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Study unit 5: The social work manager as leader

Leereenheid 5: Die maatskaplikewekbestuurder as leier

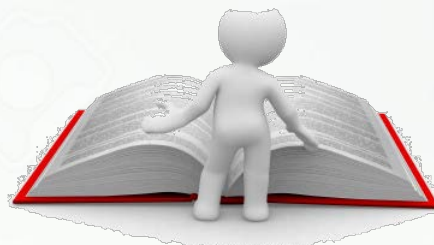
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A LOOK BACK / 'n TERUGFLITS



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Tell me about Miranda...

Vertel my van Miranda...

What is it about Miranda that scares so many people?

Wat is dit omtrent Miranda wat so baie mense bang maak?

Why do people continue to work for her despite her abusive attitude?

Hoekom hou mense aan om vir haar te werk ten spyte van haar beledigende houding?

What is it that makes her so good at her job?

Wat maak haar so goed in haar werk?

Is she a leader in anyway?

Is sy op enige vlak 'n leier?

THE
DEVIL
WEARS
PRADA

Good traits?

Goeie eienskappe?

Bad traits?

Swak eienskappe?

WHO IS THIS LEADER? WIE IS HIERDIE LEIER?



Nkosi Johnson (born Xolani Nkosi; (1989-02-04) 4 February 1989 – 1 June 2001(2001-06-01)) was a South African child with HIV/AIDS, who made a powerful impact on public perceptions of the pandemic and its effects before his death at the age of 12. He was ranked fifth amongst SABC3's Great South Africans. At the time of his death, he was the longest-surviving HIV-positive born child / Nkosi Johnson (gebore Xolani Nkosi; (1989-02-04) 4 February 1989 – 1 Junie 2001(2001-06-01)) was 'n Suid-Afrikaanse kind met MIV/VIGS, wat 'n kragtige impak gemaak het op die publieke persepsies van die pandemie en die effekte daarvan voor sy dood op die ouderdom van 12. Hy het die posisie van vyfde van SABC3 se Great South Africans gekry. Ten tye van sy dood, was hy die langselewende MIV-positiewe kind.

MANAGEMENT STYLES

BESTUURSTYLE



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6 MANAGEMENT STYLES THAT ARE IMPORTANT IN SOCIAL WORK / 6 BESTUURSTYLE WAT BELANGRIK IS IN MAATSKAPLIKE WERK

AUTHORITARIAN
OUTORITÊRE

AUTHORITATIVE
GESAGHEBBENDE

PARTICIPATIVE
PARTICIPATIVE

INDIVIDUALISTIC
INDIVIDUALISTIESE

LAISSEZ FAIRE
LAISSEZ FAIRE

CHAOTIC
CHAOTIESE

AUTHORITARIAN / OUTORITERE



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A leadership style in which the leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates /

'N leierskapstyl wat die leier bepaal beleid en prosedures, besluit watter doelwitte bereik moet word, en stuur en beheer al die aktiwiteite sonder enige betekenisvolle deelname deur die ondergeskiktes..



AUTHORITATIVE / GESAGHEBBENDE



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Authoritative committees and managers make decisions and take action which are legitimately theirs, but make it clear that workers or others can question those decisions or actions if they have reasonable grounds for doing so. /

Gesaghebbende komitees en bestuurders om besluite te neem en stappe doen wat nie uiteindelik hulle s'n nie, maar maak dit duidelik dat werkers of ander daardie besluite of optrede kan bevraagteken as hulle redelike gronde het om dit te doen.

PARTICIPATIVE / **PARTICIPATIVE**



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Participative or consultative management is similar to authoritative, but the manager or committee takes decisions or action after gathering the ideas or opinions of the people who will be affected by the decision /

Participative of raadplegende bestuur is soortgelyk aan gesaghebbende, maar die bestuurder of die komitee besluite neem of optrede na die byeenkoms van die idees of menings van die mense wat deur die besluit geraak word.

