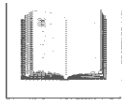


UNIT 1: SELF-IMAGE



Read Text

INTRODUCTION

All people have a sense of who they are and how they differ from others. There are people who seem to be always successful in life and relate well to others. On the other hand, there are people who do not get on well with others and they, in most cases, doubt themselves and their individual potentials.

This unit introduces you to the essence of knowing yourself by looking at:

- the definition of self-concept
- perceived weaknesses and strengths of women in Education Management
- how you could overcome individual weaknesses by improving on your strengths.

This unit intends to help you understand yourself in order to manage effectively. Ideally, you need to be able to manage yourself well, before you can effectively manage other people or situations.

OBJECTIVES

After working through this unit, you should be able to:

- define self-image
- identify your weaknesses and strengths
- compare your strengths and weaknesses to those of women in management
- state how you can translate your weaknesses into strengths.



Read Text

UNIT CONTENT

The **self** is you as you know yourself. As self, you should try to rise above the limitations of your growth and development. This growth and development is promoted by a realistic self-concept, incorporating objective self-knowledge and evaluation of self-identity.

Self-esteem implies how highly you value yourself and your relations. This evaluated self-image has a clear tendency to take action (Vrey, 1979:76) knowing that people will support and guide you when necessary. The assurance that people are there for you, makes you take risks and venture into possibilities .

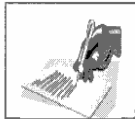
• DEFINITION OF SELF-IMAGE

Self-esteem comprises of three components: identity, action and self-esteem (Vrey, 1979:47). Self-identity is when you perceive yourself in relation to how other people perceive you. This identity constantly gets modified.

Your identity should motivate you to take action. The type of action will also be determined by the feedback you get from the people around you.

Self-image is the general notion of your individuality as to what you think you are capable of doing. It is also about discovering and realizing yourself through introspection, thus reflecting your strengths and weaknesses.

For the purpose of this unit, self-image refers to the inner being and increasing knowledge of yourself with the aim of becoming an effective manager.



Self Evaluation

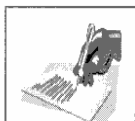
SELF-EVALUATION ACTIVITY 1

In your own words define self concept.



Important-take note!

Possible answers at the end of the unit



Self Evaluation

SELF-EVALUATION ACTIVITY 2

Drawing from your experience as a woman in management; identify under (a) your strengths, that is, things you are good at, and under (b) your weaknesses, that is, things you think you need to improve on.

(a) **STRENGTHS**

* _____
* _____
* _____

(b) **WEAKNESSES**

* _____
* _____
* _____



Important-take note!

Possible answers at the end of the unit



Read Text

PERCEIVED STRENGTHS AND WEAKNESSES OF WOMEN IN MANAGEMENT

As you have already listed your strengths and weaknesses; how would you now compare yourself with the perceived strengths and weaknesses of women in management?

These perceptions may include some of the following:

(a) *STRENGTHS*

- is able to cope with multiple roles
- * is people-orientated, this orientation promotes empathy and sympathy
- * is able to verbalize emotions and share with others.

(b) *WEAKNESSES*

- * is often intimidated by male dominance.
- * is sometimes driven by the need to prove herself and be taken seriously.
- * is emotional in times of crisis.

As a manager, it is very important to know yourself. This will assist you to use your strengths in helping and guiding colleagues to reach a common goal of effective teaching and learning.

NEGATIVE SELF-IMAGE

After you have identified yourself as either having more strengths or weaknesses compared to other women; it is important to know the characteristics of women with a negative self-image.

In this context, a negative self-image refers to you accepting yourself as worthless and incapable of achieving results. In such a case, you undermine the potential you have.

A woman with a negative self-image:

- * has no trust and faith in herself
- * is afraid of failure such that she even avoids attempting to venture into leadership roles
- * cannot accept constructive criticism in the workplace and tends to personalize criticism
- * tends to be bossy and pushy to conceal her shortcomings
- * is afraid to take decisions when called upon.

In this context, a positive self-image refers to you accepting yourself as worthy and capable of achieving good results. In whatever you try, you see problems as challenges that provoke you to try alternative in order to succeed.

POSITIVE SELF-IMAGE

In this context, a positive self-image refers to you accepting yourself as worthy and capable of achieving good results. In whatever you try, you see problems as challenges that provoke you to try alternatives in order to succeed.

A woman with a positive self-image

- * is sure and definite about her actions and responsibilities in the workplace
- * accepts criticism and responds to it accordingly
- * takes initiative in relevant situations
- * is a logical and critical thinker
- * efficiently reconciles the expectations of her various roles, for example, family, work and community
- * assesses situations in times of crisis.



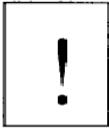
Assessment Task

SELF-ASSESSMENT ACTIVITY

Identify two possible contributory causes to each of the following:

(a) *Negative self-image*

(b) *Positive self-concept*



Important-take note!

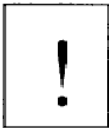
Please note that possible answers to this task are found at the end of the unit.



Practise Activity

PRACTICE ACTIVITY

You are conducting a workshop on the importance of having a positive self-image. Which points would you emphasise?



Important-take note!

Possible answers at the end of the Unit.



Summary

This unit has introduced you to a number of very important components of self-concept. They include:

- definition of self-image
- identification of your strengths and weaknesses
- perceived strengths and weaknesses of women in management
- characteristics of positive and negative self-image
- identifying your self-image
- translation of negative self-image to positive

The next unit will introduce you to how to manage yourself.



Reflection

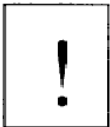
REFLECTION

In this unit you have been exposed to the concept of Self-image. You can have a negative or a positive image about yourself. Suppose a woman manager has a negative self-image, reflected on how you would assist her to become positive about her attributes:



Unit Test

- (a) In your own words, what do you understand by the term “self-image”?
- (b) How does the knowledge of strengths and weaknesses of women in management contribute towards effective management by women?



Important-take note!

Possible answers are included at the end of the Unit.

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

Self-image refers to one's knowing of self.

SELF EVALUATION ACTIVITY 2

Answers may vary from one manager to another. However, your answer could include some of the following points:

(a) <i>STRENGTHS</i>	(b) <i>WEAKNESSES</i>
* patient	* does not command respect but demands it
* motherly	* not consistent in treating colleagues
* committed to work	* not risk taking
* meticulous	* feels insecure and lacks confidence
* hard working	* lacks confidentiality
* forgiving	* dependent on males
* competitive	* rigid and sensitive in the sense that rules should be followed
* approachable	* not assertive enough.

SELF-ASSESSMENT ACTIVITY

(a) **Negative self-image**

- * regularly experiences failures
- * introvert or isolated by others; this limits the sharing of ideas with others
- * always ridiculed by others
- * fear of failure

(b) **Positive self-image**

- * regularly experiences success
- * extrovert or loved by others; always shares ideas with others
- * always supporting or supported by others
- * the need to venture into new avenues.

PRACTICE ACTIVITY

- Be responsible
- accept criticism
- logical in thinking and doing
- assertive
- assess situations.

Answers to Unit Test

- (a) Self-image refers to the self-concept of an individual. It can be defined as a picture of yourself in relation to others.

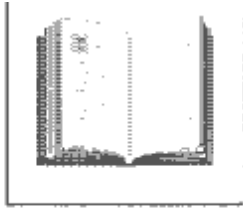
It is a general notion of your individuality of what you believe you are capable of doing.

- (b) It makes you aware of your strengths and weaknesses in relation to the perceived women's strengths and weaknesses. It also opens up opportunities of improving yourself through capitalizing on your strengths and striving towards achieving the strengths of successful women.

The awareness of perceived weaknesses of women in management helps you to avoid these and to eliminate or minimise those you might have.

UNIT 2: MANAGING YOURSELF

1. INTRODUCTION



Read Text

The preceding unit, entitled Self-Image, presented the essence of a positive self-image. It addressed the definition of self-image, strengths and weaknesses of women in Education Management and how they could improve their strengths.

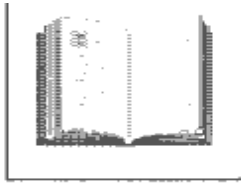
This unit introduces you to the concept of self-management. It focuses on the definition, the importance of motivation and discipline in self-management, the significance of sharing ideas in management and the need for professionalism. The unit further highlights the importance of respecting the rights of women in management, the need for you as a manager to know your own limitations and the importance of self-renewal through learning. It is only through tasks that you will be able to grow professionally.

2. OBJECTIVES

After working through this unit you should be able to:

- define self-management
- explain the importance of being organized
- discuss the importance of discipline in self-management
- discuss the importance of sharing ideas
- demonstrate professionalism in self-management
- convert yourself to be a learner so as to improve your self-management
- demonstrate the role of motivation in managing yourself
- identify rights and privileges of women in management
- state the limits in managing yourself.

