

THE COMPATIBILITY BETWEEN EXTENSION AIMS OF STAFF AND THEIR ORGANISATION: IMPLICATIONS FOR MANAGEMENT

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ABSTRACT

It is imperative for an organisation to have a basic understanding of the reasons for its existence, which describe its aims or vision. These aims must be known and shared among employees, since they give direction and meaning to them. This pilot investigation was done to investigate the compatibility between extension aims of extension staff and those of their employer. It shows that only 50 percent of respondents have an acceptable understanding of the official aims (vision), and that none of the components of the official vision has sufficient compatibility with the perceptions of staff. Furthermore it was found that the internal compatibility of respondents' aims is insufficient, and for unknown reasons there was no overlap of respondents' aims with the most important issues of the official vision. It became evident that staff members were suffering from high levels of frustration that could be linked to being unaware of and not knowing the official vision. The implications of these findings are that management should immediately give serious attention to the matter, and as a first step should investigate the causes of this problem. Secondly, management should share its vision and imprint it with all staff, after which it should empower staff to take steps to reach the vision. This may help towards breaking the unacceptable levels of frustration by staff and to align the perceptions of staff with the official aims of the organisation.

1. INTRODUCTION

Any organisation must have a basic understanding of the reasons for its existence. "Actually 'what is our business - and what should it be?' is almost always a difficult question which can be answered only after hard thinking and studying" (Drucker, 1981:66). What Drucker is saying is that it is not always easy to come to this basic understanding. The answer to this question is important since it describes the aim (also referred to as the vision) of the organisation, which gives direction to the actions of the members of the organisation. In this regard Williams (1982:448) says: "It (an organisation) exists for a purpose, and the behaviour of its members must make a contribution to the fulfilment of that purpose in order to have value and meaning within the organisational context." Peters (1985:285) described the role and importance of vision for an organisation as follows: "Even if you are small, vision - and the teaching of it - comes first."

The vision is important, but so is the manner in which it originates and diffuses through the organisation. Peters (1985:286) states that a vision (usually) starts with a single individual, but indicates further that "that does not mean that a major team effort of rewriting and buy-in should not ensue." Members of the organisation must participate in meaningful ways in the processes of giving shape and meaning to the vision. It was recognised long ago that "participation becomes a farce when it is applied as a sales gimmick or a device for kidding people into thinking they are important" (McGregor, 1976:514).

Having and sharing a vision among staff is consequential for an organisation and should not be underestimated. "There is no more powerful engine driving an organisation towards excellence and long-range success than an attractive, worthwhile, and achievable vision of the future, widely shared" (Maxwell, 1995:183).

It is therefore clear that any agricultural extension organisation which strives to reach its goals must have a vision which extension workers find attractive, worthwhile and achievable at all levels. To be effective in terms of reaching its goals and ultimately its vision and mission, it is therefore necessary for the organisation's extension workers at all levels at least to share and reach a common understanding of the vision of an institution.

2. THE PROBLEM

Agricultural extension in general has been blamed for its ineffectiveness and inefficiencies over the last two decades and agricultural extension has been put under pressure to show its effectiveness. "Public sector agricultural extension arrived at a worldwide turning point in the late 1980s" (Rivera, 1991:3, 5). Interviews with Transkeian staff revealed that practically none of the extension workers was aware of any departmental policy and objectives. Consequently, extension workers did not themselves have clear work objectives and aims, a lack which is detrimental to staff morale and efficiency (Bembridge, 1987:248). Agricultural extension in South Africa has also reached this turning point.

This pilot project was carried out as a first step to link the "...vision of an organisation and the role it plays to drive the organisation towards excellence and eventual success" (Maxwell, 1995). A state extension organisation (hereinafter called the organisation) of one of the nine South African provinces was chosen, and its agricultural extension staff used to estimate their perceptions of the vision of the organisation. Some of the field staff had been

complaining about the way in which the service was being run as well as the low levels of motivation amongst extension staff members with the potential negative impact of these on extension outcomes. "It's easy to understand the reaction of people when they don't like the leader or the vision. They don't follow" (Maxwell, 1998: 148). Lack of vision and lack of alignment between the organisation's vision and those of its employees may contribute to the problems of extension, and therefore is an acceptable starting point of analysis. The role of leadership was not included in this investigation.

