

# RESPEK AS DEUG BINNE DIE KONTEKS VAN SKOOLBESTUUR

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DIE VERANDERING IN ONDERWYS  
THE CHANGE IN EDUCATION

# RESPEK AS DEUG BINNE DIE KONTEKS VAN SKOOLBESTUUR

PERSONEELBESTUUR

MENSLIKE HULPBRONNE  
VERSEKER ‘N SUKSESVOLLE SKOOL



SAOU

# Respek as deug binne die konteks van skoolbestuur

PRETORIA



# Respek as deug binne die konteks van skoolbestuur

- **Respek as deug (virtue) :** ‘n filosofiese en praktiese analyse



an in depth analysis

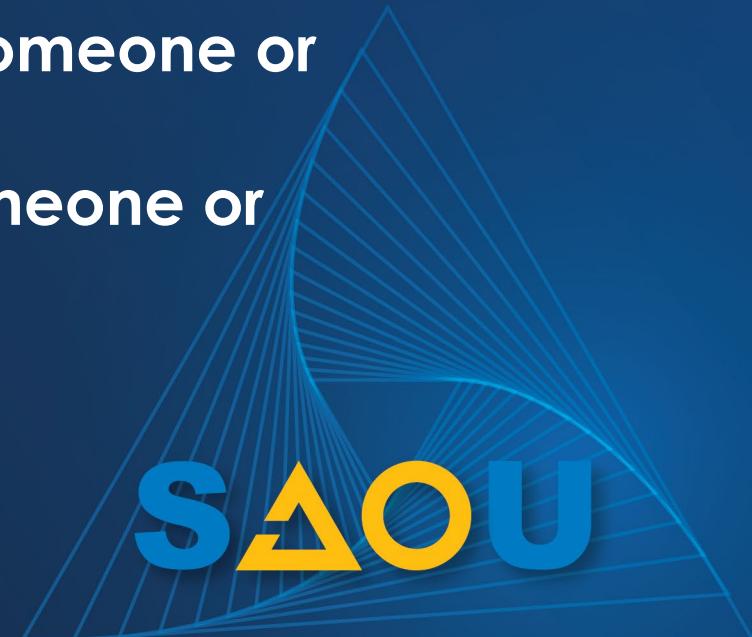
- **Hoe ‘n kultuur van respek op skoolbestuur impakteer**  
(How a culture of respect impacts on school management)



# 1. Respect as a virtue

## Definitions:

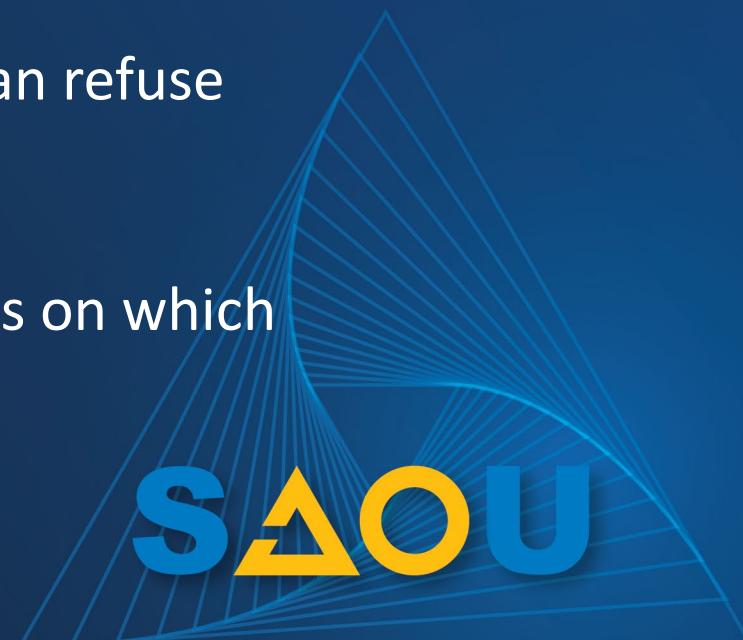
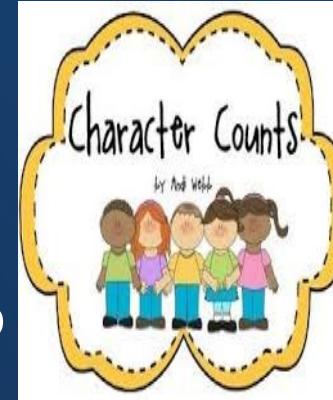
- An attitude of consideration or high regard
- To feel or show honour, esteem or high regard
- A feeling of appreciative regard
- A positive feeling or action shown towards someone or something
- A feeling of admiration that you have for someone or something
- Many more ...