INDIVIDUALISTIC / INDIVIDULISTIESE



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Authoritative, participative and authoritarian management styles are based on legitimate authority; a right to manage agreed by the organisation. Some management committee members make decisions without having the authority to do so /

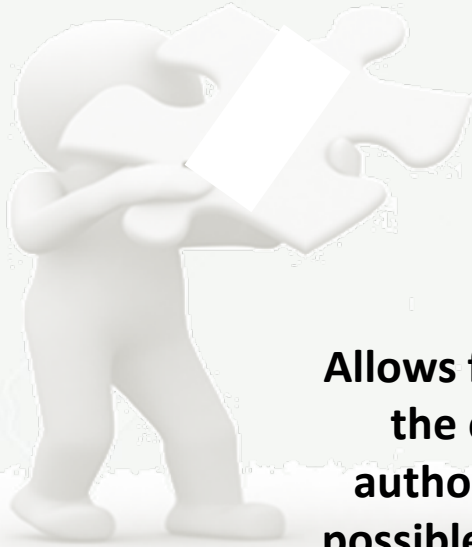
Gesaghebbende, participative en outoritêre bestuurstyle is gebaseer op legitieme gesag, 'n reg om te bestuur ooreengekom deur die organisasie. Sommige bestuurslede neem besluite sonder om die gesag om dit te doen.



LAISSEZ FAIRE / LAISSES FAIRE



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Allows followers to have complete freedom to make decisions concerning the completion of their work or ask questions of the leader. A non-authoritarian leadership style. Laissez faire leaders try to give the least possible guidance to subordinates, and try to achieve control through less obvious means. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their own ways /

Laat die personeel volledige vryheid om besluite met betrekking tot die voltooiing van hul werk te maak of om vrae te vra van die leier. 'N nie-outritaire leierskapstyl. Laissez faire-leiers probeer om die minste moontlik leiding te gee aan ondergeskiktes, en probeer om beheer te bereik deur middel van minder voor die hand liggend beteken. Hulle glo dat mense Excel wanneer hulle alleen islaat word om te reageer op hul verantwoordelikhede en verpligtinge in hul eie maniere

CHAOTIC / CHAOTIESE



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Lack of any consistent style. No one knows who is responsible for making decisions or taking action /

Gebrek van 'n konsekwente styl. Niemand weet wie is verantwoordelik vore om besluite te neem of om aksie te neem



EXAMPLE

You are doing your forth year internship at the Potchefstroom hospital.

The social worker who is responsible for supervising you tells you that you have to follow the format and structure of reports that she suggests. However, the university has its own requirements in terms of format and structure of reports

LEADERSHIP STYLE	LECTURER
Authoritative	Ask students what the requirements of the university entails
Authoritarian	Follow the supervisor's instructions – no questions asked
Individualistic	The supervisor makes up her own rules – draws up her own format which is not in line with the university or the hospital
Participative	Asks each students to participate by allowing them to raise their opinion regarding structure or format
Laissez Faire	Ask students to decide what they want to do
Chaotic	Supervisor doesn't really intervene – she suggests each student should do as they wish without rules, regulations

VOORBEELD

Ek het aan die klas 'n opdrag gegee, wat oor twee dae moet in wees en ek het die klas verleng na die volgende kontakssessie alhoewel dit die volgende klas onderbreek.
Julle as studente het verpligtinge, toetse en opdragte.

LEIERSKAPSTYLE	DOSENT
Gesaghebbend	Vra studente of die datum van opdragte hulle pas en of daar 'n kontakssessie is na hierdie module
Outoritêre	Dit is wat dit is
Individualisties	My eie reëls - verlenging van die kontakssessie
Deelnemend	Vra elkeen in die klas of die inhandigingsdatum vir die opdrag hulle pas en dan word 'n besluit gemaak
Laissez Faire	Vra studente om te besluit wanneer om in te handig
Chaoties	Handing in wanneer ookal

AN EFFECTIVE LEADER IS...



When a man has done what he considers to be his duty to his people and his country, he can rest in peace. I believe I have made that effort and that is, therefore, why I will sleep for the eternity.