3. RESEARCH METHODOLOGY

Three basic questions concerning the vision of the organisation were asked to extension staff. The answers were then mapped and compared with the officially documented vision of the organisation. This showed the possible compatibility between the visions.

The official vision was compared with the:

- personal vision of each extension worker
- perception of each worker of the organisation's vision
- ideal vision of the organisation according to each extension worker.

The responses to these questions were recorded individually. Respondents did not have the opportunity during the workshop or immediately before, to study, memorise or in any way refresh their memories concerning the vision of the organisation. No guidance or leading statements were given during the assessment and respondents were not allowed to discuss questions. This process ensured originality. The Agricultural Digest's (1998/99:11-12) version of the official aim of the organisation was taken as the official vision, and compared with that of the respondents.

Figure 1 shows the relationship between the aim (vision), goals and objectives of an organisation.

Sometimes the vision of an organisation can be described in a single sentence or phrase, but it is often a composite of various components.

The official vision of the organisation was sub-divided into its four components (marked ① to ④ in Figure 2). The answers obtained from each respondent were then compared with each one of these components. Two interpretations were used to assess the level of compatibility. The narrow interpretation leaves very little scope for deviation from the official wording

and meaning. A more freer interpretation of respondents' answers enhanced the scope for deviation from the official vision. The perceptions of respondents were used to obtain both the narrow and free interpretations. Both interpretations were compared with the official vision.

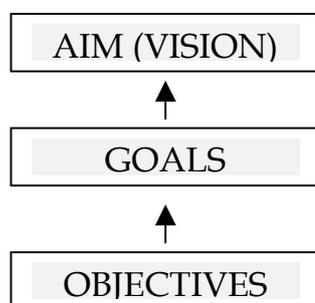


Figure 1: The relationship between the aim (vision), goals and objectives of an organisation

Figure 2 shows the officially documented vision of the investigated organisation when it is sub-divided into its four constituent components.

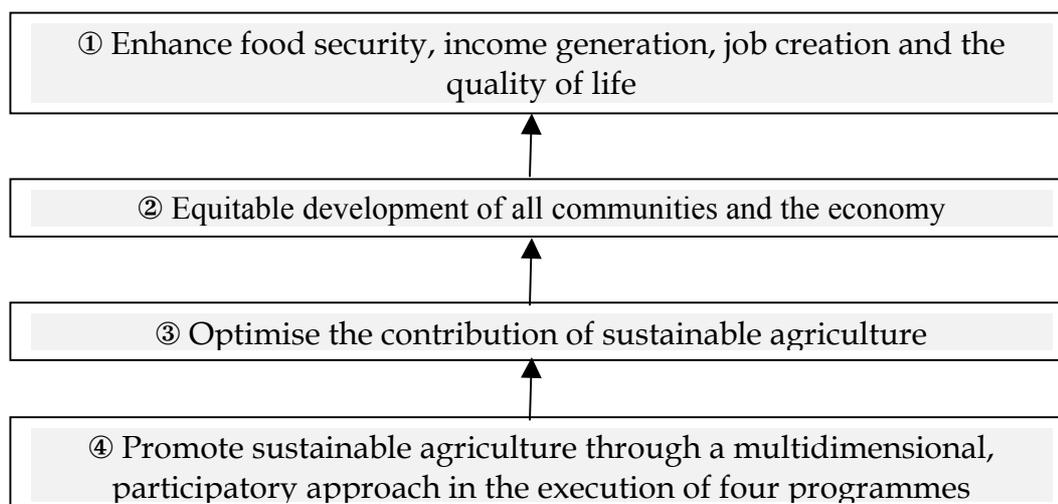


Figure 2: The official vision of the extension organisation (Agricultural Digest, 1998/99)

For the purposes of this analysis it is assumed that the 1st and the 4th components of the organisation's official vision are more important than the other two. Components two and three are seen as a means to an end, with the 1st component as the end. Therefore compatibilities between the 1st and 4th components of the official vision and those of the respondents were rendered more important.