# Respect as a virtue

We need to understand what respect is all about:

- it is clearly not easy to define respect, but it is easy to recognise the absence of respect
- **Respect is ethical conduct in action**
- you can not force someone to respect you. But you can refuse to be disrespected
- you will earn the respect that you deserve
- **integrity, personal behaviour and values** are the basis on which a respected profile is based



## Respect as virtue

- Respecting other's opinions, does not mean that you are untrue to your own
- To **compromise** is a key element in maintaining respectful relationships. No-one is always right. No-one will always get everything his way
- Living and showing respect, are not signs of weakness, but of inner strength and confidence
- Essentially respect is not what you do, but **how** you do it. Not what you decide, but **how** you have made the decision



# Respek as deug

**Zoeloe woord:** **ukubuyisana**

Om mekaar in die middel te ontmoet en om saam huistoe te gaan

- Is dit nie maar respek in aksie nie?



**Life is about much more than me and myself**  
**To compromise ... a key element of respectful relationships**

**SAOU**

## Respect as virtue

- respect implies due regards for the wishes, feelings and rights of others
- **knowledge** will give you power. **Character will give you respect**
- regarding someone's potential, and setting high expectations = highest form of respect
- **respect is to empower and not to lecture**



## Respect as virtue

- **Power** has the potential to erode respectful behaviour
- **Self-respect** is to be proud of yourself, and to accept your flaws and imperfections. **Self-respect** is the basis of your philosophy about respect
- **Self-respect** is something different than an ego



# Respek as deug

## Vanuit 'n meer praktiese perspektief:

- respek is veel meer as goeie maniere/hoflikheid (good manners)
- respekbetoning: opwaarts vs afwaarts
- **titels** is lank reeds **nie meer 'n waarborg** om gerespekteer te word nie (eie ervaring)
- respekbetoning is gratis, en tog is dit prysloos
- respek is om die son op ander te laat skyn (die son skyn nooit op homself nie!)



# Respect as a virtue in the context of school management

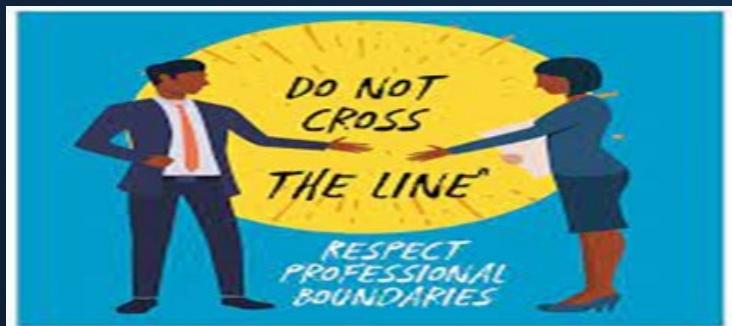
- respect is **real and authentic** / it reflects the real “you”
- you **can not pretend** to be a respectful person / as it is by implication part of your character  
you can not just act respectfully when it suits you (partially pregnant !)
- it is part of your **trade mark** as individual
- the absence of respect, weakens your leadership / **being respectful gives your leadership a “special flavour”**
- **Disrespectful leaders are in real terms only bosses**



# Respek as deug

## Vanuit 'n praktiese perspektief

- Respek vereis dat jy fisiese en professionele grense sal handhaaf
  - \* leerders leer uit die voorbeeld wat ons stel!
  - \* bepaal jou by die sake op jou eie lessenaar
  - \* respekteer privaatheid en persoonlike ruimtes



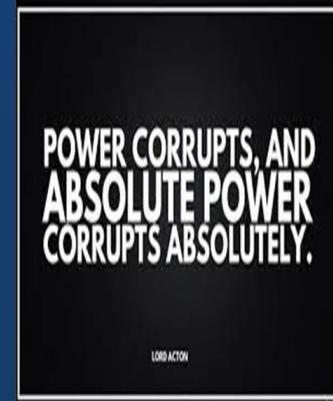
In alle opsigte die regte ding om te doen!



