

# Management Paradigm Change in Pak- Turk (International Schools & Colleges) After a Failed Military Coup in Turkey: A Case Study

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“Change management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives, and missions”. (Kotter)

## Case Background

Mr. Ali the vice principal entered in principal office with some papers when Mr. Zahid the principal was in deep thinking about current issues arose after Turkish management deportation. He sat down in front of Mr. Zahid and said, “Sir, these are some applications from students and parents they want Turkish Language classes to be resumed.” They were discussing about Turkish Language classes and suddenly one teacher entered with his resignation. Mr. Zahid and Mr. Ali both were under pressure to solve these problems.

The news broke through different news channels, “Turkish teachers of PakTurk I.C.E.F are packing up along with their families as government of Pakistan has ordered to depart from Pakistan within three days”. Parents were severely worried about their children’s educational future as it was said that after Turkish teachers’ deportation these schools will be shut down.

The very next day news was circulating through electronic and social media, “All the students and parents of PakTurk International Schools and Colleges are protesting against the shutdown of these schools”. “We don’t want these institutions to be banned at any cost as we are satisfied with these schools” said parents and students.

Pakistani teachers protested too because they were worried about their jobs. In an interview Mr. Ali said, “I worked with Turkish teachers for 8 years and learnt the actual meaning of teaching. They taught us love, tolerance and sacrifice. I don’t know why they are being deported?”

“It is unfortunate to see one of the best private schools in Pakistan suffer due to political agendas, as

new management for Pak-Turk schools and colleges has arrived from Turkey and likely to take over the charge soon, *Pakistan Today* has learnt reliably. <sup>(1)</sup>

Sources in Turk embassy told *Pakistan Today* that the Maaref Foundation is all set to take over the Pak-Turk Schools, as its members have arrived in Pakistan.

“PakTurk International Schools and Colleges are deeply concerned over the abrupt decision of the government requiring the Turkish teachers, management and their family members numbering to approximately 450 individuals including the school-going children, infants and ladies to leave the country within three days – an extraordinary time constraint – in consequence of non-approval of their requests for extension of visa.”

Turkey’s Maarif Foundation will take over the administration of Pak-Turk Schools in Pakistan following the registration of the foundation as an INGO by the Ministry of Interior. <sup>(2)</sup>

After all, Pakistan Government decided not to close the institution rather to hand over to Pakistani management. Turkish teachers departed from Pakistan and all the institutions were handed over to native peoples of Pakistan. The name of the institution was changed from PakTurk I.C.E.F to “PakTurk Education Foundation”. Now all campuses of PakTurk education foundation are being run by Pakistani Management. All parents and students are satisfied that at least schools have not been shut down.

## Institution History

PakTurk International Schools & Colleges are the members of a chain of pioneer Turkish educational institutions established in 1995 and running under the auspices of the PakTurk Education Foundation for the pursuit of excellence in education in Pakistan. The network of PakTurk schools and colleges was launched in 1995 under the international NGO registered with the Turkish government. Initially,

funding was made from Turkey to establish the state of art campuses in Pakistan. But for the last 15 years or so it is generating its own funds here, offering free education and boarding facilities to 35 per cent of the students besides awarding foreign scholarships to them.<sup>(3)</sup>

PakTurk educational institutions are outfitted to provide the groundwork studies right from Pre-School to College Level for the achievements in the Federal Board of Intermediate and Secondary Education and other Provincial Boards of Intermediate and Secondary Education for SSC and HSSC Levels in Pakistan. It is also registered with the University of Cambridge for International Examinations for O and A Level students. PakTurk educational institutions also prepare willing students for the university entrance examinations which are essential to get admission to a higher education degree program in Pakistan, Turkey and elsewhere in the world.