CONTENT



Read Text

DEFINITION OF SELF-MANAGEMENT

Before you can manage other people, you need to know how to manage yourself. Self-management means that you control your ideas, feelings, actions, and your energy. You focus on common goals. Self-management means that you know your responsibilities, personality, individuality, interests and pleasures.

THE IMPORTANCE OF BEING ORGANIZED

Being organised can be defined as a process of making sure you are in control of your affairs. Managing yourself means you organize yourself. As a manager, you are expected to organize the activities of your institution so that you can achieve your goals. However, the way you help organize others will depend on the way you organize yourself.

Remember you are an individual. You are unique. Your institution or organisation is different from others. Factors that would therefore influence your organizing are :

- the family
- important dates
- emergencies

Self-organisation involves planning. Organizing yourself means manage your family. Make your family understand what your role as manager entails. You have to win the support of your family. Family support is very crucial for you to function effectively as a manager, just as family problems can adversely affect your performance.

Similarly you need to diarise important dates. As a manager you have to prepare for meetings and special events, not only for the organisation you are managing, but also for your family.

Managing yourself includes planning even for the unexpected. The question is: How would you plan for something you don't know? Bear in mind, that not everything will go as you have planned. You could have a family problem, which might prevent you from attending a very important meeting.

DISCIPLINE

As a manager you appreciate that self-management requires self-discipline.

Discipline requires that you exercise mental, physical and general control over yourself. It is about correcting your behaviour before you can correct other peoples' conduct. Discipline is about controlling your emotions.

You are part and parcel of a society. Your society has its own norms and standards. You know what is accepted of you by society. Your country has legislations and rules about what can and what can not be done by you. You use these laws, legislations and rules to correct your behaviour. In order to discipline yourself, you need to address some of the following:

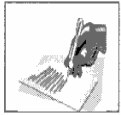
- conduct or behaviour
- use of your time
- position or role
- communication
- presentation.

Unlike others in society, it is important to remember that your position as a woman in management is not common. Your behaviour or conduct therefore means a lot to your subordinates. Your good behaviour will play an important role in your management by influencing others to behave likewise.

As a woman manager you will deal with many clients, often many who may not make appointments. There are also many demands on your time and you may have several roles to play. It is only through self-discipline as well as patience that you will be able to perform your duties admirably and with less intolerance.

As a woman in management, it is important that you display the expected leadership role because many people see you as their role model. Your success in your position means a lot to your subordinates or people. People will associate with you if you are disciplined. Effective communication is an integral part of your position.

Communication does not mean that as a manager, you are the only one to talk. You need to listen. Discipline means you don't say whatever you like at any given time. You need to know your audience and situation if you are to communicate effectively. Communication goes hand in hand with presentation of yourself. You as the manager, should present yourself in such a way that you portray a positive self-image. You should appear respectable and considerate at all times.



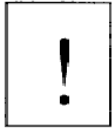
Self Evaluation

SELF-EVALUATION ACTIVITY 1

Let us consider the following scenario. You are the principal of an institution. Your daughter is a learner at your institution and you learn that she is pregnant. You are residing within the institution. The policy of the school is very clear:

- The case should be reported to management.
- The pregnant learner should leave the institution and only come back when she has delivered and is medically fit.

From the above case study how would you manage yourself as far as discipline is concerned?



Important-take note!

Possible answers are to be found at the end of the Unit.

SHARING

As a manager you are not alone. You are supervising other people. You are building a team. Part of your job is to divide the duties among your team members in order to attain common goal. The team shares different activities to reach a common goal. To manage yourself effectively, share your management duties. Remember that you are accountable for everything taking place in the organisation because of your position as a manager.

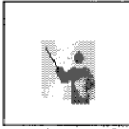
PROFESSIONALISM

As a manager in education, you require a high degree of professionalism. You need to have sufficient knowledge; skills and the right attitude that will help you discharge your managerial duties. Once you display commendable professionalism, your colleagues will respect you. Respect should be earned not demanded.

ALWAYS BE A LEARNER

As a manager you should always be a learner. A learner is constantly evaluated, assessed and examined. As a manager, old and young people surround you. Their opinions and ideas could be helpful. You are not the expert in everything. People are going to be critical of you. As a learner and the manager at the same time, you need to listen

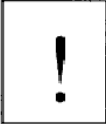
carefully, accept advice and make decisions accordingly. Talk to other successful managers and find out how they manage themselves.



Practise Activiy

PRACTICE ACTIVITY

As a manager, you mix with many types of people. Who could be your mentors in your career as a manager?



Important-take note!

Possible answers are to be found at the end of the Unit.

MOTIVATION

Motivation means you stimulate the interest of a person to the extent that the person shows willingness to undertake an activity. As a manager, motivation is one of your most important duties. You have to inspire, encourage and persuade your colleagues to work to their full potential. Motivation starts with you. You have to motivate yourself before you motivate others. It is vital that you engage in the following:

- attend workshops
- accept yourself
- empower yourself
- swot analysis

Everyday you learn new things in management. By attending workshops you not only learn new things but, you also empower yourself. This helps you to develop.

Remember, you are a woman in management who has unique skills and experiences, which have made you what you are. These are the skills and experiences that will help you to manage yourself. When motivating yourself, remember that you are supported by the Bill of Rights.

RIGHTS AND PRIVILEGES

A right is what you are legally entitled to by virtue of being a human being. The South African Constitution (Act 108 of 1996) in this case also gives you rights as a woman. In managing yourself you must know your rights. You must also know your privileges. A privilege is what you are not entitled to, but are given for humanitarian reasons. A giver can withdraw privileges (as opposed to rights) at any time. To know your rights and privileges means you have self-confidence, which is very important in managing yourself. You must know that as a woman in management you are equal to all other

people, that are holding the same positions. Don't have fear when dealing with people under your guidance, whether they are male or female.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

From the definitions of rights and privileges can you give examples of (a) rights? and (b) privileges:

(a) **RIGHTS**

*

*

*

*

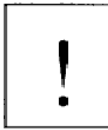
(b) **PRIVILEGES**

*

*

*

*



Important-take note!

Possible answers are to be found at the end of the Unit.

LIMITATIONS

You as a manager, have both rights and privileges. In exercising your rights and privileges you can be restricted by various limitations. These restrictions can be mental or physical depending on the following factors:

- historical background
- culture
- sex
- gender.

As a woman in management, you have previously been restricted by the policies of the Government. You no longer have these restrictions. The present constitution allows you to be appointed to any management position. Remember you are competing with people who were in the past advantaged. Don't under-estimate yourself. Make full use of the opportunity of being a manager.

Your culture always reminds you about your gender and sex. Culture is about customs and beliefs. Your customs will always remind you that you are a female.



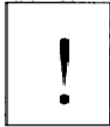
Assessment Task

SELF-ASSESSMENT ACTIVITY

Let us say you were involved in the situation given below:

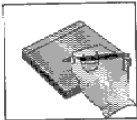
You are a manager of a school. You have to attend a special workshop. Your husband does not want to baby-sit.

- (a) Why do you think your husband refuses to baby-sit? (Consider your limitation as a woman in management).
- (b) What can you do in this situation to succeed in both roles, that is, at home and workplace?



Important-take note!

Possible answers are to be found at the end of the lesson.



Summary

SUMMARY

This unit has introduced you to a number of factors that help you to manage yourself better. You have read how you can use motivation and discipline in managing yourself. You have been shown the importance of organizing yourself, professionalism and managing successfully. You have been introduced to your rights and limitations and shown how to overcome them to realise your full potential.

Your full potential will be only realized if you develop yourself. Hence the next unit deals with self-development.



Reflection

REFLECTION

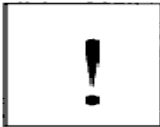
In the light of what you have read in this unit, reflect on how you can improve yourself as a manager.



Unit Test

UNIT TEST

- (a) In your own words define self-management.
- (b) How can you describe a disciplined manager?
- (c) What is the role of self-organisation in managing yourself?
- (d) How would you be successful in managing yourself, irrespective of the limits in your society?



Important-note!

Possible answers are included at the end of the Unit.

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

You should follow the school policy. Report your daughter to the management. Your daughter should leave the school and come back when she is well, like any other learner.

PRACTICE ACTIVITY

role models

advisors (old and young)

managers

SELF-EVALUATION ACTIVITY 2

(a) **RIGHTS**

Life
Equality
Shelter
Education
Salary

(b) **PRIVILEGES**

bonus
leave with pay
stop order facility
medical aid
housing allowance

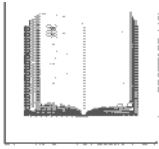
SELF-ASSESSMENT ACTIVITY

- (a) Taking into consideration the historical background, certain duties were meant only for women, especially baby-sitting. Even culture tends to be prescriptive about who should perform certain duties.
- (b) You can hire a baby-sitter, take the baby to a friend or your family and then attend the workshop. At home, you need to explain your role to your husband and the way you perceive his behavior. You need to clarify your expectations to him; discuss these issues with him.