# Respek as deug

## Vanuit 'n praktiese perspektief:

- “power corrupts” – magsmisbruik is die grootste bedreiging vir respek
- wanneer die personeel se vrymoedigheid om te praat en te verskil kwyn, is iets verkeerd / waarskynlik omdat hulle weet dat die gesprek onaangenaam gaan eindig
- respekvolle verhoudings skep 'n verdraagsaamheid – onderling, maar ook teenoor jouself, jou eie gebreke en tekortkominge;
- 'n respekvolle klimaat skep 'n buitengewone vergewensgesindheid (forgiveness)



# Respek as deug

- “**Om te luister**” is ‘n een van die mees kritiese komponente van respek
- “persoonlike ervaring”



# Respek as deug

## Vanuit 'n praktiese perspektief:

- Japannese kultuur / respekvolle kultuur
  - \* wat kan ons daaruit leer?
- respek impliseer bedagsaamheid en gehoorsaamheid (aan die wet, reëls, ens) (thoughtfulness)
- ondergeskiktes moet dit sien en ervaar



## Respek as deug

### Vanuit 'n praktiese perspektief:

- respek staan teenoor vrees      **Respek?**
- **selfrespek** reflekteer jou **waardes**  
**respek vir ander** word reflekteer deur jou **aksies**
- jou **lyftaal** reflekteer jou denke (body language)  
die kragtige effek van sagte oë! / **power of soft eyes!**
- respek is nie 'n "doelwit" op sigself nie – dit is wie jy waarlik is  
/ dit is jou persoonlike handelsmerk / het 'n innerlike  
oorsprong



**Vrees?**

**SAOU**

# Respek as deug

## Vanuit 'n praktiese perspektief:

- daarom kan jy nie net respektvol optree wanneer dit jou pas nie
- respek is geensins gelyk aan “**Mr Nice Guy**” nie. Teregwysing is deel van bemagtiging / dit lei tot groei en ontwikkeling. Ferm optrede en beslistheid is deel van leierskap / hou mense verantwoordbaar
- dit wys dat jy ander se potensiaal respekteer
- 'n respektvolle, maar ferm en besliste teregwysing, wys dat jy mense se loopbane respekteer (firm and respectful actions reflect that you value someone)

## Respect as virtue

- **respect** is connected to the “**Golden Rule**” – the principle of treating others **as you** want to be treated
- “**respect does not rejoice in what is wrong, but rejoices with the truth.**”
- respectful people are **patient and considerate** – are courteous and polite – care about the rights of others – and, in author Tom Morris’s words, are interested in “**creating a climate of goodness**” wherever they are.



# Respek as deug

## Praktiese voorbeeld van respek in aksie:

- “treindrywer”



- London “barbershop”



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# Respek as deug

## Praktiese voorbeeld van respek in aksie:

- Heineken



- Fotograaf



# Respek as deug

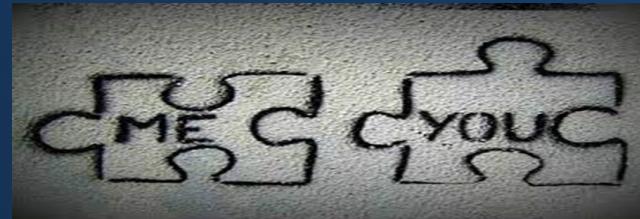
Slegs as ons die begrip respek ten diepste verstaan, sal ons die waarde daarvan besef

We shall only realise the value of respect, when we understand what respect really is



## 2. Respek as deug binne die konteks van skoolbestuur

Waar pas “respek” en alles wat daarmee saamgaan, binne die konteks van skoolbestuur?