Now the problem ahead these schools and colleges after a failed coup in Turkey when Turkey's ambassador called on the Pakistan government to close down all the institutions backed by the Fethullah Gulen-inspired Hizmet Movement.<sup>(1)</sup>

The future of more than 400 Turkish citizens working for private schools set up by the PakTurk International Schools and Colleges network plunged into uncertainty after the government has declined to extend their visas and intended to send them back to Turkey. Besides removing Turkish principals the management also dissolved the board of directors (BoD) having the representation of Turkish nationals. According to an official, the move sparked fears in the school management because the Turkish government had tried to shut down the schools and asked the Pakistani authorities to deport the school administration back to Turkey.<sup>(2)</sup>

The future of private schools set up by the PakTurk International Schools and Colleges network plunged into uncertainty a day after Turkey's ambassador called on the Pakistan government to close down all the institutions backed by the Fethullah Gulen-inspired Hizmet movement. The network of 28 schools and colleges in Islamabad, Lahore, Quetta, Karachi, Hyderabad, Khairpur and Jamshoro has staff strength of 1,500 who teach around 10,000 students from pre-school to A level. "Since 1995, our schools have been giving quality education to Pakistani students with no political motivation or illegal activity," says Ali Yilmaz, the Sindh education director for the association, adding that Turkish staff

works in Pakistan legally through an NGO visa owing to these evidences.<sup>(3)</sup>

### Key Issues

Mr. Zahid conducted a meeting with admin and teaching staff to discuss key issues. He started explaining the issues, "Dear colleagues the first and most important issue is to get the confidence of parents and students." He looked at notes written and continues, "Secondly you know we are facing financial problem so we have reduced the number of scholarships." He took a sip of tea and continued: "You also know that Turkish management was sending students abroad for higher study but now it is stopped." Whole staff was listening carefully while taking tea.

Mr. Zahid took a long sip of tea again and said, "We have also closed Turkish Language classes for not having Turkish Language teachers and finally we need to hire trained and professional staff to meet the standard and quality education criteria set by previous management.

### Parents' anxiety about new management

Some parents came to Mr. Zahid the principal PakTurk Clifton Campus and asked, "Sir, we were satisfied with Turkish management and now the local manage has taken the control of this school, we want to know about new management whether it is qualified and trained or not." Mr. Zahid started introducing himself, with a slight smile. "I am alumni of Pak- Turk Khair Pur Mirs Campus. I did my BS in mathematics from Turkey. I joined PakTurk Clifton Campus as teacher in 2015, after the deportation of Turkish management I was appointed as principal in 2016. I know the way how Turkish was running these institutions."

Mr. Ali the vice principal has also worked with Turkish for more than 8 years. He knows the system more than me. So, I think you should not be too anxious about your children because the management is capable of running these schools on its usual pace.

### Managerial challenges

Mr. Zahid was discussing the challenges with Mr. Ali and asked, "Do you know what challenges I am facing after becoming principal?" "Sir, you can explain better than me." Mr. Ali replied with a little smile. Well, the foremost challenge for us is to gain the trust of parents and students that we can deliver the same quality education as was delivered by Turkish management. Secondly the trusts of employees to be treated as were treated by former management. No doubt they were well experienced

managers but we have spent adequate time with them and learnt enough strategic skills from them. If we will utilize the same way as was used by Turks, I am sure that everything will be settling down soon.

#### ***Institutions Affiliation with Hizmet Movement***

While asking many questions the parents also asked, “Sir, we are listening from news that these schools belong to Hizmet Movement, what is the reality please let us know.” Mr. Zahid started to explain, “Actually Turkish schooling system is international and does not only work in Pakistan but all over the globe. All the schools are following curriculum and the laws of respective countries not the Gulen’s or Hizmet’s. In Pakistan we follow completely the curriculum of Pakistan and assessment agencies and boards. No doubt the Turkish management believed Gulen as an intellectual person as well as spiritual leader. Hizmet Movement as I know was to fight against ignorance through quality education. It was not to harm anyone even any animal or insect. It is said that Mr. Fethullah Gulen never visited these schools running all over the world except one or two in America.