ANSWERS TO THE UNIT TEST

- (a) Self-management means you control your ideas, activities, and feelings, with the aim of achieving a common goal.
- (b) A disciplined manager is one who controls his or her emotions, actions, one who communicates effectively, with the ultimate aim of achieving desired goals.
- (c) It means that you can prepare, plan and manage yourself better.
- (d) Know the factors contributing to your limitations, for example, culture, gender and sex. You must know that you can overcome limitations and become an effective manager.

UNIT 3: SELF-DEVELOPMENT



[Read Text](#)

INTRODUCTION

In the previous units on self-image and managing yourself, you were made aware of how important the two concepts are to a woman in an education management position. It was also made clear that to be an effective manager, you should have a positive self- image and be able to manage yourself, before you succeed in managing others.

With the changes in the education system and your multi-faceted roles as a woman, it is imperative that you are well informed, up-to-date and able to adjust to changes, and different situations. To do this, you need to be capacitated, so that you are not an underachieving manager. Therefore, you should be exposed to opportunities available.

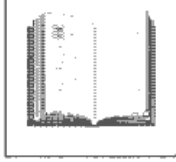
This unit intends to help you to recognize the importance of self-development in order for you to become a successful manager. The unit will look at the definition of self-development, the need for your self-development, perceived malpractices or unethical deeds, strategies for self-development and the characteristics of a professional manager.

OBJECTIVES

After working through this unit, you should be able to:

- define self-development
- discuss the need for your self-development
- identify some of the perceived malpractices of managers
- discuss strategies or ways for self development
- state characteristics of a professional manager

UNIT CONTENT



Read Text

DEFINITION OF SELF-DEVELOPMENT

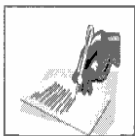
As a woman in management, you need to know the meaning of self-development. It refers to an act of developing oneself, the on-going process of personal development, growth or improvement. You should be developed in all the spheres of your life. As a manager, your shortcomings may result in underachieving your goals. It is important that you take opportunities for self-development as your job demands. It is also important not to forget that you are part and parcel of a society and that your self-development should not turn you into a social misfit.

Your personal and intellectual growth is important. As a woman in management, you should be equipped with the necessary knowledge and skills required by your position.

NEED FOR SELF-DEVELOPMENT

It is a known fact that in our country and in the Education sector, there are still fewer women than men in managerial positions. As a woman in management or as someone aspiring to be in a management position, you need develop yourself in order to be able to:

- fit into specific career patterns
- develop new managerial skills
- cope with changes as an individual in an organization.



Self Evaluation

SELF-EVALUATION ACTIVITY 1

From your experiences as a woman in management, list some unethical deeds that are sometimes conducted by managers.



Important-take note!

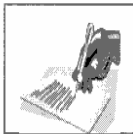
Possible answers are at the end of this unit.

PERCEIVED MALPRACTICES OR UNETHICAL DEEDS

As you have listed some unethical behaviours, how would you compare yourself with the following perceived malpractices of managers:

- misappropriation of funds
- questionable recruitment procedures
- inefficiency resulting from lack of induction
- favoritism
- poor performance
- poor delivery of services.

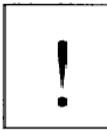
You need self-development to enable you to develop strategies for coping with such malpractices.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

Have you encountered a management crisis, which needed some skills which you felt you did not have? Identify the crisis and relevant skills required.



Important-take note!

Possible answers are at the end of the unit

STRATEGIES FOR SELF-DEVELOPMENT

In unit 1, you saw how your weaknesses contribute negatively to your self-concept and your performance as a manager.

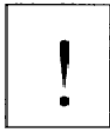
The following are some of the strategies that may help you in overcoming your weaknesses:

- Development of the inner being: this is your self-image. You should believe in yourself, be assertive and take charge of your life. This will help you succeed as a manager. Phelps and Austin (1992: 79) say, “When you make a commitment to being assertive from the inside out, the depth and strength of your commitment will earn you the reputation of a winner”. You are in management because of your ability, therefore you deserve to succeed.
- Induction workshops: You may be newly appointed or you may already be in management. Know your job description and the responsibilities involved. Attend induction workshops. Ignorance is no excuse for poor performance in your work.
- Networking and consultation. As a woman in management, you need a lot of information as you perform your duties. Use women and men who are your role models in management. Share ideas and experiences, others have a lot to offer. There are people with expertise, whom you need. Consult them. You should also consult the people you work with; this will also help in bringing about good relations and make them feel a part of the team. They will let you know how you manage and this will help you in your self-development.
- Read widely. When you read widely, you will be up to date with current developments in education, which you should be familiar with as a manager. Do not forget that the legislation and regulations dealing with your section are there for you to read and implement. For example, as a woman and as one in management, you should know your rights and responsibilities. Your subordinates may be well informed on their rights, so do not be found wanting.
- Recreation: you work hard, and therefore need to relax. Working around the clock will not make you a better manager. Keep your body and mind fit to avoid stress. The demands of your work should not infringe on your relaxation time and on your health.
- Workshops and seminars. You are in management. You need to come to grips with your work. Attending workshops and seminars makes you fulfil your duties. You need skills, for example in the case of managing funds, so that you do not find yourself in cases of unintended misappropriation of funds. You may also attend Labour Relations Act workshops and many others for personal and professional development.
- Be disciplined: Self-discipline is part of self-development. Avoid cases in which your moral values are found wanting. In your dealings with people around you, you should show respect, trust and love. Be fair and treat people as individuals and colleagues.



Assessment Task

You have assumed duties as a manager of an educational institution. What strategies can you use for self-development?



Important-take note!

Possible answers will be found at the end of this unit.



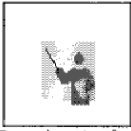
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CHARACTERISTICS OF A PROFESSIONAL MANAGER

You are a professional manager. You subscribe to professional behaviour that revolves around discipline and competence. It entails the following:

- Good human relationships. As a manager you should improve and promote good human relations. It is your responsibility to bring peace when there is conflict. Mutual respect and trust in the workplace promotes better performance. You should encourage participation of your subordinates in planning, sharing ideas and in the work itself. You should be a model of good human relationship, so that whenever or wherever you give advice, it is accepted.
- You should never forget to practice what you preach. As a manager; allocate time for work, meetings, seminars and workshops. Discourage unnecessary absenteeism.
- You must strive for the achievement of your goals in education. Be competent in financial matters. Constantly acquire managerial skills that will assist you to function effectively.

- A healthy working environment is a prerequisite for better performance. As a manager, you should promote a conducive environment. We often hear of “Safe Schools” where there is no sexual harassment, violence or use of drugs.



Practise Activity

PRACTICE ACTIVITY

As a manager, it was said that you gossiped about one of your subordinates who later got to know about it. How can self-development play an important role in handling this situation?



Important-note!

Please note that possible answers are found at the end of the unit.

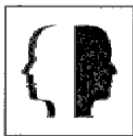


Summary

SUMMARY

A woman in a management position needs self or personal development. You have been aware of some cases of poor management that occurs when a manager is not exposed to self-development opportunities. Some of the many strategies for self-development have also been dealt with. These strategies may help you to attain the qualities of a professional manager.

The next unit links up self-development with self-confidence.



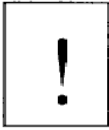
Reflection

REFLECTION

You have been a manager for some time now and have taken or implemented various decisions. Now that you have been exposed to self-development discussions, reflect upon the aspects of your management that you would want to improve.

UNIT TEST

- a) Define self-development
- b) How can you promote good human relations among your staff?



Important-take note!

Possible answers are at the end of this unit.

SUGGESTED ANSWERS FOR UNIT ACTIVITIES

SELF EVALUATION ACTIVITY 3.1

- Nepotism
- Favouritism
- Fraud
- Incapacity
- Lack of guidance

SELF EVALUATION ACTIVITY 3.2

Answers may vary. However, some of the following crises could include:

- Boycotts/strikes
- “Go slows”
- Demonstrations
- Grievances
- Misconduct case
- Disobedience and lack of co-operation.

Some skills

- Determine the cause of dissatisfaction
- Be prepared to listen to complaints
- Satisfy the aggrieved by respecting their rights.
- If the matter of discontent is beyond your competence or power, inform your superiors.
- If the complaints or dissatisfaction is about you as a manager, the matter must be sent to the immediate higher authority.
- Always keep records of the matter.

SELF ASSESSMENT ACTIVITY

- Avail myself to induction workshops.
- Network and consult
- Read widely
- Attend seminars and workshops.

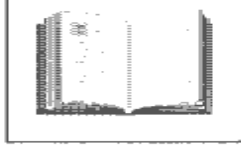
PRACTICE ACTIVITY

- Call the person to your office
 - Explain how the matter or issue, was discussed.
 - Own up and admit your part in the matter.
 - Apologize.
-
- Request the presence of the person you to and explain everything that has been discussed.
 - Allow them to respond.

UNIT TEST

- (a) Self development refers to the development of the inner being, that is, the self. It also means personal development or growth, which helps one to perform successfully.
- (b)* Be consistent in dealing with your colleagues.
- * Manage conflict by being open, fair and just.
- * Encourage openness, participation and sharing of ideas
- * Encourage mutual respect and trust.