Bestuur bevat sekere basiese kernelemente:

- Organisasie
- Beplanning
- Uitvoering
- Beheer



Organisation  
Planning  
Execution  
Control



# Respek as deug binne die konteks van skoolbestuur

**Elkeen van hierdie bestuursfunksies het mense nodig om dit laat realiseer:**

- opgeleide en bekwame mense
- **veral** gemotiveerde en passievolle mense
- mense wie se hart in hul werk is



'n Skoolkultuur waar **respekvolle verhoudings** geleef word, het **gemotiveerde en passievolle** mense in diens

**Respek = klimaatskepper**

**Respect creates a positive and constructive climate**

The logo for SAOU (South African Observatory) features the letters "SAOU" in a bold, blue, sans-serif font. The letter "A" is stylized with a yellow triangle pointing upwards. To the left of the text, there is a graphic element consisting of several thin, light-blue lines radiating from a central point, forming a triangular shape.

# Respek as deug binne die konteks van skoolbestuur

Wat motiveer opvoeders?



**Navorsing : 2013 – 250 opvoeders / 5 skole  
uitkoms: oorweldigend!**

- ek word **waardeer** / ek word geag
- “**sense of belonging**”



## Impact of respectful relationships

- A survey by **Harvard Business Review** found that out of 20,000 employees, **respect** was the leading factor that encourages greater commitment
- Whether you're cleaning up the office kitchen or helping a colleague to brainstorm, showing **respect in the workplace** provides a **range of transformative benefits**, including:
  - \* increasing employee engagement
  - \* eliminate harassment and bullying
  - \* lifting the bottom line, etc



## Respek as deug binne die konteks van skoolbestuur

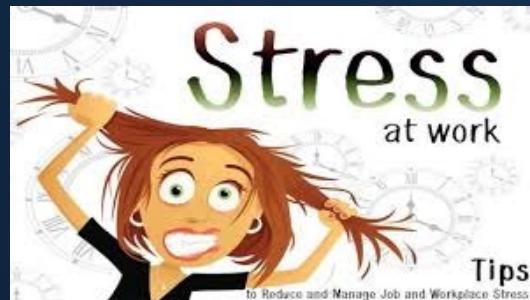
- respekbetonig is **eerbaar (honourable)**
- respekbetonig is **eties verantwoordbaar (ethically accountable)**
- respek as deug is **ononderhandelbaar(unnegotiable)** en die **impak is onberekenbaar (countless)**



# Impact of respectful relationships

**Encouraging mutual respect will help to:**

- reduce **workplace stress**, conflict and problems
- will help to **improve communication** among colleagues
- will **increase teamwork**
- will **increase productivity**, knowledge and understanding
- additionally, there will be a **more positive school culture** /  
an increase in educator's **job satisfaction** / lower staff  
turnover



**SΔOU**

## Impact of respectful relationships

- **we're all different** – because of who we are, where we come from, what we believe in, and how we live our lives. But **we all have value** as human beings. **Respect requires that we understand this**
- with the right approach, our differences can improve our experience at work, and **enhance what we can achieve together.**
- to do this, we need to create **environments** in which everyone feels welcomed, fairly treated, and fully supported to do their best. In short, it's about **prioritising mutual respect.**



# **Respect as a virtue in the context of school management**

**Before expressing your point of view, always listen to the opinion of team members, and only then share your thoughts on a particular topic.**