#### ***Vision and mission set by Turkish management***

One media personnel asked from Mr. Zahid, “What was the vision and mission of the Turkish management?” “Well, the vision and mission was to provide international standard education to the students of Pakistan. Turkish education system is a high ranked in world they wanted to share in Pakistan. As for the mission there was zero tolerance on the discipline and quality of education that was maintained by the Turkish management. In the Schooling system across the history you would never find any case of favoritism or corruption scandal rather the name of trust and quality education in the country” replied Mr. Zahid.

#### ***Hiring new staff***

Mr. Zahid was checking cvs for new recruitments since the Turkish teachers left their positions vacant. Mr. Ali suggested advertising through esteemed news papers to fill these positions soon. After the advertisement new teaching staff was appointed by the current management. “I am feeling a little relaxed now because of having full staff today.” Mr. Zahid said few days late to Mr. Ali with smiling face.

#### ***Financial crises***

Mr. Zahid was briefing v.ps that how the financial crises can be overcome. “Sir, are we facing financial crises?” Mr. Ali asked surprisingly. “Yes, we are facing financial crises because most of the Turkish

businessmen who were supporting from Turkey were also banned after this fiction coup. It is challenge for us to fill the space. We have ability to produce funds from here but it will take time. Actually Turkish people were well trained for fund raising and for utilizing the funds in appropriate way. I hope soon we will overcome these issues.”

#### ***Change in Curriculum***

Students of class 6, 7 and 8 were rushing towards principal office with applications that Turkish language should be resumed. The only curriculum change that actually took place was Turkish Language which was being taught from class 6 to class 8 as compulsory course to enhance students’ language skills for their better future. Mr. Zahid was trying to satisfy those students with the explanation that “Turkish management was sending students to Turkey for higher education on scholarships that’s why Turkish Language was compulsory. The Turkish Language was not just taught but for practical use they were arranging different Turkish Language competitions in singing, easy writing, debate etc. With the deportation of Turkish management the Turkish Language as subject was also withdrawn because we don’t have Turkish Language teachers.” He tried his best to satisfy them but students were insisting to find the solution.

Mr. Zahid called a meeting to solve this problem. In the meeting it was decided that those who are willing to learn Turkish Language for them we can arrange one student who knows Turkish well to teach them only on Saturdays. In this way this problem was solved.

#### ***Change in scholarship criteria for boarding students***

Cell phone rang while Mr. Zahid was thinking about new admissions for the year 2018, “Hello, this is Zahid.” “Assalam-o-Alaikum sir I am DEO of Thatta District. Sir, this year you didn’t conduct scholarship test here in Thatta?” “Yes, because we don’t have scholarship for hostel but rather for school fee only. As you know students from remote areas ask hostel facility and we are not offering scholarship for hostel. That’s why we didn’t conduct scholarship test there. If they can pay hostel fee we can provide scholarship for tuition fee.” Mr. Zahid replied. Mr. DEO was so disappointed because every year many students from his area were selected for scholarship.” Mr. Zahid once again said sorry to Mr. DEO and explained the financial crises faced by new management.

#### ***Effects of management change on students***

One student who passed his matric form this school entered in principal's office. Mr. Zahid stood up and greeted the student. "You are here Mr. Wasim?" Mr. Zahid asked as he didn't expect his coming. "Yes sir, you know I went turkey on scholarship for higher education but after the failed military coup the university I was studying in was banned that's why I am here." Mr. Zahid felt that the student is in deep sorry so he pat on his shoulders and said, "Don't worry. Such difficulties take a person higher. Allah will help you." Mr. Zahid continued his conversation, and asked, "What about other students? When I was in Turkey there were many students studying in different universities and majority of them was on scholarship." "Sir, some of them are trying get admission in government universities and many are coming back."