Figure 3 illustrates the different comparisons that were made between respondents' answers and the official vision. It also shows the comparison that was made for compatibility within each respondent's three answers.

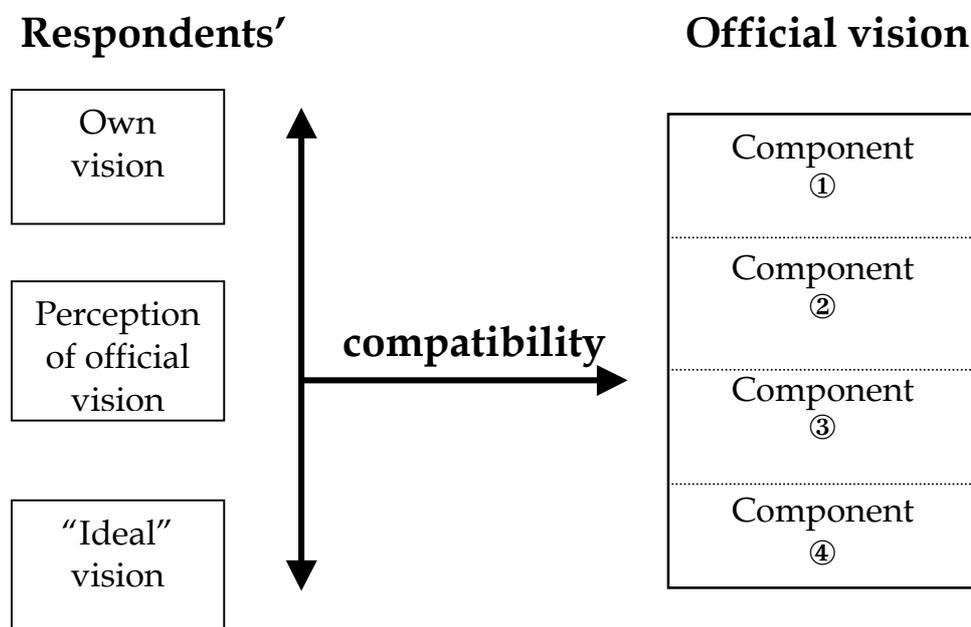


Figure 3: Comparisons within each respondent's answers and between respondents' answers and the official vision

4. RESULTS

In the following sub-sections the comparisons are discussed as follows:

- 4.1 - compatibility between own vision and the four components of the official vision
- 4.2 - compatibility between perception of official vision and the four components of the official vision
- 4.3 - compatibility between ideal vision and the four components of the official vision
- 4.4 - summary and conclusion concerning 4.1 - 4.3
- 4.5 - compatibility between the three visions

The following assumptions formed the backdrop of the compatibilities:

- Components one and four are regarded as more important than two and three.
- The ideal would have been for respondents' visions to overlap completely with the official vision.
- It is somewhat unreasonable to expect extension workers to be able to give a word-by-word description of the official vision. Therefore the free interpretation is also an acceptable indicator.

4.1 Compatibility between own vision and official vision

Table 1 shows the number of respondents whose personal visions for extension were compatible with the official vision.

Table 1: Number of respondents whose personal visions for agricultural extension are compatible with the official vision (N = 32)

Component of the official vision	Number of respondents whose personal vision was compatible with the official vision (per component of the vision)	
	A	B
① Enhance food security, income generation, job creation and the quality of life	1 (3.1%)	11 (34.4%)
② Equitable development of all communities and the economy	0	1 (3.1%)
③ Optimise the contribution of sustainable agriculture	0	4 (12.5%)
④ Promote sustainable agriculture through a multidimensional, participatory approach in the execution of four programmes	1 (3.1%)	2 (6.3%)
Number of respondents with no compatibility	30 (93.8%)	14 (43.7%)
TOTAL	32 (100%)	32 (100%)
Number of respondents who mentioned more than one component	0	3 (9.4%)

LEGEND: A - narrow interpretation of respondent's perception
B - free interpretation of respondent's perception

Table 1 indicates that, in terms of the narrow interpretation very few are compatible with the official vision. For the 2nd and 3rd components there was no compatibility, and only one each for the 1st and 4th components. Only two respondents (6.3 percent) have a good understanding of the official vision.