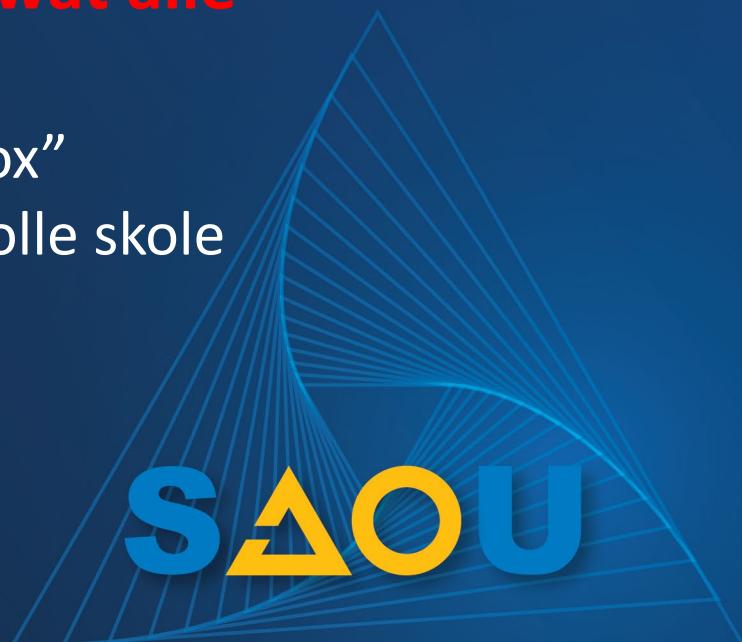
**Do not criticize ideas and suggestions**

**Allow employees to speak up and share their thoughts**



## Respek as deug binne die konteks van skoolbestuur

- die beste organisasie en beplanning kom tot niks sonder effektiewe implementering en uitvoering
  - \* dit vereis 'n gelukkige en gemotiveerde personeel
- respek is die **saambindende en onsigbare gom wat alle bestuursfunksies sinchroniseer**
- dit is 'n stukkie waardevolle gereedskap in jou "toolbox"
- suksesvolle **verhoudings** is die onderbou van suksesvolle skole
- **adjunkhoof** se opmerking ...



# Respek as deug binne die konteks van skoolbestuur

**In die praktyk, behels dit oa die volgende:**

- konsekwentheid en regverdigheid
- erkenning en waardering
- ag die personeel se loopbane as belangrik
  - \* openhartige een-op-een gesprekke
- bereidwilligheid om mense bloot te stel, aan hulle geleenthede te bied, en hulle toe te laat om foute te maak



# Respek as deug binne die konteks van skoolbestuur

## In die praktyk:

- betrek belanghebbendes by **besluitneming**
- laat hulle **mede-eienaarskap beleef** / belangrik voel
- effektiewe en goeie **kommunikasie** reflektereer respek / hou die personeel ingelig / gee terugvoer / **wys jy ag en erken hulle**
- **respekteer beleid en besluite**, selfs al stem jy nie daarmee saam nie /
- gee uitvoering daaraan / “hoë vlak” van respekbetoning
- respekteer **protokol en procedures**



# Respect as a virtue in the context of school management

## Practically: as the norm in your daily interactions

- Understand someone's point of view
- Respond in a timely manner
- Keep something that is confidential as such
- Focus on strengths and not weaknesses
- Sensitive humour



# Respek as deug binne die konteks van skoolbestuur

## In die praktyk:

- respekteer die **skool se geskiedenis en sy verlede** / hulle wat deel van die skool was
- respekteer die **gebruike en tradisies** van die skool
- respekteer die skool se **werkswyses** / moenie dinge verander voordat jy nie verstaan waarom dit op 'n bepaalde manier gedoen word nie



# Respek as deug binne die konteks van skoolbestuur

## In die praktyk:

- deernis, meelewing, empatie en opregte belangstelling daarom **verdryf respek “vrees”**
- “**live well, serve well, and love well**”
- “**Mnr Werner se teenwoordigheid alleen, het my skoolgeld die moeite werd gemaak (the power of respectful relationships)**  
“As hy jou aanspreek ...”



# Respek as deug binne die konteks van skoolbestuur

**Uitdagende onderwerp**, want

- **respek as deug** is **nie** ‘n doelwit of strategie nie
- dit is **nie** ‘n werkwyse nie
- dit is eg en opreg / **integreer spontaan in alle bestuursfunksies**
- tog kan almal, **sou daar ‘n wil wees**, en met die regte gesindheid, doelgerig daaraan werk om hierdie **eienskap te versterk** en te ontwikkel (you can deliberately be sensitive to act respectfully)
- **voorwaarde: begrawe jou ego en die eie-ek!**



