

EXECUTIVE ROLES AND ORGANIZATIONAL CHANGE MANAGEMENT

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Human being, is always longing to be better, it is most important characteristics. The basis of development is to looking for better and better. However, this feature of the people also makes the continuous the change. Yesterday the product was described as a "perfect". Today, it can be described as a "normal". If better product is found, it will be "unsatisfactory". Therefore the constant renewal of the institutions is indispensable.¹

Change management; is a very important process that can occur in all kinds of variables; programs in schools, technology, management, personnel, without disrupting the school culture. And in this process management has to ensure that all employees are safe².

Objectives of Organizational Change

The change in terms of organization, will be ready to come, providing trust and mutual support and positive communication between members of the organization, to resolve the issues and debates, there is a general purpose, such as to create synergy.³

LAKOMSKI (2001) the factors forcing to change the organizations can be followed in below;

- 1) Globalization and competition
- 2) The importance of international and regional integration
- 3) The development of information technology;
- 4) Developments in materials technology.
- 5) New technological inventions
- 6) New emerging markets due to market-grabbing
- 7) Developments in the field of human rights and democracy
- 8) Understanding of human resources is the driving force of economic development
- 9) Changes in the awareness and expectations of customers (quality, fast service, low price, product aesthetic value, to be safe)
- 10) Participate in the management of employees and managing requests for more democratic
- 11) Changing demographics (gender in the labor market, language, race, culture differences)
- 12) The collapse of socialism and market potential in the countries in the process of transition to a market economy
- 13) New things in the communication
- 14) The level of education
- 15) Industrialization
- 16) Media

Change management, determined the most appropriate strategy its implementation and structuring the business. This process has to work on organization to remain fast standing in a

¹Çelikten, M., 2000,.Skills of Management of School Administrators. Egitim Ve Bilim Dergisi. Cilt 26, Sayı:19.

²Başaran, İbrahim Ethem. (1982). Organizational Behaviour. Ankara: Ankara University.

³Church, Allan. (1998). The Relationship Between Individual Personality Orientation And Executive Leadership Behaviour. Journal Of Occupational Psychology. Haziran: 99-125

changing environment and to prevent competitors, the company's self-renewal, change the potential revealed by analyzing the opportunity assessment⁴

Organizational Change Management in Schools

Schools referred to by different names are a general concept that the basic education system and training is where it is produced. Effective schools are performing planned educational purposes. While living in the organizational change, schools, has to be careful and planned way. Because of any change in the organization, positive or negative, it will impact the individuals are trained⁵

Organizational change in education covers a number of properties and these properties are specified in the following figure:⁶

Changes in the structure and organization of the school; (such as courses or the formation of a new working group).

New or additional instructional materials; (such as work material and books).

Teachers gain of new information (for example, work with information technology).

Adopt new behaviors, according to the teaching of teaching styles (such as resource-based learning approach in relation to general consultative and non-didactic).

Some changes in teachers' beliefs and values (such as the believed to be helpful by many teachers in the earlier days of Vocational and Technical Education initiative).

Change Management Roles of School Administrators

Leadership; most generally, it is defined as inspiring and guiding individuals and groups. Today, leaders to renew their organizations are forced more than the previous year about changing roles and responsibilities. The structure of the organization as well as the change in refreshes themselves and helping in the development of teachers is among the most important tasks of leadership.⁷ Catalyst for change; it identified to initiate change or manage. Change the prerequisites of becoming a catalyst to take risks force; it is the courage and vision. It may also be specified as an important feature to have personal skills. In addition it is required to some emotional competence. Effective change leaders, in addition to a high level of confidence, as they can conduct political relations within the organization based on their instincts; high impact power, commitment, motivation, show initiative and optimism.⁸

Change manager or leader is primarily to initiate change, predicting the future, the choice creation, should be sufficient for positive thinking development. Managing themselves, put as priorities, organizing, sharing authority, a key role and tasks of identification, are important behaviors in the process⁹. To use the power of the people in the joint venture for common benefit and allow them to merge, to reconsider the situation in the change process itself, others and institutions to develop are very important in all of the changes¹⁰

⁴De Bord, K.,2003,. Identifying Competencies Needed in Fcs Extension Staff. Journal Of Family And Consumer Sciences. Nov. 95,4.

