

ACKNOWLEDGEMENTS

I would like to acknowledge and thank the following people who have in various ways made contributions towards the successful completion of this research:

- My promoter and co-promoter, Professors Chris Myburgh and Marie Poggenpoel. You have played a significant role in my personal development as well as guiding me constructively through this research.
- My wife, Karin and our children Melinda, Charmaine, Nico and Gary for loving and supporting me throughout my studies.
- My colleagues at Mosaïek Church, Johan Geysers and our team for your understanding and support.
- Nerina for typing, Lindie for graphic design and Liezl for language editing.
- The participants for your willingness in sharing personal experiences with me. You are special people to me.



DECLARATION

I, Gert Basson, hereby declare that the contents of this thesis represent my own unaided work and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the University of Johannesburg.



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SUMMARY

Communities in any given society are made up of individuals. As individuals are different and unique, so are communities unique in character. Different leaders play different roles in communities and have obtained leadership responsibilities in a variety of ways. Leaders act as leaders because they are appointed by a structure or system like the government. Other leaders act as leaders, because the people just 'see' them as their leaders or they are "self-appointed" leaders.

The question that arises is what is the role of leaders in a given community? To what extent are they responsible of leading towards and creating a better future? What are the expectations of the community from the leaders whom they have appointed or who act as self-appointed leaders? How does the community experience the 'leadership' of their leader? How do the leaders experience their leadership responsibilities?

The aim of this study was the description, implementation and evaluation of a psycho-educational programme to facilitate the development of community leaders within an informal settlement (Zandspruit).

From a methodological point of view a qualitative research design was utilized to make the purpose of the study a reality. Phenomenological research was conducted whereby leaders from the community of Zandspruit were interviewed by asking them an open-ended question, namely: how is it for you to be a leader

in this community? The results and data were analysed by open coding and the themes and categories were identified. A literature control was done and a programme was designed based on the research findings.

The research indicated that leaders lead with feelings of “incapable of leading” their community. The leaders are preoccupied with their lack of leadership or facilitation skills related to the complexity, expectations, perceptions and challenges of this community. In general, the research has shown that leaders don't feel they know ‘how’ to lead their community. It also surfaced in this research that this specific community is complex. Although every community are facing challenges to overcome, it seems that in this community the leadership challenges and “stakes” are even higher.

Subsequently a leadership development programme was developed. The programme was developed out of themes and categories from the research findings. The intent was to ‘invite’ leaders to embark on a lifelong journey of growth and development. Secondly the programme has the intention to equip leaders in order to become ‘leader of leaders’.

The programme was implemented, evaluated and adjusted according to the recommendations and findings.

The research therefore puts a leadership development programme in place that will facilitate the development of community leaders within an informal settlement. The intention and hope is that the programme will enhance the personal development of leaders, as well as skills needed in this specific context, that will eventually contribute towards their mental health and wholeness.



OPSOMMING

Gemeenskappe binne enige samelewing bestaan uit individue. Net soos individue verskillend en uniek is, is gemeenskappe ook uniek in karakter. Verskillende leiers speel verskillende rolle in gemeenskappe en het hul leierskap op 'n verskeidenheid maniere verwerf. Leiers tree soos leiers op omdat hulle as leiers aangewys is deur 'n struktuur of stelsel soos die regering, ens. Ander leiers tree soos leiers op omdat mense hulle "sien" as leiers of omdat hulle "selfbenoemde" leiers is.

Die vraag wat ontstaan is wat die rol van leiers is binne 'n gegewe gemeenskap? Tot watter mate is hulle verantwoordelik om mense te lei na en 'n beter toekoms te skep? Watter verwagtinge het die gemeenskap aangaande die leiers wat hulle aangestel het of die selfbenoemde leiers? Hoe ervaar die gemeenskap die "leierskap" van hulle leier? Hoe ervaar die leiers hulle leierskapsverantwoordelikhede?

Die doel van hierdie studie was die beskrywing, implementering en evaluering van 'n psigo-opvoedkundige program om die ontwikkeling van die gemeenskapsleiers binne 'n informele nedersetting (Zandspruit) te fasiliteer.

Vanuit 'n metodologiese oogpunt is 'n navorsingstrategie ontwerp om die doel van die studie 'n werklikheid te maak. Daar is van fenomenologiese navorsing gebruik gemaak waartydens die gemeenskapsleiers van Zandspruit ondervra is

deurdat daar aan hulle 'n oop vraag gestel is: Hoe is dit vir jou om 'n leier in hierdie gemeenskap te wees? Die resultate en data is geprosesseer en die temas en kategorieë is geïdentifiseer. 'n Literatuurstudie gedoen en 'n program, gebaseer op die navorsingsbevindings, is ontwerp.

Die navorsing het getoon dat leiers hulle gemeenskap lei, ten spyte daarvan dat hulle "onbevoeg" voel om hulle gemeenskap te lei. Die leiers se gedagtes word in beslag geneem deur hul gebrek aan leierskapsfasiliteringsvaardighede wat verband hou met die kompleksiteit, verwagtings, persepsies en uitdagings van hierdie gemeenskap. Oor die algemeen toon die navorsing dat die leiers voel dat hulle nie weet "hoe" om hulle gemeenskap te lei nie. Dit het ook in die navorsing na vore gekom dat hierdie spesifieke gemeenskap kompleks is. Alhoewel alle gemeenskappe uitdagings moet oorkom, voel dit asof die uitdagings en dit wat op die spel is, hier selfs nog groter en meer is.

Gevolgtrek is 'n leierskapsontwikkelingsprogram ontwikkel. Hierdie program is ontwikkel vanuit temas en kategorieë wat in die navorsingsbevindings geïdentifiseer is. Die doel was om die leiers te "nooi" om 'n lewenslange reis van groei en ontwikkeling aan te pak. Die program het tweedens ten doel gehad om leiers toe te rus om "leiers van leiers" te word.

Die program is geïmplementeer, geëvalueer en aangepas volgens aanbevelings en bevindings. Die navorsing stel dus 'n leierskapsprogram in plek wat die

ontwikkeling van leiers binne 'n informele nedersetting sal fasiliteer. Die doel en hoop is dat die program die persoonlike ontwikkeling van leiers, sowel as vaardighede wat binne hierdie konteks benodig word, sal bevorder en uiteindelik sal bydra tot hulle geestelike gesondheid en heelheid.