When considering the free interpretation the situation looks more favourable. In this case the compatibility is 34.4 percent. This is considerably more than displayed with the narrow interpretation. Furthermore it can be concluded that 34.4 percent of the respondents' personal visions are compatible with the most important component (one) of the official vision.

With the free interpretation there is only 3.1 percent compatibility with component two and a 12.5 and 6.3 percent compatibility with components three and four respectively. Similarly, when considering components one and four 40.6 percent of respondents showed compatibility with the official vision.

The percentage of respondents who have a compatibility with the visions is calculated as follows:

- subtract those respondents who mentioned more than one component (9.4%) from
- the sum of components one to four of both interpretations (62.5%).

From the evidence in Table 1 it can therefore be concluded that 53.1 percent have an acceptable understanding of the official vision.

4.2 Compatibility between respondents' perceptions of the official vision and the official vision

Table 2 shows the number of respondents whose perceptions of the official vision were compatible with the official vision.

Similar to the previous table, Table 2 shows that concerning the narrow interpretation, only 6.2 percent of respondents displayed any compatibilities with the official vision. These compatibilities occurred with components one and four. There were no compatibilities displayed with components two and three.

Concerning the free interpretation the compatibility with component one is 34.4 percent. This is more favourable than the narrow interpretation of 3.1 percent. The compatibility with component two is zero, but with component

Table 2: Number of respondents whose perceptions of the official vision are compatible with the official vision (N = 32)

Component of the official vision	Number of respondents whose perceptions of the official vision are compatible with the official vision (per component of the vision)	
	A	B
① Enhance food security, income generation, job creation and the quality of life	1 (3.1%)	11 (34.4%)
② Equitable development of all communities and the economy	0	0
③ Optimise the contribution of sustainable agriculture	0	4 (12.5%)
④ Promote sustainable agriculture through a multidimensional, participatory approach in the execution of four programmes	1 (3.1%)	6 (18.7%)
Number of respondents with no compatibility	30 (93.8%)	11 (34.4%)
TOTAL	32 (100%)	32 (100%)
Number of respondents who mentioned more than one component	1 (3.1%)	2 (6.3%)

LEGEND: A - narrow interpretation of respondent's perception
B - free interpretation of respondent's perception

three it is 12.5 percent. The latter is similar to the compatibility in Table 1. The compatibility with component four is 18.7 percent, which is considerably better than the 6.3 percent of Table 1. Similar to Table 1, it can furthermore be concluded that 34.4 percent of the respondents' personal visions are compatible with the most important component (one) of the official vision.

The combination of components one and four for both interpretations has a compatibility of 59.4 percent.

The percentage of respondents who have compatibility of the visions was calculated as follows:

- subtract those respondents who mentioned more than one component (9.4%) from
- the sum of categories one to four of both interpretations (71.8%).

From the evidence in Table 2 it can consequently be concluded that 62.4 percent have an acceptable understanding of the official vision.

4.3 Compatibility between respondents' ideal visions of extension and the official vision

Table 3 shows the number of respondents whose ideal visions for extension are compatible with the official vision.

Table 3: Number of respondents whose ideal visions for extension are compatible with the official vision (N = 32)

Component of the official vision	Number of respondents whose ideal vision for extension are compatible with the official vision (per component of the vision)	
	A	B
① Enhance food security, income generation, job creation and the quality of life	1 (3.1%)	12 (37.5%)
② Equitable development of all communities and the economy	0	0
③ Optimise the contribution of sustainable agriculture	0	3 (9.4%)
④ Promote sustainable agriculture through a multidimensional, participatory approach in the execution of five programmes	0	3 (9.4%)
Number of respondents with no compatibility	31 (96.8%)	14 (43.7%)
TOTAL	32 (100%)	32 (100%)
Number of respondents who mentioned more than one component	0	3 (9.4%)

LEGEND: A - narrow interpretation of respondent's perception
B - free interpretation of respondent's perception

The "ideal vision" of respondents is important, since this represents what extensionists consider as the ultimate that can be achieved by extension practice under ideal conditions. Table 3 indicates that in terms of the narrow interpretation only a 3.1 percent compatibility exists. For components two, three and four no compatibility was found. This means that only one respondent (3.1 percent) had a good understanding of the official vision.