UNIT 4: SELF-CONFIDENCE



Read Text

INTRODUCTION

The previous units dealt with self-image, managing yourself and self-development. We have seen how each one of us portrays a unique self through one's self-image. The self-image was also shown to be shaped by one's experiences. For example, a person who usually succeeds, tends to develop a positive self-image. A person who usually experiences failure and non-acceptance tends to have a negative self-image concept. The unit also exposes us to self-development and self-management.

This unit however aims at discussing the importance of having confidence in yourself. It is this confidence that is vital to self-development and a positive self-image.

This unit introduces you to the importance of self-confidence by looking at:

- definition of self-confidence
- role played by socialization in the development of self-confidence
- contributory factors
- effects of self-confidence.

For the purpose of this unit, the importance of having confidence in yourself is regularly emphasised.

OBJECTIVES

At the end of this unit, you should be able to:

- identify the factors that contribute to your self-confidence
- explain what you need to do to improve your self-confidence
- demonstrate how self-confidence can help you as a manager.



Read Text

CONTENT

DEFINITION OF SELF-CONFIDENCE

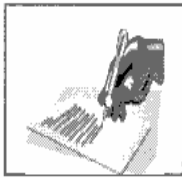
Self-confidence implies the faith and firm trust that you build in yourself. This faith and trust encourages you to try things out, without any fear of failure. It is this faith or trust that tells you that whatever failures you encounter, you should view as challenges to encourage you to try alternatives.

ROLE PLAYED BY SOCIALIZATION IN THE DEVELOPMENT OF SELF-CONFIDENCE

Individuals are members of society and as such, need to be socialized into the culture and expectations of their societies.

In most societies, the socialisation of women tends to lead to the following perceptions:

- Women are perceived as weak and delicate. Accordingly, they deserve to be protected by men.
- Women are expected to play a supportive role to men. Women who do not, or those who behave like men, are usually regarded as misfits.
- Women are expected to be soft-spoken and to behave like ladies. This inhibits assertiveness.

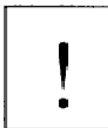


Self Evaluation

SELF-EVALUATION ACTIVITY 1

Identify factors of socialization that positively affect women's self-confidence.

- _____
- _____
- _____
- _____



Important-take note!

Possible factors are provided at the end of the unit.



Read Text

FACTORS THAT CONTRIBUTE TO YOUR SELF-CONFIDENCE

As you have learnt that gender, that is, the social construct of what it is to be female or male, affects self-confidence, you need to know how you can positively contribute to your own self-confidence.

The main differences between females and males are based on sex, that is, biological differences. One's sex has nothing to do with how one thinks, feels and perceives things. Your self-confidence is not necessarily determined by your sex but by how you were brought up.

Here are some of the factors that help build your self-confidence:

- know that your mental potential is relatively equal to all people, regardless of gender.
- know that you can possibly do anything in this world, your will power is the key.
- breakdown whatever task you are to do into smaller manageable units. It is easier to successfully complete a smaller unit. Success breeds success and leads to self-confidence.
- be assertive and stand up for your rights. In so doing, respect the integrity of others so that they respect yours. Remember, being assertive is not being aggressive.
- read widely and deeply on various areas of knowledge, so as to be up to date with current issues. Do not confine your interest to your area of specialization.
- take some initiative in various programmes.
- speak with confidence.

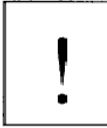


Assessment Task

SELF-ASSESSMENT ACTIVITY

Identify factors that contribute to your lack of self-confidence.

- _____
- _____
- _____



Important-take note!

Further points on factors that build self-confidence will be found at the end of this unit.

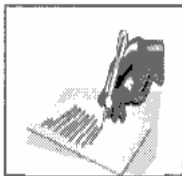


Read Text

EFFECTS OF SELF-CONFIDENCE ON YOUR POSITION AS A MANAGER

You have now seen that your upbringing and your immediate environment contributes a great deal to your self-confidence. Your gender also affects this confidence.

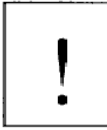
Self-confidence positively affects your role as a manager. Believing in yourself determines the quality and pace of your management.



Self Evaluation

SELF EVALUATION ACTIVITY 2

- (a) In your own words, define self-confidence.
- (b) What is the difference between gender and sex?
- (c) What is management?



Important-take note!

Possible answers to these activities are found at the end of this unit.

A manager who has confidence in herself usually:

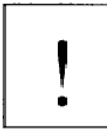
- believes in herself and in others (this promotes teamwork).
- knows her strengths and weaknesses (this promotes her further development).
- takes initiative and calculated risks (this is part of exploration and widening of one's horizon).
- is not easily threatened by colleagues, even if they might be highly qualified compared to her.
- uses foresight effectively.



Practise Activity

PRACTICE ACTIVITY

How can you help fellow managers who appear to have no self-confidence?



Important-take note!

Possible answers to the Practice Activity are at the end of this unit.



Summary

SUMMARY

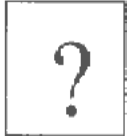
This unit discusses the importance of self-confidence and socialization as well as its effects on you as a manager. A road was opened for you to map out the development of your self-confidence, the role played by socialization and the factors that contribute to your self-confidence. In developing your self-confidence, you need skills. In the next unit, the importance of being skilful is discussed.



Reflection

REFLECTION

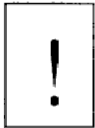
Imagine that there is a vacant Director's post in Transformation and Gender Equity. In terms of self-confidence, reflect upon what type of people would be ideal candidates and why.



Unit Test

UNIT TEST

- What effect does your constant negative feedback have on your colleagues' self-confidence?
- It is important to give the same treatment educationally to baby boys and girls. How does the same treatment affect their self-confidence in this context?



Important-take note!

Suggested answers to this activity are at the end of this unit

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

- Family support and support of friends.
- Empowerment through studying and workshops.
- Past experiences with success.
- Positive self-concept.

SELF-ASSESSMENT ACTIVITY

- Final decisions in most cultures are taken by men (as heads of families)

- Certain cultures prohibit women from owning property, they treat women as “minors”.
- “Gender” has encouraged males to undermine females.
- Females were socialized (in most cases) to cry out for help when meeting problems.

SELF-EVALUATION ACTIVITY 2

- ‘Self-confidence’ implies the belief you have in yourself as a person.
- Sex refers to biological differences that females and males have.
- Gender refers to social construction of what being a male or female entails. In most communities, the potential of women in management and leadership positions is deliberately underdeveloped.
- Management implies a process of getting things done through deliberate planning, control, supervision and other sub-processes.

PRACTICE ACTIVITY

- Discuss how you as an individual, feel about yourself, especially in relation to the expectations of your position.
- Discuss the ideal characteristics of managers in your area of management and compare your characteristics to these ideal characteristics of other managers.
- Discuss the self and the importance of self-confidence.
- Let individuals share ideas on how each intends improving her self-confidence.

UNIT TEST

- Constant negative feedback:
 - it continuously erodes one’s ego and trust in oneself
 - it makes colleagues feel worthless, hence low work morale
 - low self-confidence.
- Same treatment
 - boys and girls grow up knowing that they experience equity in terms of potential and access to opportunities
 - girls learn to believe in themselves
 - their self-confidence is maintained at a high level.

UNIT 5: BEING SKILFUL IN MANAGEMENT



Read Text

INTRODUCTION

In the previous unit, self-confidence was discussed. It was said a successful manager needs self-confidence which is built by the skills you may have.

This unit introduces you to the essence of being skilful as a woman in management. The unit will further remind you of the previous units, as skill development will depend on how you accept yourself (self-image), manage yourself and become self-confident.

The unit will further look at how best you can be skilful by looking at the following:

- definition of the term “skilful”
- performance
- transference of skills (integration of family and workplace skills)
- assessment and evaluation
- development of skills
- prioritizing your roles
- the importance of effective planning

The unit intends to help you understand the significance of being skilful in self-management.

- **OBJECTIVES**

After working through this unit, you should be able to:

- define the concept “skilful management”
- describe performance
- discuss some measures to integrate family and workplace skills
- discuss the importance of self-assessment and self-development
- explain the role of skilful planning in self-management
- generate a sense of prioritizing as essential to being skilful.

By the end of the unit you should be able to identify your skills, assess and develop them as part of self-management. You should be able to demonstrate the importance of being skilful as part of effective management.

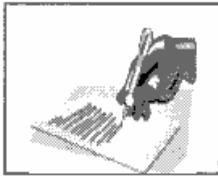
CONTENT



Read Text

DEFINITION OF SKILFUL

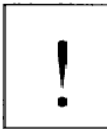
Skilful means, you have acquired expertise, technique or the know-how, either through education or training. You are a woman in management because you are skilful in self-management. As such, you are skilful in guiding, counseling, training, controlling or supervising the activities of your team. Before you assess how skilful your team is, look at your self-management skills. Are you skilful enough in self-management? Do you need any further development? Can you plan successfully? Even if your answer is yes, there is always a need for improvement.