### **Meeting with Change Management Expert**

During admin meeting Mr. Zahid asked from his team, "Dear colleagues, can you suggest me an expert who know well about change management. I think we need to consult an expert to overcome our issues regarding this change." Mr. Ali who is a Ph.D student at SZABIST suggested one expert and got appointment form him on coming Saturday. On the given time Mr. Zaidi a change mangemnet expert came to principal office and suggested the following change management theories and models.

### **Lewin's Change Management Model**

Lewin's Change Management Model is one of the most popular and effective models that make it possible for us to understand organizational and structured change.

**Unfreeze:** The first stage of the process of change according to Lewin's method involves the preparation for the change. This means that at this step, the organization must get prepared for the change and also for the fact that change is crucial and needed.

**Change:** This is the stage where the real transition or change takes place. The process may take time to happen as people usually spend time to embrace new happenings, developments, and changes. At this stage, good leadership and reassurance is important because these aspects not only lead to steer forward in the right direction but also make the process easier for staff or individuals who are involved in the process.

**Refreeze:** Now that the change has been accepted, embraced and implemented by people, the company

or organization begins to become stable again. This is why the stage is referred to as refreeze. This is the time when the staff and processes begin to refreeze, and things start going back to their normal pace and routine.

### **Another theory suggested by the expert**

The expert suggested another theory devised by John P. Kotter who is a Harvard Business School Professor and author of several books based on change management.

#### ***Kotter's change management theory***

Kotter's change management theory is one of the most popular and adopted ones in the world.

#### ***Stages***

**Increase urgency** – This step involves creating a sense of urgency among the people so as to motivate them to move forward towards objectives.

**Build the team** – This step of Kotter's change management theory is associated with getting the right people on the team by selecting a mix of skills, knowledge and commitment.

**Get the vision correct** – This stage is related to creating the correct vision by taking into account, not the just strategy but also creativity, emotional connect and objectives.

**Communicate** – Communication with people regarding change and its need is also an important part of the change management theory by Kotter.

**Get things moving** – In order to get things moving or empower action, one needs to get support, remove the roadblocks and implement feedback in a constructive way.

**Focus on short term goals** – Focusing on short term goals and dividing the ultimate goal into small and achievable parts is a good way to achieve success without too much pressure.

**Don't give up** – Persistence is the key to success, and it is important not to give up while the process of change management is going on, no matter how tough things may seem.

**Incorporate change** – Besides managing change effectively, it is also important to reinforce it and make it a part of the workplace culture. On the request of Mr. Zahid as he was excited to know about such benefitting theories and models the expert suggested one more model to follow.

### **ADKAR Model**

ADKAR model or theory of change is a goal-oriented tool or model which makes it possible for the various



change management teams to focus on those steps or activities that are directly related to the goals it wants to reach to. The model can be used by managers of change to find out the various holes or gaps in the process of change management so that effective training can be offered to the employees. The following are some of the things for which this model can be used:

- To provide help and support to employees to go through the process of change or transitioning while the change management is taking place.
- To diagnose and treat the resistance shown by employees towards change.
- To come up with a successful and efficient plan for the professional as well as personal improvements of employees during the change.

### **Theory of Rational Choice in an Organizational Environment**

In discussing the correctness dimension of decision-making, Simon makes a distinction between the value elements and the factual elements in decision-making, and asserts that every decision involves these two elements. The essence of this distinction is that a decision cannot be evaluated solely factually, that is, considering only the objective aspects. Indeed, while being descriptive of a future state of affairs, decisions possess an imperative quality of selecting one future state of affairs in preference to another thus they comprise also ethical content. These ethical statements in decision-making are by their very nature often ambiguous, and, as a consequence, not too operational. The correctness of an administrative decision, then, is a relative matter.

### **Causes and Implications of problem**

The future of private schools set up by the PakTurk International Schools and Colleges network plunged into uncertainty a day after Turkey's ambassador called on the Pakistan government to close down all the institutions backed by the Fethullah Gulen-inspired Hizmet movement. The network of 28 schools and colleges in Islamabad, Lahore, Quetta, Karachi, Hyderabad, Khairpur and Jamshoro has staff strength of 1,500 who teach around 10,000 students from pre-school to A level. Although the PakTurk network officially denies being linked to "any political or religious movement", it is widely believed by the Turkish government that the schools are being run by the supporters of Gulen in several countries, including Pakistan, for decades.