⁵Özden, Selma. (2002). Teachers and administrators in change the process, they created the School of Culture, Perception of time to Increase Productivity. Unpublished Master's Thesis. GU Institute of Education Sciences.

⁶Yılmaz, Elgiz. (2004). Elearning and Change Management as a New Communication Tool. Published Master's Thesis. Marmara University Institute of Social Sciences

⁷Michael, Hammer Ve James, Champy.(1997). Change engineering. (Çev: Sinem Gül)

⁸King, William; Cleland, David. (1987). Systems Analysis And Project Management. New York: Mcgraw-Hill.

⁹Taymaz, Haydar. (2003). School Management and Organization. Ankara: Pegem Publishing.

¹⁰Hesapçıoğlu, M., 2003, Okul, 'New Public Management' And Total Quality Management. Theory and Practice of Educational Sciences. May 2003 Volume 3 Issue 1.

Pugh (1993: 111) has noted 6 rules for managing organizational change successfully. These:¹¹

- necessary to create a strong working order changes, as multidimensional
- Thinking and to anticipating the problems.
- Change in teaching the fundamentals of the process of creating content and grasp informal discussion feedbacks.
- Encourage and develop participants.
- Welcomes the appeal of the participants against of the change.
- Opening the change and being prepared.
- watching the change support and strengthen.

Conclusion

A successful change manager; what he knows very well and clearly laid out. The proposed changes can see with the own perspective also he can see with the others perspectives; It makes flexible planning and monitors the results; if he see any blocking he will not lose his courage; He takes the responsibility of the change. For him, change is seen as a rational decision; Rewards people for change are in the proper place; Information about the possible results will be shared at the highest level¹²

The objectives of education and training institutions are not clear and definite. Curriculum often we can see the examples like 'nation-loving, modern, helpful, humane and tolerant breed of individuals'. Because of the reaching them, depend on all the circumstances. In the schools all the basic information like skills, attitudes and values are based on trying to win abstract information¹³

Naturally tried to gain knowledge, skills, changes in behavior and values is not possible to be able to easily observe immediately.¹⁴ School administrators are different features that they have according to the Agency and non-teaching staff in terms. Most of the non-educational institution managers and subordinates have differentiated between with each other. But in the educational institution has no differentiate between managers and the staff. In terms of intellectual capacity and culture as factors are the same in the school.¹⁵ This feature can be evaluated in two ways owned by the school. First, not so different from the teacher administrators can feel more autonomous. This autonomy can be expected to lead to conflicts between teachers and administrators. Second, managers and subordinates terms of education and socio-cultural relations at the school are close to each other so much and the operation could be more qualified¹⁶. Being in close relationship with the teachers and administrators in schools can increase sharing.

¹¹Helvacı, M.A., 2005, Management of Change in Educational Organization.: Nobel Yayın Dağıtım.

¹²Hamel, Gery; Prahalad, C.K. (1996).Win the future. (Çev: Zülfü Dicleli). İstanbul: İnkılap Yayınları.

¹³Einsweiler, Robert. (1988). Strategic Planning: Threats And Opportunities For Planners. Chicago, Ill. : Planners Pr.

¹⁴Hussey, D., 1998, How to Better Management of Change. İstanbul: Kogan Page Yayınları.

¹⁵Aktan, Coşkun Can. (1997). Change and New Global Governance. İstanbul: Shahinkaya printing.

¹⁶Akıncı, Z. Beril. (1998). Corporate Culture and Organizational Communication. İstanbul: İletişim yayınları

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