Self Evaluation

SELF EVALUATION ACTIVITY 1

You have read the definition of skilful. As a woman manager which areas would you say require you to be skilful?



Important-take note!

Possible answers will be found at the end of this unit.



Read Text

PERFORMANCE

Self-management requires you to be skilful in your performance. Performance means to carry out the task or duties assigned to you. As a woman manager your performance will be measured by how skilful you are in managing.

Remember your performance does not only involve your skills in the workplace, it also tests your skills at home.

You have the basic skill of knowing which and how tasks are carried out. You need special skills to perform as a manager. You should be skilful in overcoming the barriers that are hindering your performance, especially as a woman manager. These barriers have a significant impact on your performance as they also undermine your self-management. These barriers include the following:

- being a female
- mother
- guardian

You are already special and skilful as you are one of the few women in management. You must therefore use your skills and acquire more, to fight the notion that you cannot perform up to standard as you have many roles to play.

Your skillfulness in your performance is also measured by how well you integrate your skills.

INTEGRATION OF FAMILY AND WORKPLACE SKILLS

Self-management cannot be isolated from family and subordinates. Your family as well as your team in the workplace are distinctly guided and controlled by you. You use skills in managing both your family and your team. Some of your responsibilities include:

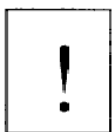
- solving problems
- caring and loving your family
- communicating clearly and effectively with all
- guiding and supporting your family and team
- integrating family and workplace management skills.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

As a woman manager, in which situations would you transfer family skills to the workplace?



Important-take note!

Possible answers are to be found at the end of this unit.

ASSESSMENT AND EVALUATION OF YOUR MANAGEMENT SKILLS

It is very important for you as a manager to assess your management skills. Assessment means to check the expertise or potential you have. Contextually refers to your skills. Through implementation or application, you can assess your skills. At the same time you can also evaluate your skills, that is, you finding out, how far you can use such skills. The assessment and evaluation of your skills will help you to achieve goals in management. You also need to therefore develop skills in assessing and evaluating. You must know how to assess and evaluate yourself. Remember, any lack of skills at home or in the workplace will lead to the reduction of your self-confidence. You cannot manage yourself effectively if you lack self-confidence.

Having assigned and evaluated your skills, you need to develop them.

DEVELOPMENT OF SKILLFULNESS

You may say you are skillful enough, so why do you need development? Development means, you bring skills to an active state. Remember, different situations need different skills. These varying skills may therefore require special development.

You can become skillful through:

- staff development
- in-service training
- workshops
- seminars
- management meetings

You may utilize any of the above development activities to develop your staff. The feedback that you get from the participants at the end of the day(s) or week assists you to evaluate, improve and grow as a manager.

As a manager, you frequently hold meetings. There could be formal or informal meetings. You should be skilful in handling arguments. Remember, people will disagree. As a leader or manager, you should be tactful. You need to control your emotions as well as personal attacks, that are directed to you. At the end you need to take a decision, since you are accountable. At the same time you need to get co-operation from your team. Being yourself and how you are skilful, will determine the amount of co-operation and support from your staff. You can enhance your skills by attending relevant in-service training.

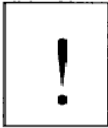
In-service training is the type of development enhancing your skills and knowledge on your field of work. It is characterized by the fact that people are already qualified, are already in service. It provides an opportunity for participation to engage in the

improvement of programmes; for example, teaching or lecturing programmes and management.



Assessment Task

As a woman in management, how can in-service training help you to improve your skills in self-management?



Important-take note!

Possible answers are found at the end of the unit.

PRIORITISING YOUR ROLES

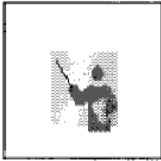
You are a woman manager, and therefore have various roles to play. You are the mother, wife, girlfriend, single parent, a community member, religious leader, and have a very tight schedule. You need to manage all these roles effectively and efficiently. Hence, you definitely have to arrange your roles in order of importance, practicability and context; that is, prioritizing.

The skills emanating from your experience and knowledge of self should assist you in prioritizing properly. The purpose of prioritizing is executing each role without neglecting others. (Essence prioritizing). All the roles need planning.

PLANNING

Planning means forming a detailed method by which a thing is to be done. You need a method to manage your roles towards self-management. You need to plan for short-term, medium-term and long-term goals.

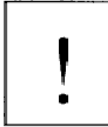
Your plan should be dynamic and not static, that is; it must be adaptable and flexible to accommodate emergencies and incidents. Your plan should be towards the realization of your goals. You should be skilful in planning, so that you can achieve your goals. Achieving your goals, means you are managing yourself effectively and efficiently.



Practise Activity

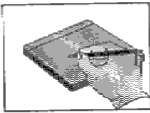
PRACTICE ACTIVITY

Prepare a plan for a normal working day, prioritizing your various roles as a woman in management.



Important-take note!

Possible answers are to be found at the end of this unit.



Summary

SUMMARY

This unit has helped you to understand the definition of the term “skilful”. You have learnt how a woman manager can be skillful in her multi-faceted roles. Some ideas were also included on how the necessary skills can be developed to manage yourself effectively and efficiently.

The next unit will help you to understand how resources could be managed to achieve the mission of your organisation.



Reflection

REFLECTION

The unit has presented various areas where your managerial skills are needed. You were also shown how these skills are developed.

Reflect on the type of skill (s) you require in managing your organisation, especially where, there is a scarcity of human resources.



Unit Test

- (a) Define in your own words the following concepts:
- skilful
 - priority
 - planning
 - development
- (b) You have been requested by your section at work to deliver an address on THE IMPORTANCE OF BEING SKILFUL IN SELF-MANAGEMENT. Which ideas would you consider in your address?

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF-EVALUATION ACTIVITY 1

- Supervising
- Controlling
- Guiding
- Counselling

SELF-EVALUATION ACTIVITY 2

- Applying disciplinary procedure
- Guiding and counselling
- Solving problems
- Attending to complaints or grievances
- Training
- Communication

SELF-ASSESSMENT ACTIVITY

- Latest developments in management
- Opportunity of updating your management programmes.
- Sharing information, experiences, and knowledge with relevant people.

PRACTICAL ACTIVITY

5H30-7H00	Personal and family care.
7H00-7H45	Transport to work and arrival
7H45-8H00	Reporting, check my diary
8H00-10H00	Check and sign documents, confirmations, urgent administrative work, specific incidents.
10H00-10H15	Tea
10H15-12H45	Planning control related matters, appointments
12H45-13H45	Lunch
13H45-16H00	Evaluation and assessment of the day preplanning
16H15	Departure

UNIT TEST ANSWERS

- (a) Skillful means having or showing skills, proficiency and capability.
Priority is something very urgent and important
Planning is an identification and anticipation of reaching objectives
Development is improvement from what you are to a better person
- (b) Performance
Integration of skills
Assessment and evaluation
Development

Prioritizing
Planning

UNIT 6

RESOURCE MANAGEMENT

INTRODUCTION



Read Text

In the previous unit we looked at the essence of being a skilful manager. This unit will introduce you to resource management which is one of your duties as a manager. As such, you are expected to use resources skillfully and effectively.

This unit is also going to help you to understand the definition, purpose and types of resources. Your functions as a manager will be discussed. The types of skills you need to manage resources and the way you control these go hand in hand and will be clarified in this unit.

OBJECTIVES

After working through this unit you should be able to:

- define resources
- discuss the purpose of managing resources
- identify and explain types of resources
- explain the management of resources at your institution
- describe skills needed to manage resources

By the end of this unit you should therefore be able to understand the importance of resources and how their availability makes management easier, more efficient and effective.

CONTENT

DEFINITION OF RESOURCES

Resources can be defined as means available to achieve the end or to fulfill a function. Resources are necessary to help you function effectively.

PURPOSE

Resources are part and parcel of your self-management tools. As a manager, you are trying to fulfill the vision of the organisation. To realize this vision you need resources. The purpose of these resources is to form a support structure, so that your duties can be made easier. There are different types of resources.

TYPES OF RESOURCES

Types of resources are classified as follows:

- Human resources
- Financial resources
- Physical resources
- Information resources
- Time as a resource.

Human Resources as a type of resource is based on employment relationships, that is, employer–employee relationship. People employed form a labour force. You are part and parcel of this labour force. However, you as a woman in management are different from the rest of the manpower. You are the woman who is supervising, controlling, organizing, guiding and leading the team. Your team is your personnel or staff. This forms your internal human resources. Your staff is important in supporting you as a manager. You are managing people because you are guiding them to achieve a certain goal. The way you manage people will determine how far you can achieve success.

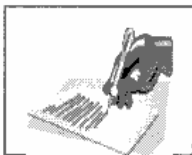
In dealing with human resources, you will be engaged in both internal and external relations. Internal relations refer to your day-to-day engagements with human resources at your work place. External relations apply to your dealings with the human resources that are external to your organisation, but contribute to your management. These relations need your sound management as well.