With the free interpretation the situation looks considerably better. Concerning component one, 37.5 percent have compatibility. It can be therefore be concluded that 37.5 percent of the respondents' ideal visions are compatible with the most important component of the official vision.

Even with the free interpretation no compatibility could be found with component two. However, 9.4 percent were compatible with components three and four respectively. When considering components one and four, 46.9 percent were compatible with the official vision.

The percentage of respondents with compatibility between the visions was calculated as follows:

- subtract those respondents who mentioned more than one component (9.4%) from
- the sum of categories one to four of both interpretations (59.4%).

From the evidence in Table 3 it can therefore be concluded that 50 percent of respondents have an acceptable understanding of the official vision.

4.4 Summary and conclusion of the compatibility between respondents' different visions and the official vision

In Table 4 the narrow and free interpretations are combined. It shows the compatibility with the official vision, of respondents' three visions (own, ideal and perception of the official vision).

According to Table 4, component one of the official vision is compatible between 37.5 and 40.6 percent. The compatibility with component four of the official vision is lower at between 9.4 and 21.9 percent.

Concerning component two it is clear that the compatibility varies between zero and 3.1 percent. For component three, the compatibility is between 9.4 and 12.5 percent. Table 4 also shows that between 28.1 and 40.6 percent have no compatibility.

Component one proved to be the most important and component four the second most important part of the official vision. Furthermore it can be concluded that between 46.9 and 59.4 percent of respondents have an acceptable understanding of the official vision.

Table 4: Summary: compatibility of respondents' three visions with the official vision (N = 32)

Component of the official vision	Compatibility of respondents' three visions with the official vision (per component of the vision)		
	C	D	E
① Enhance food security, income generation, job creation and the quality of life	12 (37.5%)	12 (37.5%)	13 (40.6%)
② Equitable development of all communities and the economy	1 (3.1%)	0 (0%)	0 (0%)
③ Optimise the contribution of sustainable agriculture	4 (12.5%)	4 (12.5%)	3 (9.4%)
④ Promote sustainable agriculture through a multidimensional, participatory approach in the execution of five programmes	3 (9.4%)	7 (21.9%)	3 (9.4%)
Number of respondents with no compatibility	12 (37.5%)	9 (28.1%)	13 (40.6%)
TOTAL	32 (100%)	32 (100%)	32 (100%)

LEGEND: C - Own vision
D - Perception of the official vision
E - Ideal vision

The conclusion from Table 4 is that not one of the components of the official vision has sufficient compatibility with the perceptions of the respondents to expect any meaningful "following" of it by the respondents. Components two and three seem to have the smallest chance of being pursued by respondents.

It could be concluded from these results that the official vision in this case is not, a "...powerful engine driving the organisation towards excellence and long-range success..." to use the words of Maxwell (1995:183).

4.5 Compatibility between the three perceptions of respondents

It would be ideal if the respondents' three visions were 100 percent compatible (identical). Beal, Bohlen & Raudabaugh (1967) have shown that greater overlaps between the goal of the individual and the goal of the group result in increased goal achievements. Similarly, if a respondent perceives his/her own vision for extension as identical with both that of the organisation and the ideal, one could expect higher levels of motivation for

reaching the vision. That is, if the compatibility between the three visions is 100 percent, motivation to pursue the vision would be at its highest. The compatibility between the three visions can only be changed over time, since individuals need time to adjust their visions.

Figure 4 shows how the level of motivation to pursue the official vision increases with increased compatibility between individuals' visions and the official vision.