# Afsluiting / Conclusion

**Die teenwoordigheid van 'n kultuur van respek:**

- verander die totale **skoolklimaat en skolkultuur**
- verander die totale **werksomgewing**
- verander die skool in 'n **leerdervriendelike skool**
- skep 'n skool met / **gelukkige personeel en gelukkige leerders**
- skep 'n uitnodigende **kultuur van leef en laat leef**
- **verander 'n skool in die soort plek wat dit veronderstel is om te wees**



# Respect as virtue in the context of school management

A respectful school culture is going beyond the curriculum, and is about respectful attitudes, behaviours, structures and practises. It is a whole school approach

It is all about creating a safe, secure and healthy school environment where teachers can teach, and learners can learn



## Afsluiting / Conclusion

Pay you can **live** on. Respect you can **count** on

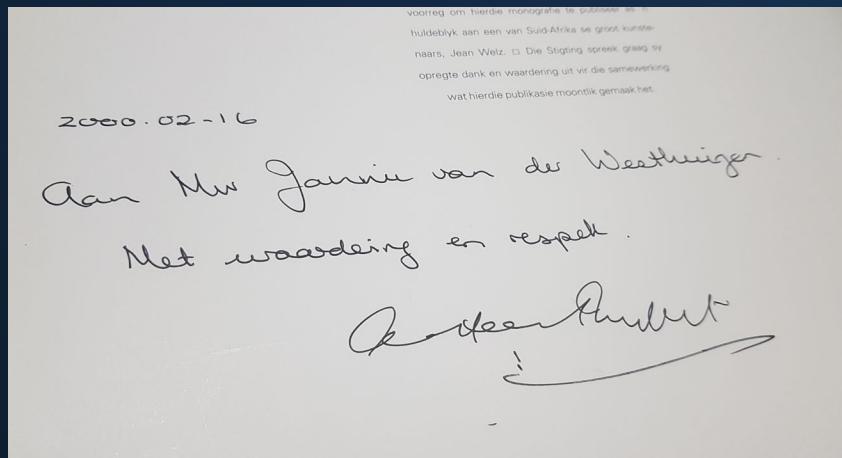
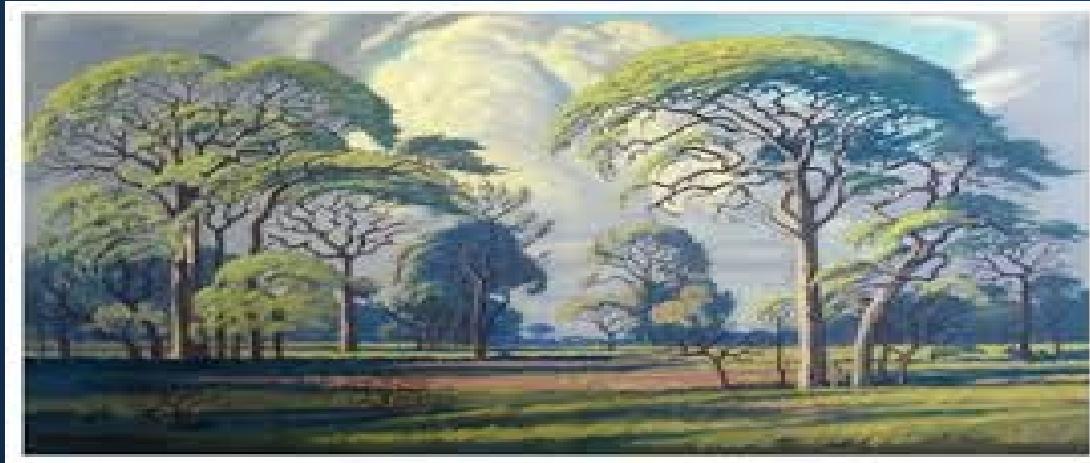
Just keep life simple: “**live well, serve well, and love well**”

Then the label of “**being a respectful human being**” will become your trade mark

Na alles sal ons almal, en ook ons skole, die respek ontvang wat ons verdien



# Besoek aan dr Anton Rupert



Dankie / Thank you



Met waardering en respek

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George



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