Finance is another important resource. In this context, finance means money that is spent to support you or your organisation in executing your purpose.

Physical resources are material structures, for example, buildings, land, vehicles and equipment. **Equipment** is crucial in processing and communicating information. Computers, tape recorders, television sets, photocopiers are examples of such equipment.

As a manager, you have access to information and a duty to disseminate it. Information is therefore an important resource. Information dissemination in the form of books, magazines, newspapers is important.

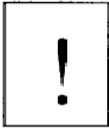
Time is a natural resource that is equally available to everyone. However, as a manager you have the task to manage it effectively and efficiently in terms of your goals and those of your organisation.



Self Evaluation

SELF EVALUATION ACTIVITY 1

From the definition of Financial Resources, could you give four examples of these?



Important-take note!

Note that possible answers are found at the end of the unit.



Read Text

MANAGEMENT OF RESOURCES

Management functions include among other things, control of resources. These can be controlled through:

- planning
- organizing
- decision making
- leading
- monitoring.

As a manager, you need to plan how to obtain and utilize the resources. Organizing involves your identification of the tasks to be carried out, classification and allocation of these tasks to the relevant staff members.

You need to decide which resources are required to accomplish the mission of your organisation. Decision-making is a very important factor in managing yourself, in the

sense that you need to make decisions about the resources of your organisation. Decision-making is influenced by the availability of resources in general.

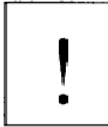
Setting an example in the use and conservation of resources further directs and motivates your staff. It leads them to value the resources. Monitoring refers to the control of resources to ensure the accomplishment of the organization's mission.



Assessment Task

SELFASSESSMENT ACTIVITY

As a woman manager, how do you control the way in which your staff attends to their day-to-day courses work schedule or duties.



Important-take note!

Please note that possible answers are provided at the end of this unit.



Read Text

SKILLS TO MANAGE RESOURCES

As a woman in management, you are aware that resources assist you to accomplish your mission and that of your organisation. However, it cannot be denied that resources are generally scarce, and need to be supplemented. Sometimes, they have to be reviewed and when necessary, expanded or even replaced. Expansion, repair and replacement of resources can be very costly. Hence, you as a manager need to control resources effectively and efficiently. You therefore need to be skilful in resource management.

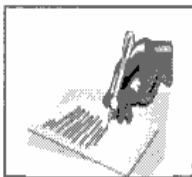
You should use different skills in order to manage different resources. Your financial resources are very important in that they form the backbone of your organisation. Where there is no finance, there is no organisation. You need to be very careful when dealing with financial resources, you should therefore spend sparingly. You need to create a balance between income and expenditure by keeping proper records. Remember, that the budget that you have, should be maintained for the allocated period. Do proper planning by prioritizing the needs of your organisation, for example, know which equipment to buy, where and the cost thereof. Get quotations that will enable you to compare prices.

Human resources certainly need your self-management skills. Your team is made up of different people with different expertise. You need to utilize their skills effectively. Your self-concept is very important. Team members should be comfortable and satisfied with what you do. Give your team members specific roles where they will perform to their full potential. You need skills to commit and motivate your staff. Their performance needs to be evaluated regularly. If their performance is poor, then you, as a manager, needs to guide, counsel, train or develop your team.

Your physical resources and equipment need your special attention as a woman manager. Teach all your stakeholders to accept ownership of the physical resources and equipment. They need to understand the importance of proper maintenance of equipment.

Dissemination of information in an organisation plays a vital role in labour peace. Your team needs to know all new developments about their organisation. Transparency is the key in good employment relationships. Grievance and disciplinary procedures should be known by your team or staff members. Disciplinary procedures should be managed in such a way, that it is not used as a punitive measure (punishment), but for correcting behaviour. You should provide and explain information to your team, so that they will be empowered.

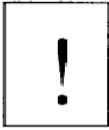
Time is also a resource. As a woman in management, you have various roles to play. You have a family which needs your time, your organisation also needs you, so, self-management means time management. Time is a scarce commodity to most. You need to be skilful in managing your time. Time managing depends on your proper planning and prioritizing. You, as a manager, should delegate in order to save time and to use your team's expertise. Even if you have delegated, you need to set time frames that are appropriate for the task that is to be performed. Your time can be saved through proper use of telecommunication resources. Remember that proper planning leads to proper consultation. This helps to save time. When you manage your time effectively, you are capable of sparing time for personal care and for socialization, both of which are important parts of your self-management.



Self Evaluation

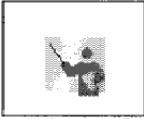
SELF-EVALUATION ACTIVITY 2

What do you take into consideration when managing financial resources?



Important-take note!

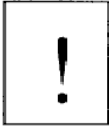
Possible answers are at the end of the unit.



Practise Activiy

PRACTICE ACTIVITY

You have a limited budget of R200 for a one day function that will be attended by 50 guests. You have to provide refreshments, drum majorettes' attire, posters and other necessities. Show how you will utilize self-management skills to manage these resources effectively.



Important-take note!

Possible answers are at the end of this unit.



Summary

SUMMARY

This unit has introduced you to the management of different resources. You were made to realize that resources are different and often scarce. The skill to manage and control resources was emphasized. Finally, you were made aware that your effective

management will depend on the availability of resources and how skilfully and effectively you can manage them.



Reflection

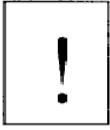
REFLECTION

You are a woman in management. The subsidy your school is given has been reduced this year. Now reflect on how you will maintain the quality of work you have been doing, using the available budget and resources.



Unit Test

- (a) Define resources.
- (b) List five types of resources.
- (c) You have recently been appointed as a manager in your organisation, where resources are scarce. How will you utilize these resources to achieve the mission of your organisation?



Important-take note!

Possible answers are to be found at the end of this unit.

POSSIBLE ANSWERS

SELF EVALUATION ACTIVITY 1

- (a) Subsidy
- (b) Donation
- (c) Sponsorship
- (d) Annual fees

SELF ASSESSMENT ACTIVITY

- (a) Signing of time books.

- (b) Applying disciplinary measures, where necessary.
- (c) Supervision of for example, educators' record books and their performance, learners' books.
- (d) Effective communication channels.
- (e) Resolving conflicts.

SELF EVALUATION ACTIVITY 2

- (a) Keep proper financial records.
- (b) Maintain the budget.
- (c) Plan properly or budget accordingly.
- (d) Spend sparingly.
- (e) Request for quotations before buying.

PRACTICE ACTIVITY

Different answers can be given, below is one example of what could be done:

- 50 guests and 13 drum majorettes.
- Drum majorette's attire-crinkle and chart paper.
- Posters-wax crayons and chart paper
- Catering –homemade scones, powdered milk, sugar and tea bags.

UNIT TEST ANSWERS

- (a) Resources are means available to achieve the end. These include:
 - Financial resources.
 - Physical resources and equipment
 - Information resource
 - Human Resources
 - Time as a resource.

- (c) Answers will vary, but you will have to consider:
 - Planning
 - Organizing
 - Leading
 - Make decisions
 - Monitoring

UNIT 7: SETTING PERSONAL GOALS



Read Text

- **INTRODUCTION**

The previous unit has discussed how the effective management of resources is a skill you vitally need as a manager.

This unit will remind you about other units in self management, for example, self -image, skillfulness, self- confidence, self-development and managing resources.

Setting your goals will be determined by how you view yourself. The exercise of setting goals requires relevant skills and confidence in what you are doing. Goal setting requires utilization of the available resources. Setting goals is part of development.

This unit also introduces you to the definitions and types of goals. It also attempts to explain the purpose of goal setting. It further covers possible strategies for setting of goals and evaluation of your goals.

- **OBJECTIVES**

After working through this unit, you should be able to:

- define a goal
- explain the purpose of goal setting
- illustrate the difference between short-term, medium-term and long-term goals
- identify strategies for setting goals
- explain how you would evaluate your goals.

After you have evaluated your goals, this unit will help you to be effective and productive in self-management.

CONTENT

DEFINITION OF GOAL SETTING

As a woman in management, there are various expectations to meet. These involve your expectations as a person, those of your employer and those of the community. The starting point towards the realization of all these expectations is to set personal goals.

In the context of self management, goal setting is the careful formulation of a sequence of goals, aims, objectives and outcomes that you need to consider in achieving your purpose as a person and that of the organisation you serve. Hence, it is of utmost importance that your personal goals reconcile with those of the organisation.

Goals can be defined as the ultimate end of the aims in an organisation.

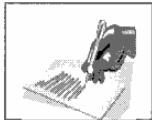
PURPOSE OF GOAL SETTING

Goal setting provides you with direction in managing yourself and consequently the organisation. It precludes you from functioning aimlessly. Wastage of resources is decreased or eliminated. It provides transparency, purposeful planning and leads to sound and timeous decision-making. As confusion is eliminated, supervision, improvement of performance and realization of the mission are now possible.

Progressive and regular checking of achievements in terms of the following types of goals is practicable.