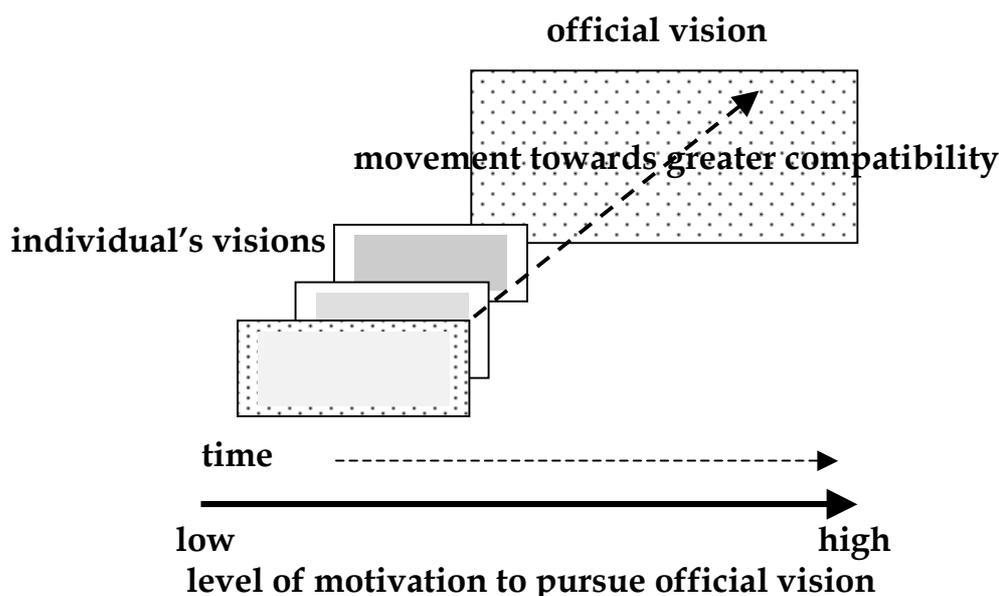


Figure 4: Influence on the motivation to pursue the official vision as it relates to the compatibility between the individual's and the official vision

Table 5 shows the deviation in compatibility of the perceptions of every individual respondent, concerning their three visions.

Table 5: The compatibility of respondents' three visions (N = 32)

Number of respondents					
Not estimated (*)	Big deviation (completely incompatible)	Slight deviation (incompatible)	Very similar (compatible)	Identical (completely compatible)	TOTAL
3 (9.4%)	5 (15.6%)	13 (40.6%)	8 (25%)	3 (9.4%)	32 (100%)

(*) Three respondents' responses could not be estimated in this manner.

Table 5 shows that 15.6 percent of the respondents have completely incompatible and 40.6 percent incompatible visions. Therefore the visions of 56.2 percent are not compatible. Furthermore, 25 percent are compatible while 9.4 percent are completely compatible. Therefore the visions of only 34.4 percent are compatible.

It can furthermore be concluded from Table 5 that the compatibility of respondents' three visions is insufficient. This may lead to low levels of motivation to pursue the official vision.

4.6 Clusters that appeared in respondents' perceptions

Only about 15 percent of the respondents could phrase a vision in a meaningful way. The rest (85 percent) had a very strong tendency to focus on the day-to-day activities of extension. They expressed what agricultural extension should already be doing and not what it should achieve in the long term. Examples are: to spread information, to transfer technology, to help farmers understand their circumstances, to settle farmers, to co-ordinate, to facilitate, to establish food gardens, to impart knowledge, to promote household food security, to teach people to do things for themselves, to give material support, and so on. All these are actions that extension staff should already be doing, and which should not, therefore, be part of the vision.

In the responses of the respondents to the questions, some phrases or word combinations seemed to appear more than others. These are shown in Table 6.

An analysis of the official vision of the organisation shows that several words seem to play a key role. They all seem politically correct at the moment and they are:

- food security and quality of life
- equitable development
- sustainable agriculture
- participatory approach.