### **Turkey's request to close Gulen-inspired schools in Pakistan puts govt in a tight spot**

Officials of the network say the ambassador's statement on the closure of schools is an extension of Erdogan's aggressive ongoing purge of opposition voices in Turkey. They admit the growing estrangement between the association and the Turkish government representatives in Islamabad. Prime Minister Nawaz Sharif's closeness with Turkish President Tayyip Erdogan and Pakistan's brotherly relations with Turkey put pressure on the federal government to make a decision that does not upset its strong ally. The Foreign Office is taking the ambassador's request very seriously, and the foreign secretary has chaired a meeting to explore ideas on how to proceed. According to the representative of Pak-Turk, "Three years ago, Turkish ambassadors were very supportive of our schools. They attended school events and are in our photo albums. Now the ambassador is obeying government orders and saying this. We [the school network] are not doing anything different from what we have been doing for 20 years. The change has come in their stance," says a member of their public relations office.

"Yes, we cannot deny the initial contributions of our government, but now Erdogan has become power poisoned. We are not able to sleep when we think of what is happening back home. Five years ago, Turkey was a symbol of pride for the Muslim world, but not anymore."

He also rejected Erdogan's claim that Gulen was behind the botched coup that attempted to overthrow his government. "Why would a man of 87 be interested in coming into power? He believes in democracy human rights and freedom."

### **Difficult decision for government**

Information Minister says a tactful decision will be made. "We will definitely listen to them [the Turkish government] and their concerns," he says, adding that no sudden move will be made and that the Foreign Office will write to the provinces as education is a provincial matter.

"We will also have to take into account that there are thousands of children studying at these schools. The government will take a decision that does not cause damage to the students yet also acknowledges the request of the Turkish government." <sup>(1)</sup>

### **Pak-Turk Schools and PTI**

Imran Khan, the head of Pakistan Tahreek Insaf (PTI) was the only leader who denounced the expected closure of Pak-Turk schools and said that the closure of Pak-Turk schools in Pakistan would be disastrous for the country.

Sources privy to the detail of the meeting told Pakistan Today that PTI chairman said that Pakistan gave a great value to the bilateral and brotherly relations with Turkey.

They said that Khan told the ambassador that people of Pakistan have a great respect for Turkish President Recep Tayyip Erdogan for his active and unequivocal stance on the issues facing the Muslims across the world.

About the issue of closing Pak-Turk Schools, Khan said that Pakistan would respect the Turk government's decision; however, he suggested an amicable solution of the issue so as to protect the future of the students as well as of the teachers.

#### **New strategy for the fate of Pak-Turk Schools**

Following weeks of brainstorming over the fate of PakTurk Schools, Pakistan and Turkey are converging on a proposal to shift administrative control of the schools from the Gulen

(1) Dawn July 24, 2016

Foundation to another entity or organization recommended by the Turkish government, Pakistan has learnt reliably. Turkish Ambassador Sadik Babur Girgin says that after the attempted 'Gulenist coup' of July 15, Turkey has asked all friendly countries to take necessary measures against Fethullah Gulen's terrorist organization.

### **Suggestions**

As parents and students wished not to be closed these schools because the direct victim will be the students if any action form government is taken for shutting down the schools. These schools should be handed over to local management. About the issue of closing Pak-Turk Schools, Imran Khan, head of the leading political party, now the Prime Minister of Pakistan, said that Pakistan would respect the Turk government's decision; however, he suggested an amicable solution of the issue so as to protect the future of the students as well as of the teachers. According to the press statement released from PTI Central Media Department, during the meeting they discussed the issues of mutual importance Now the local administration should develop diversification in vision and mission of the organization. <sup>(1)</sup>

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