TYPES OF GOALS

The classification of the types of goals is a complicated task that requires skilful planning and prioritization. It has to do as indicated earlier, with grouping goals into short-term, medium-term and long-term ones. The term during which a goal is realized is determined by, inter alia, the nature of the goal, the achievement of the related goals, the specific purpose of goals, nature and availability of necessary resources and systems and the nature and size of the organisation.

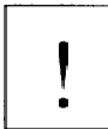


Self Evaluation

SELF-EVALUATION ACTIVITY 1

Drawing from your experiences as a woman in management, give one example of the following types of goals.

- (i) short-term goal
- (ii) medium-term goal
- (iii) long-term goal



Important-take note!

Possible answers to this activity are to be found at the end of the unit.

STRATEGIES FOR GOAL SETTING

Strategies are approaches that you apply to set up goals. Goals should be:

- specific and concrete
- measurable
- attainable
- realistic
- time based
- understandable
- acceptable
- balanced
- information based.

A goal is specific and concrete when it is explicit, particular, distinctly formulated, realistic and tangible to you and those that should benefit from it. For example, you as a woman manager may intend to extend the school by adding five classrooms to your school.

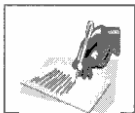
Measurable goals are accessible, determinable, gaugible and quantifiable. For instance, you can state precisely that you have realized four out of ten goals that you set to achieve within a short term.

Attainability of goals refers to the possibility of achieving, obtaining and accomplishing of the set goals, in terms of the available resources and systems. For instance, the goals of a manager in the deep rural part of the country will somehow differ from those of the manager living and working in a highly urbanized part of the country. This will obviously be influenced by the differences in the availability and nature of resources such as electricity and water supply, transport and road conditions.

As a woman manager, ensure, as you set your personal goals, that you decide on realistic goals, that is, that are practical, genuine and attainable. For example, it is not realistic of the rural manager to set goals that do not address key problems of rural communities, such as unemployment, poor and inadequate telecommunications systems.

It is also of utmost importance that goals are set in terms of time periods within which they can be realized. Hence, goals need to be time based, they need to be identified as short term, medium term or long term. Goals should be generally understood, clear and meaningful. They should be acceptable to and welcomed by those involved. For instance, in an organisation all goals should be known and within the scope of everyone in the organisation.

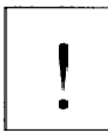
That goals should be information based, implies that you as a woman manager have to consult broadly, utilize the experience and ideas of your support group and people that are involved. For example, you would like to workshop your team on school governance. That means you would read and study about school governance from the South African Schools Act, before you deliver the information to your team.



Self Evaluation

SELF EVALUATION 2

Give five strategies that you would consider in setting your personal goals. Explain them in your own words.



Important-take note!

Suggested answers are to be found at the end of the unit.



Read Text

EVALUATION OF YOUR GOALS

As a woman in management, you have to assess the worth, values and progress of your goals, so as to manage yourself effectively and efficiently. Your goals can be evaluated by looking at the following:

- Implementation
- Review
- Benchmarking
- Challenge
- Celebration.

You need to encourage yourself and gauge your focus. To keep focused on your goals, you need to implement the action plan. Goals are merely a theory unless the plan to reach them is put into practice. You cannot realize the fulfillment of your goals unless you strive to achieve them.

Remember, you are not alone in giving effect to your goals; there is your family and your team. These are the people who are mostly going to implement your goals. They need to understand the importance of implementation. Your task is to see to it that your action plan is directed towards the achievement of your goals. Note, that many plans die a natural death because they are not implemented and goals are therefore not realized.

From time to time you need to review your goals to see whether they are still achievable or whether there are any hiccups. Review means, you consider critically, examining your purpose, types or strategies in implementing in the fulfillment of your goals. Remember you have to review your action plan on a regular basis. An action plan is a strategy for achieving a goal. Review so that you may look at how well your support structures are serving their purpose. Review can also take place through benchmarking.

Benchmarking means, you measure yourself against other successful managers. You have role models. You are learning from other managers. You have to identify management skills that differ from yours. Concentrate on those skills that would make your role successful.

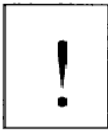
You need to obtain information about various successful managers. After you have collected data, examine it. You only implement if there is a need to improve or if it will speed up your goals. Later you should evaluate the changes brought about by benchmarking. You must continue finding new ways of improving yourself.



Assessment Task

SELF ASSESSMENT ACTIVITY

As a woman in management, you have to collect information on successful managers so that you can use them as role models. How would you collect data for this purpose?

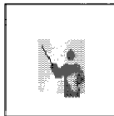


Important-take note!

Possible answers are to be found at the end of the unit.

In trying to implement your action plan towards achieving your goals, you meet problems-which you need to overcome. The problems you encounter are new challenges. Challenges are difficulties which stimulate interest and effort. These challenges could for example, be lack of support from your team or inadequate resources. What is important is to keep focused on your action plan in the fulfillment of your goals. It is important that both you and your team meet the due dates of your action plans and subsequently provide the necessary reinforcement.

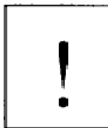
Reinforcement in this context means to praise with the aim of encouraging positive results. Praising can be in a form of celebration. Praising shows that you have faith in yourself and in your team. It shows that you are supportive in your self-management as well as in managing your staff.



Practise Activiy

PRACTICE ACTIVITY

You are going to conduct a workshop on goal setting. Which factors would you consider as important in this workshop?



Important-take note!

Possible answers are to be found at the end of the unit.



Summary

SUMMARY

In this unit you covered the definition of setting goals. You have read about the purpose and types of goals. The strategies of realizing your goals and the evaluation of your goals were also explained. Hopefully, you now know how important goal setting is to you to be able to manage effectively. The final unit seeks to discuss the importance of matching the self to a post, that is, a particular job.



Reflection

REFLECTION

As a woman in management, you have goals which you want to achieve. Reflect on your personal goals, which would help you realize the mission of your organisation



Unit Test

UNIT TEST

- (a) Define a goal.
- (b) Identify types of goals.
- (c) As a woman manager you need to evaluate whether the goals you have set have been realized or not. Which important strategies would you apply to complete this exercise?

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF EVALUATION 1

- (i) scheme of work or business plan.
- (ii) Implementation of business plan.
- (iii) Successful business

SELF- EVALUATION 2

- Specific – goals should be tangible
- Attainable – goals should be achievable
- Measurable – goals should be gaugible
- Understandable – goals should be clear and comprehensible
- Information based – goals should include collecting and giving data.

SELF-ASSESSMENT

You could, amongst other things consider:

- Networking
- Consultation
- Direct communication
- Interviews

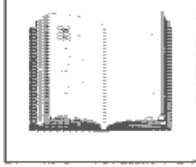
PRACTICE ACTIVITY

- Purpose of setting goals
- Types of goals
- Strategies of goal setting.

UNIT TEST

- (a) Goal is the ultimate end of the aims in an organisation.
- (b) Short-term goals
Medium term goals
Long-term goals
- (c) Implementation
Review
Benchmarking
Challenges
Celebration

UNIT 8: RELATIONS BETWEEN SELF AND POST



Read Text

INTRODUCTION

This module deals with self-management and how the self plays a vital role in general management. The preceding units discussed the importance of self-image, self-development, managing yourself and the appropriate skills needed in management. This unit aims at reconciling the manager's self and her post. It also explains what advertised posts entail.

OBJECTIVES

After working through this unit, you should be able to:

- identify who you are; that is, your strengths and weaknesses; potential; likes and dislike; and your overall temperament.
- explain what advertised posts entail
- adjust and align self to the expectations of a post
- apply the acquired knowledge and skills to relevant situations.



Read Text

CONTENT

WHAT ADVERTISED POSTS ENTAIL

Organisations are usually perceived in terms of what they stand for and not necessarily in terms of who their members are.

Each organisation has a structure that indicates job titles and descriptions of what is entailed therein. It is against this background that we need to study what is included in each job position, for example, that of management.

A post within any organisation is dependant on the proportional amount of work and functions to be performed. Each post should include core duties, responsibilities and supplementary duties.

EXAMPLE: (RSA NO 1976:11-14)

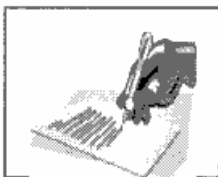
Management in education should be able to draw on the professional competencies of educators, build a sense of unity of purpose and reinforce their belief that they can make a difference. When and where appropriate, authorities need to allocate power and responsibility, that will ensure the building of human resource capacity.

In addition to the core duties and responsibilities specified to a post, certain specialized duties and responsibilities might be allocated.

PRINCIPAL POST AS AN EXAMPLE

- (a) Job Title: Educator – public school
- (b) Rank: Principal
- (c) Post Level: 4
- (d) The aim of the job:
- (e) Core duties and responsibilities of the job:
 - (i) General and administrative
 - (ii) Personnel
 - (iii) Teaching
 - (iv) Extra co-curricular
 - (v) Interaction with stake-holders
 - (vi) Communication

From the above example, it is clear that you first need to match yourself to the expectations of the post before you apply. It would be a problem if you were to apply for a job that is totally against your nature because you could find yourself frustrated. It is also unprofessional to apply for a job and then fail to carry out its core duties and responsibilities. Such failure renders the organisation weak, whereas it is you, the individual, who is ineffective, due to self-limitation.

