stakeholders is to provide regular and consistent feedback and to eliminate resistance pshycodynamics during the transformation process, by making adjustments in the assessment of the transformation programme. The success of the transformation management process depends on maintaining transformation at the various levels. Without this process, organisational transformation success cannot be guaranteed.

6.3.8 Evaluation of transformation

The evaluation of the management of transformation is concerned with both the nature of transformation in a welfare organisation and the management of transformation in a welfare organisation.

The aim of such an evaluation is to determine the usefulness of the transformation exercise, as conceptualised in welfare policies.

6.3.9 Labour relations

Labour relations from a management perspective are a complex system of individual and collective actions in the context of the formal and informal relationships existing between all stakeholders in the welfare organisation. Sound labour relations in the welfare organisation will ensure that fair labour practices are employed throughout the transformation process and will also contribute to the success of managing the transformation process. The welfare manager has to consider all labour relation matters by implication and application in the planning and implementation of managing the transformation process.

6.3.10 Training and development

Development of employees and volunteers is one of the most important elements in the management of the transformation process. A team of qualified, trained and competent employees and volunteers contribute to the success of transformation in any welfare organisation. A transformation programme should be carefully planned, organised, activated and controlled. A training programme for employees and volunteers has to be formulated, with clear, achievable objectives and outcomes. The training programme has to be planned with syllabus indicators to enable all stakeholders in the welfare organisation to show an understanding of the knowledge gained and to demonstrate an ability to apply the knowledge in a transformed manner, as

defined in the mission, vision, goals and objectives set in planning the transformation programme.

6.3.11 Future research

Future potential research opportunities arise from this study, which might focus on transformation components, such as the development of a change management model for welfare organisations which addresses both affirmative action and managing diversity. It could be used as a multidimensional approach to address organisational culture, to devise interventions unique to specific welfare organisations and to develop a measurable evaluation standard for future transformation management efforts in welfare organisations. The measurement of change and transformation should be seen as a comprehensive process which focuses on all the diverse members of that organisation.

6.4 Closing summary

The aforementioned framework for the management of transformation focuses on two management components - operations and human resources management functions - which the welfare organisation manager has to combine in an effort to plan a strategic transformation management process as a point of departure on the road to transforming the welfare organisation. These two management components have a direct impact on, implication for and application to the two mainstream transformation aspects as advocated throughout the study and investigation. The theoretical elements of the nature and management of transformation processes are linked with the theoretical components as defined under the scope of operations and human resources management principles, tasks, roles, functions and processes. The welfare organisation manager focuses on a path to transform the organisation, using various steps, phases, elements and aspects as defined and elaborated on throughout this study. The proposed framework for the management of transformation formulates a draft prospective model which can be utilised to plan the strategic management of

the transformation process.

In the context of the aforementioned, a framework for transformation management for a welfare organisation has been developed. The purpose of the framework is an introduction to the development of a prospective draft transformation management model(s), to be used as a guide by welfare organisations. The development of an integrated transformation management model for welfare organisations has to be created within the context of a scientific study of this nature. An integrated transformation management model should run right through the organisation, challenging management skills and identifying resources for achieving and sustaining consistency, feasibility and desirability as a prospective proposed model.

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ANNEXURE “A”

STRUCTURED INTERVIEW SCHEDULE

STRUCTURED INTERVIEW SCHEDULE

The aim of this study is to develop a framework for transformation management in a welfare organisation.

The purpose of this study is to:

1. Explore the nature of transformation in a welfare organisation;
2. Explore the management of transformation in a welfare organisation; and
3. Establish a unique framework for transformation management in a welfare organisation.

TAKE NOTE:

Answers are viewed as neither correct nor incorrect. Information is regarded as confidential and will only be used for the purposes of this study. The interview schedule is designed in such a way that the respondent (manager) is required to give open and free views as requested. Indicate, define, identify, describe and motivate your response to each question.

.....

Name of the organisation: _____

Interview held with: _____

Occupation of the respondent: _____

Has your organisation been through a transformation process?

YES	NO
-----	----

If yes, indicate when: _____

Population numbers in your organisation's constitutional staff and volunteer composition:

AFRICAN	
COLOURED	
ASIAN	
WHITE	
TOTAL	

Please indicate the number of staff members in various employment / occupational and voluntary categories within the context of the population representation, including the management board members.

Voluntary / Employment Category	African	Coloured	Asian	White	Total
Volunteers					
Board members					
Director/s					
Deputy/senior managers					
Social workers					
Social Auxiliary workers					
Clerks					
Administration staff					
Typists					
Fundraisers/PRO staff					
Community workers					
General workers					
Other (specify):					

.....

SECTION A:

The nature of transformation in a welfare organisation:

1. Did your organisation follow the transformation process found in any theory/model and/or approach?

2. Which managerial tasks regarding components of organisation infrastructure have been emphasised during the process to achieve transformation objectives?

3. Have any new or changed modes of management of transformation taken place in the organisation within the context of the transformation dynamics?

4. Define the organisation's transformational strategic vision driving the transformation process.

5. Indicate the various transformation phases as the process of transformation was managed.

6. Name and discuss the management form(s), that was/were in operation during the management of the transformation process.

4. Identify as a manager any management philosophy (if any) upheld by your organisation during the transformation process.

5. Define the organisation's view of multi-culturalism.

6. Indicate and discuss matters pertaining to equity and diversity in the organisation involved in the transformation process.

7. Does the organisation have employment policies in place?

YES	NO
-----	----

If yes, in which manner are matters such as justice, civic, political rights and freedom covered so as to eliminate anti-discriminatory and anti-oppressive management practices, during the transformation process, to create an anti-discriminatory environment in the organisation?

8. Describe the affirmative action programme of the organisation in the context of human resource management.

9. Identify any strengths, empowerment and capacity-building principles in the organisation during the transformation process.

10. Describe how a paradigm shift, in the context of a developmental approach, was managed during the transformation process.

YOUR PARTICIPATION, TIME AND ASSISTANCE IN THE COMPLETION OF THIS STUDY ARE MUCH APPRECIATED.