

and strategies to meet the problems that confront the organisation. Fox (1983:11) gives five principles for strategic planning:

- Critical thinking about the past, present and future of affairs, to aid development, implementation and evaluation of a well formulated plan. This could include goal-setting for a one- to five-year period, which is in line with programme budgeting.
- Sensitivity to the needs of the institution and its personnel, as well as to the clientele it serves, is fundamental to strategic planning. Problems that could block the achievement are identified e.g. structures and policies that are detrimental to goal achievement.
- A structured plan that is flexible and readily adaptable to environmental changes must be formulated.
- Outcomes related to goals should not just be described qualitatively but a quantitative measurement should be given. Specific actions to operationalize the new proposals are described.
- Advanced planning is positively related to making sound decisions in the present.

Strategic planning can only be implemented successfully if full participation in organisational decisions is a reality. The nursing service manager will have to learn collaborative negotiation skills, as politics is an important issue in management.

Politics refers to "a process that results when groups of heterogenous individuals with different goals, interests, values, and perceptions work together in organizations towards common organizational goals" (Johnson 1988: 18).

To be successful in the application of political savvy, the nursing service manager must —

- get the support of her team;
- realize the value of communication with those who differ in their points of view;
- accept the legitimacy of her opponents values;
- be aware that courtesy catches adversaries off guard and makes others feel good;
- be in the right place in the right time to make herself visible to those high up in the chain of command;
- advert threats in such a way that problems become 'ours' and not yours.



HENRIETTA STOCKDALE  
 To give and not to count the cost, om te gee en nie die loon te bereken nie  
 to fight and not to hold the wounds, om te veg (stry) en nie die wonde te hel nie  
 to toil and not to seek for rest, om te sliep en nie om te verlang nie  
 to labour and to ask for no reward, om te swoeg en geen loon te vra nie  
 State registration-Nursing-Staatsregistrasie-Verpleging  
 1891-1991



## Special RSA stamp: State registration: Nursing

On 15 August 1991 the South African Postal Administration will issue a special 60c stamp to commemorate the state registration of nurses and midwives.

The stamp was designed by Theo Marais and features an excerpt from Act No 34 of 1891, promulgated by the Parliament of the Colony of the Cape of Good Hope on 21 August 1891. This act provided for the state registration of nurses and midwives and made South Africa the first country in the world to give professional recognition to nursing and midwifery.

The pioneer of professional nursing in South Africa was sister Henrietta

Stockdale. She founded South Africa's first professional nursing school in Kimberley and in 1890 she started a campaign to secure state registration for nurses and midwives. This ideal was realised by Act No 34 of 1891.

The stamp will be on sale at all post offices in the RSA from 15 August to 14 November 1991. The serviced commemorative envelope (R1,63) will be on sale at the Cape Town Post Office and post offices with philatelic counters on the date of issue only.

These items may also be obtained from Philatelic Services and INTER-SAPA, Private Bag X505, Pretoria, 0001 (Tel. (012) 311-3470/1; 311-3464). The closing date for mail orders for commemorative envelopes is 15 August 1991; the closing date for mint stamps is 14 November 1991.

Her ability to affect the performance of others will determine whether she will acquire power equity. Power is essential in managerial success. This will enhance her skills to collaborate towards effective support of the nurse at the bedside. Power refers to the ability to have the resources available and to supply the necessary support to get a job well done.

The organizational context in which the nurse manager is working will affect her means of acquiring power. She will have to understand the characteristics of the organisation, to ensure that they become more functional and the management of them more effective.

### Productivity

With lesser input referring to economy and personnel, the way to improve the ratio of input versus output is to keep the out-

put the same. This will be necessary as you can not do more than you can afford. An assessment will have to be made of what realistic output can be expected.

Personnel should be trained in quality circles to enhance participation in management. Management must be willing to listen to suggestions made. The current situation should be analysed and questioned to determine if procedures are still effective in the present situation, or whether there is a better way to do things, or whether it should be done at all, — the question ceases to be 'How quickly can I take the temperature of all the patients?' and becomes 'which patient's temperature do I need to monitor and how frequently?' (Chalmers 1990: 178).

This can only be done if employee's self-efficiency is increased, by setting explicit goals, supporting creativity and autonomy.