Some of these play such an important role in the official vision, one would have liked to see respondents making use of these words in their responses. Table 6, however, shows that only 25 percent of respondents mentioned "quality of life" either directly or through words with similar meanings. Closely related to the concept of "quality of life" is the concept of "poverty alleviation". Since only one respondent mentioned both "poverty alleviation" and "quality of life", it means that only 46.8 percent of the respondents

Table 6: Clusters of phrases and word combinations that occurred in respondents' responses (N = 32)

Cluster	Number of respondents		
	With cluster	Without cluster	TOTAL
Knowledge: To "extend" knowledge, to develop knowledge, to give knowledge, to impart knowledge, to transfer knowledge	8 (25%)	24 (75%)	32
Improve quality of life, living standards, better life	8 (25%)	24 (75%)	32
To help or assist: With choices, to understand, to decide, to identify, to acquire, to self-help	9 (28.2%)	23 (71.8%)	32
To co-ordinate, to facilitate	7 (21.9%)	25 (78.1%)	32
Poverty alleviation, to fight poverty, to eradicate poverty	8 (25%)	24 (75%)	32
Household food security, sufficient food	5 (15.6%)	27 (84.4%)	32
Sustainable agriculture, sustainability	5 (15.6%)	27 (84.4%)	32

mentioned a vital component (one) of the official vision of the organisation. While this is encouraging, the percentage is too low to make any meaningful contribution towards motivating the respondents.

Other important phrases featured only a few times, e.g. food security was mentioned by only 15.6 percent of respondents, equitable development by none, sustainable agriculture (or similar wording) also by 15.6 percent, and participation (in any form) by only 6.3 percent (2 respondents).

Not one respondent mentioned "equitable development". Therefore none mentioned all the important words in any one or all of their responses. Only one respondent (3.1 percent) mentioned "participation" and "sustainable development" and none mentioned "sustainable" (sustainability) and "food security" in combination in any of their responses.

Failure to mention the most meaningful words means that respondents are either unaware of, had forgotten or had not heard of the most important issues (or the words that represent those issues) that are addressed by the

official vision. None of these possible explanations can be a source of comfort to the organisation.

4.7 Complaints by and “don’t knows” of respondents

Some respondents took the opportunity to voice complaints or indicated that they did not know the answer to one or more of the three questions. The general mood of the workshop was positive, despite undertones of dissatisfaction with a couple of issues. It was not a complaints session and complaints of any sort concerning the organisation and management were not discussed and were discouraged. Some of the complaints raised by respondents are, however, pertinent and will therefore be discussed here. No complaints were cross-validated for accuracy and may only be the opinion(s) of the individual respondents. However, it may be helpful for the organisation to identify these complaints and to address them in a meaningful way, since they may influence the rest of the employees in a negative way.

Table 7 contains a list of “complaints” of respondents, and indicates to which questions respondents had indicated that they did not know the answers.

Table 7: Complaints of respondents and the number of respondents who did not know the answers to the questions

Complaints of respondents	Number of respondents (n)
1. “The Head of Department” (called by first name) has got the idea (of what the official vision is)	1
2. The official vision is (party) politics	1
The vision is fine but:	
3. there is too much red-tape	1
4. we have to start too many projects - 60 per extension worker	1
5. The official vision is not implemented	1
6. Get a deputy director for extension, so we can understand what the extension officer must do	1
7. (The vision of the organisation is) not clear, frustrating, we need more clarity	1
8. The department does not have a vision	1
9. Don’t know (the official vision)	6

There were eight cases in which respondents lodged complaints. The first and second cases are symptomatic and indicative of lack of respect for senior management and of the first that the persons have probably not identified and aligned themselves with the vision of the organisation at all. The third and fourth complaints show some frustration with bureaucracy and with the tendency to focus on quantity instead of quality. Case number five shows some frustration on the part of the respondent at the fact that s/he feels that there is an official vision, but that it was not being implemented. The reasons were not given. Cases six and seven indicate that the respondents are frustrated and want to know what they are supposed to be doing and perhaps what extension is all about. Case eight is self-explanatory and signals some frustration on the part of the respondent.

