

**RESOURCE MATERIALS**

**FOR**

**WOMEN IN EDUCATION MANAGEMENT**

**MODULE ONE**

**ASSERTIVENESS**

Department of Education and Culture  
KwaZulu-Natal, South Africa

Commonwealth of Learning  
Canada

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**THE MODULES IN THIS SERIES ARE:**

- |   |                                     |
|---|-------------------------------------|
| 1. Assertiveness                            | 7. Managing Conflict                |
| 2. Effective Communication                  | 8. Strategic Planning               |
| 3. Self-Management Skills                   | 9. Delegation                       |
| 4. Leadership                               | 10. Conducting Productive Meetings  |
| 5. Understanding the Organisational Culture | 11. Report Writing and Presentation |
| 6. Team Building                            | 12. Interviewing Skills             |

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**WOMEN IN EDUCATION MANAGEMENT**

**MODULE ONE**

**ASSERTIVENESS**

**Written by**

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Zani Buthelezi  
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## **PREFACE**

The Master Strategic Plan (2000 – 2003) of the Department of Education and Culture, KwaZulu-Natal (KZN) has, as one of its main policy objectives ‘the Empowerment of Women Managers in Education’ The Education Human Resource Development Component came up with the initiative for the Women in Education Management Training Programme, to provide training in the area of Education Management.

Although management issues affect both men and women, historically women managers seem to require more training than their male counterparts. There is frequently the perception that many Women Managers in Education, not only in KwaZulu-Natal, but globally, often lack the knowledge and skills required for effective management. Consequently, these materials were developed as part of the effort to develop human capital, especially in the area of Women in Education Management.

These materials are intended for use by people involved in education and they cover the whole range from policy to practice. As the users are spread over various geographical locations, the materials aim to be accessible to as many people as possible, including the rural-based. At the end, the materials should produce women who are ready to take up various key management positions throughout the Province and further afield.

The rationale for developing these materials is that all regions should embark on the meaningful training of Women Managers in Education. The overall skills and knowledge training will continue to be provided to all Education Managers. These training materials generally aim at enhancing management skills. In addition the Training on Materials Development and Materials Review workshops have contributed to capacity building and developing Open and Distance Learning (COL) materials in KwaZulu-Natal.

The successful development of the training materials could not have been realised without the generous support of the collaborating SADC Ministers of Education (Botswana, Namibia and Zimbabwe) and the Namibian College of Open Learning. In this regard, the Department of Education and Culture, KwaZulu-Natal is grateful to Mrs. Matloatsie Masendu (Botswana), Mr. Twaunda Keeja (Namibia), Mr Alfred Illukena (Namibia). Mrs Patricia Rutanhira (Zimbabwe), Mr Africa Moyo (Zimbabwe), Mr Gray Nyathi (Zimbabwe), Mr Rodgers Sisimayi (Zimbabwe) for the background training, support and advice they provided, to facilitate the realisation of the programme.

Without the administrative leadership and professional support of Honourable E.E.N KaNkosi-Shandu Minister of Education and Culture, KwaZulu-Natal, Mr N S Shamase – Deputy Director General Professional Services, Mr P M Ntshangase – Chief Director Human Resource Manager and Development, Ms A N Cele, Mr M R C Msweli and Mr S L N Kheswa, the programme would not have been successful.

The development of the course materials has been achieved through the joint responsibility and commitment of all together with eight regions of the Department of Education and Culture, KwaZulu-Natal and the course writers as reflected in the training modules.

The Province of KwaZulu-Natal is grateful for the level of human capital developed through this exercise. Altogether, 37 Course writers were trained. 10 Secretarial and Administrative Staff received training in basic desktop publishing.

We are particularly grateful to the South African Breweries, Indaba Conference Centre and Umhlanga Rocks Hotel for supporting the workshop.

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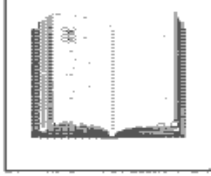
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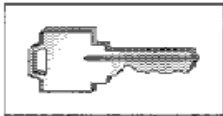
## **EXPLANATION OF ICONS**

**Icons are graphic signs that require you to undertake specific activities.**



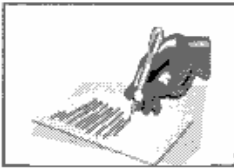
**Read Text**

Read the text provided in the Unit.



**Key Words**

Main words or concepts that are important in the Unit.



**Self Evaluation**

Carry out an activity that is based on the content you have just read.



**Practise Activity**

Apply the knowledge and skills you have just learnt.



**Assessment Task**

Demonstrate your understanding and application of knowledge and skills learnt.



**Important-take note!**

The answers to the activity are provided at the end of the Unit.



In the light of the text you have read, think through your own practice

## Reflection



## Unit Test

There is a test which you should do before proceeding to the next Unit.



## Module test

At the end of every module, there is a test you should do before proceeding to the next module.



## Summary

Highlights of the main ideas or concepts covered in the Unit.

## **INTRODUCTION**

Everyone will agree that the move to include women in management positions is occurring at a very slow pace in KwaZulu-Natal. Those few women who have had the privilege of reaching management positions, have encountered and are still encountering problems with regard to non-acceptance and high expectations from either their colleagues, subordinates or superiors.

For the past decade women have shown signs of assertiveness, but all this has not received the kind of recognition it deserves. This module has therefore been designed to assist women managers with practical ideas that will make them assertive in resolving the problems they may encounter and will also help them to meet the challenges they often face in their work environment.

## **AIMS**

This module has the following aims:

- to assist women managers in identifying, understanding and dealing with factors that could impact on their management styles
- to positively influence women managers towards being assertive when facing the above factors
- to empower women managers with skills that will make them successful managers.

To achieve the stated aims, the content in this module is presented in eight Units as follows:

1. Understanding Assertiveness
2. The Right to be Assertive
3. Identifying and Dealing with Barriers to Assertiveness
4. Handling of Feedback, Criticism and Rejection
5. Dealing with Anger Assertively
6. Assertiveness and Relationships
7. Developing an Assertive Body Image and Dealing with Anxiety
8. Developing Personal Power and Influence

Included in each unit you will find interesting activities that will help you to evaluate the information contained in the units against your practical experience.