Nelson Mandela, 1918-2013

Photo: Reuters

'n EFFEKTIEWE LEIER IS...

AN EFFECTIVE LEADER IS...



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- **..considerate, friendly, supportive, fair and objective**
- **..enthusiastic, builds confidence and inspires others**
- **..gives credit where its due and appreciates suggestions and ideas**
- **..encourages participation in decision making**
- **..lets the staff know what is expected of them**
- **..sets specific goals, measures progress and gives concrete feedback**
- **..is aware of training development needs**
- **..keeps everyone informed about decisions and developments**
- **..acts decisively n sorting out work related problems**
- **..delegates authority and responsibility appropriately**
- **..emphasizes the importance of each person working at heir best**
- **..devises plans in advance, including contingencies**
- **..makes sure that the team cordinates its activities**
- **..enables the team to get on with their work**
- **..establishes contacts with outsiders to promote liaisons**

AN EFFECTIVE LEADER IS...



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- **..represents the teams needs to senior managers and is persuasive in negotiations with them for resources, staffing allocations**
- **..helps to settle conflicts and disagreements among tea members**
- **..takes action if people do not pull their weight if they violate the rules**
- **..does all the above for the administration as much as the professional staff**
- **..ensures the team occasionally has some fun together, as part of wider team building**

'n EFFEKTIEWE LEIER IS...



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- ... bedagsaam, vriendelik, ondersteunend, regverdig en objektief
- ... entoesiasies, bou vertroue en inspireer andere
- ... gee erkenning aan wie dit toekom en waardeer voorstelle en idees
- ... moedig deelname aan in besluitneming
- ... laat die personeel weet wat verwag word van hulle
- ... stel spesifieke doelwitte, meet vordering en gee konkrete terugvoer
- ... is bewus van opleidings- en ontwikkelingsbehoefte
- ... hou almal ingelig oor besluite en ontwikkelinge
- ... tree beslissend op in die uitsortering van werkverwante probleme
- ... delegeer outoriteit en verandwoordelikhede op 'n toepaslike manier
- ... beklemtoon die belang daarvan dat elke persoon op hulle beste moet werk
- ... maak planne vooruit, insluitende die onvoorsiene
- ... maak seker dat die span sy aktiwiteite koördineer
- ... stel die span in staat om aan te gaan met hul werk
- ... vestig kontakte met buitelanders om skakeling te bevorder

'n EFFEKTIEWE LEIER IS...



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- ... verteenwoordig die span se behoeftes aan senior bestuur en is ooredend in onderhandelinge met hulle vir hulpbronne, personeel toekennings
- ... help om konflikte en onenigheid tussen spanlede op te los
- ... neem aksie as mense nie hulle deel doen nie of die reëls oortree
- ... doen al die begenoemde vir die administrasie soveel as vir die professionele personeel
- ... verseker dat die span somtyds pret saam het, as deel van wyer spanbou

WHAT DID YOU LEARN TODAY?



CLASS PREPARATION / KLASVOORBEREIDING

08/09/2016 | Study unit 6

- **Study unit 5 – THE ROLES AND TASKS OF A SOCIAL WORK MANAGER / DIE ROLLE EN TAKKE VAN DIE MAATSKAPLIKEWERKBESTUURDER**
 - Describe the different roles and tasks of the social work manager / *Die verskillende rolle en take van die maatskaplikewerkbestuurder te beskryf*
 - Demonstrate the ability to critically discuss the management roles as defined by Belbin and apply it to a practice scenario / *Die vermoë aan die dag te lê om die bestuursrolle, soos gedefineer deur Belbin, krities te bespreek en ten opsigte van individuele rolle in 'n span op 'n praktiese scenario toe te pas*
 - Evaluate your own management potential/ *Jou eie bestuurspotensiaal te evalueer*

IMPORTANT / BELANGRIK

- 
- **TWITTER**
 - Participate in the discussion / *Neem deel aan die gesprek*
 - **ASSIGNMENT**
 - 19 September 2016
 - **E-FUNDI TEST / SEMESTERTOETS**
 - 15/09
 - Study unit 5 & 6