If these complaints all come from respondents who feel frustrated with their jobs in some way, it means that 25 percent (eight) of the respondents are carrying some sort of job-related frustration and are willing to voice this frustration without being asked to do so. This could mean that the level of frustration is high for those respondents. This percentage is very high and should be addressed as a matter of urgency.

Table 7 also shows that 18.7 percent of the respondents indicated that they “don’t know” what the official vision of the organisation is. Interpretation of this phenomenon is difficult without sufficient data, but this could be attributed to a variety of factors. Anecdotal evidence suggests the following: recent appointments, lack of sharing the vision with peers in the organisation, poor communication in the organisation, lack of participation in vision-setting and making, top-down management and so on. This warrants further and serious investigation.

5. CONCLUSIONS AND RECOMMENDATIONS

The vision of an organisation is very important in terms of the following:

- it “comes first”
- it gives meaning to the work of employees, especially if they participate in vision-setting
- it is a powerful engine which drives an organisation towards excellence and long-range success
- it must be attractive, worthwhile, and achievable

- it is the duty of the leaders of the organisation to attend to the above with great care and earnestness
- an organisation that lacks a vision will lack success.

Agricultural extension is under pressure to prove its relevancy to its constituency, as well as its effectiveness and efficiency. This investigation was done to estimate the compatibilities between extension workers' visions for extension and the official vision of their organisation.

Compatibilities with the official vision were as follows:

- own vision 53.1 percent
- perception of official vision 62.4 percent
- ideal vision 50 percent.

It was also found that none of the components of the official vision was sufficiently compatible with respondents' visions. All in all the compatibilities that were found are not sufficient to motivate respondents to pursue the official vision.

The compatibility of respondents' three visions was found to be insufficient. This may further attribute to low levels of motivation to pursue the official vision.

The majority of respondents (85 percent) could not phrase any of the required three visions in a meaningful manner. Furthermore it was found that the official vision's most important words or similar meanings were mentioned by between 3.1 percent and 25 percent respondents in their visions. This is very low and managers should investigate.

The fact that 18.7 percent of respondents clearly indicated that they "don't know" what the official vision of the organisation is, should be scrutinised as a matter of urgency by management. The indication that a further 25 percent of the respondents carry some sort of job-related frustration concerning the vision of the organisation demands serious investigation and action by management.

Table 8 shows what the managers of the organisation may consider doing in order to address the situation.

Table 8: Recommendations to address the situation of non-vision-sharing in the organisation by extension staff

Action	Proposed methodology	Attitude/spirit of management
Identify why extension staff do not know what the vision is	Small group discussions Dialogue End-of-meeting slips Independent consultant Anonymous notes	Listening Empathy Understanding Supportiveness Openness
Share the vision with all staff	Small group discussions Dialogue and personal interaction Workshops Seminars Modelling Leading Posters and leaflets	Understanding Passion Attention Caring Sharing Trust Respect
Imprinting the vision with all staff	Small group discussions Dialogue and personal interaction Modelling Leading Written media	Leading Enthusiasm Sharing Empowering
Empower staff to reach vision	Small group discussions Dialogue and personal interaction Modelling Leading	Leading Enthusiasm Trust Transfer of authority Open support Releasing

It is beyond the scope of this paper to discuss Table 8 in terms of putting it into practice. The following quotation describes the changes that may be needed to move the organisation meaningfully towards achieving its vision.

“All business is show business. All leadership is show business. All management is show business. That doesn’t mean tap-dancing. It means shaping values, symbolising attention - and it is the opposite of

'administration' and, especially, 'professional management'. For the last 25 years we carried around with us the model of *manager* as cop, referee, devil's advocate, dispassionate analyst, professional, decision-maker, naysayer, and pronouncer. The alternative we now propose is *leader* (not manager) as cheer-leader, enthusiast, nurturer of champions, hero finder, wanderer, dramatist, coach, facilitator, builder. We have not learnt of magic – we have learnt, instead, of passion, care, intensity, consistency, attention, drama, of the implicit and explicit use of symbols – in short, of leadership" Peters (1985:256).

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