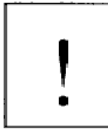


Self Evaluation

SELF-EVALUATION ACTIVITY 1

With reference to the example given on the Principal's core duties and responsibilities, answer the following questions:

- Are you, as a Principal, expected to do your managerial duties as well as to teach?
- List at least six areas of the Principal's core duties and responsibilities.
- You have a right as a Principal not to be involved in any of the extra curricular activities of your school. Critique this statement.



Important-take note!

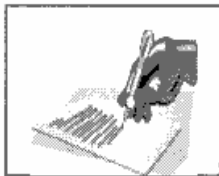
Please note that answers to this activity are found at the end of this unit.



Read Text

REASONS FOR APPLYING TO MANAGERIAL POSTS

You have noticed that almost all people want to be promoted to senior positions in their work field. Promotions are generally associated with more money and status. The geographical situation of the institution may also form an attraction to you, for example, an urban area where most facilities are found. Sometimes, you may apply to a post because it may offer further prospects of growth.



Self Evaluation

SELF-EVALUATION ACTIVITY 2

- List five other reasons why you may apply for a senior post, such as, that of a manager.
- Identify five reasons why you may not apply for a senior post which you do qualify for.

- The aim of the job:
 - (i) To ensure that the school is managed satisfactorily and in compliance with applicable legislation, regulations and personnel administration measures as prescribed
 - (ii) To ensure that the education of the learners is promoted in a proper manner and in accordance with approved policies (pp 11-12)
- Where can you get copies of the applicable legislation and regulations as prescribed in (i) above?
- Identify at least three Acts that are relevant to the work done in South African schools.

RELATION BETWEEN SELF AND A POST

It is now obvious that there are instances when there is no match between a post and the post holder. This mismatch could result in serious problems.

As mentioned earlier, when a post is created, there are core duties and responsibilities attached to it. It is the applicants who need to match themselves to the post, and not vice versa. To bring about the match, you need to analyze yourself. For example, if you are an industrious person who hates routine work, you need to apply for a post that does not confine you to a desk with the same regular office duties each day.

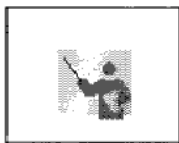


Assessment Task

SELF-ASSESSMENT ACTIVITY

You are an introvert that prefers to be always by yourself. You also do not like to take decisions that would make you unpopular with people.

-
- Would you apply for a principal's post in a school where there are frequent class boycotts? Support your response.
- Would your response be the same if the deputy principal were an extrovert and liked working with people?



Practise Activity

PRACTICE ACTIVITY

Refer to the scenario in the Self Assessment Activity above and recommend a post that would suit you. Identify how your characteristics match the post mentioned.



Summary

SUMMARY

This unit offered you an opportunity of examining yourself against the post you occupy. It indicates the difference between the post and the post holder, and the need to have a suitable match between the two. What counts most is the satisfaction, which you, that is the self, gets from the job you do.



Reflection

The present situation in the KwaZulu-Natal Department of Education and Culture demands that more women be promoted to senior management posts within the Department.

Reflect on areas of yourself that you need to work on in order to match the post that you wish to occupy in future.

UNIT TEST

List at least two things that a principal needs to do under each of the following.

- General/Administration

- Personnel

- Teaching

- Extra and co-curricular

- Interaction with stakeholders

- Communication

POSSIBLE ANSWERS TO UNIT ACTIVITIES

SELF EVALUATION ACTIVITY 1

- A principal is an educator as reflected in the Job and Title. As such, you are also expected to teach according to need. Your core duties are listed below:
- (i) General/Administrative
- (ii) Personnel
- (iii) Extra and co-curricular
- (iv) Interaction with stakeholders
- (iv) Communication

- The principal is bound to be involved in extra curricular activities as per core duties. You have to lead by helping with the co-ordination of these duties as well as providing the necessary support.

SELF-EVALUATION ACTIVITY 2

- Five reasons why you may apply
 - the post might be in a geographically advantageous area for you
 - the post could offer an opportunity to leave a current job if you are no longer happy there
 - if you are not employed
 - to join friends
 - to make the job a stepping-stone for further promotions.
- Five reasons why you may not apply for a job
 - self-doubt and fear
 - the post may geographically, be located in an unfavorable area to you
 - you may have reservations about people already working at that place
 - the incentives may not be good
 - prospects for growth may be minimal
 - there might not be any job satisfaction.
- Aim of the job
 - The Department should supply and develop a principal on the specific legislations, regulation and personnel administration measures. You also need to buy yourself copies of Acts and other Government Gazettes that would guide you in your management tasks.
 - (i) South African Schools Act, 1996 (Act No. 84 of 1996)
 - (ii) Employment of Educators Act, 1998.
 - (iii) Labour Relations Act, 1995
 - (iv) Employment Equity Act, 1998 (Act No. 55 of 1998)

SELF-ASSESSMENT ACTIVITY

Introvert: Principal: I would not apply for the post because the post entails:

- relating to people on a daily basis
- taking binding and crucial decisions on various issues; the principal is the accountable officer at the institution.

Extrovert :Deputy-Principal:

Even if the deputy-principal were an extrovert, I would still not apply for the post because there is only one accounting officer in school.

PRACTICE ACTIVITY

This could have a variety of answers.

Examples: Introvert: - An introvert is a person who prefers to be by herself. Such a person needs to have a job that would keep her to herself most of the time.

Extrovert: An extrovert is a person who prefers to be with other people. Such a person needs to have a job that would make her work with other people most of the time.

UNIT TEST ANSWER

- General/Administrative
 - responsible for the professional management of the school
 - give proper instructions and guidelines for timetabling, admission and placement of learners
 - Keep good records of school accounts, examination, and others
 - disseminates received circulars to the staff
 - provides a conducive and school environment and tries to make it as safe as possible.
- Personnel
 - provide professional development within the school
 - ensure that workloads are equitably distributed among staff
 - responsible for supporting and guiding the staff
 - co-appraise the staff.
- Teaching
 - prepare lessons
 - moderate question papers
 - set question papers
 - mark learners' scripts
- Extra curricular activities
 - serve on committees such as recruitment, promotion, advisory and sport
 - play an active role in the promotion of sports and entertainment
- Interaction with stakeholders
 - serve on the governing body of the school as ex-officio member
 - participate in community activities regarding educational matters and community relations
 - market the school to possible donors and sponsors.
- Communication
 - liase with the circuit, district, regional, and other relevant offices

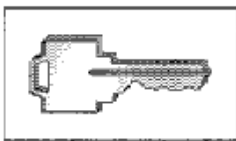
- liaise with relevant structures regarding school curricular and curriculum development
- meet parents concerning learners' progress and conduct
- liaise with staff and learners regarding their school.



Module test

1. Define the following:
 - (a) Management
 - (b) Self image
 - (c) Benchmarking
 - (d) Gender

2. List various types of resources.
3. Which factors will lead you to have a positive self image.
4. Why do you need self development as a woman in management.
5. How can you improve or develop your skills so that you can manage efficiently and effectively?.
6. What role is played by self confidence in effective management?
7. What is perceived as limits for women in management?
8. A management post has been advertised. List five reasons why you may apply for this post.
9. You have been allocated R5 000 to run a workshop on Self Management. Draw a Business Plan on how you will utilize this money to achieve the goal of the workshop.



Key Words

GLOSSARY

benchmarking	:	to measure yourself against successful people.
barrier	:	things appearing as disturbances or problems on your set course of action.
discipline	:	inward control and drive that you have on your behaviour.
extrovert	:	a person who shows her true feelings when dealing with other people.

introvert	:	a person who hides her true feelings when dealing with other people.
equality	:	state of sameness with regard to access and treatment to human benefit.
grievance	:	a dissatisfaction or complaint by an employee regarding the conditions of service or those affecting employment relationships.
identity	:	a mental picture of what you think you are in relation to other people.
induction	:	an exercise of exposing the philosophy and the doings (deeds) of the organisation over to the recruits, that is, new members.
legislation	:	set of rules and regulations of organisation or the country.
management	:	it is the delegated supervision, control, guidance and training of employees or colleagues.
meticulous	:	being over-scrupulous about minute or minor details.
misappropriation	:	maladministration of funds. wrong use of funds.
privilege	:	it is an advantage or allowance given on humanitarian basis. this can be withdrawn at any time.
professionalism	:	the expectation on you to act according to the ethics and code of conduct of any post within the organisation.
resources	:	means available to achieve the end or to fulfill the function.
rights	:	what you are entitled to by virtue of being a human being.
women	:	means females in terms of sex, that is, their biological attributes. it may also be viewed in terms of gender. in gender, women are generally privileged to men.

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