How to do transformation in an angry country

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“Transformation”

A compromise between

REVOLUTION and REFORM?
Transformation is not Social Justice
Social Justice is about setting right the wrongs of the past

Examples:
More black professors in former white universities
More women in the boardroom
More access for staff with disabilities
Compensation for those who suffered losses under apartheid
Returning the houses of those dispossessed
Weighting budgets towards the poor
Transformation is about changing the understanding (mindset) of ourselves and others

The Roman injunction
Consider the etymology of the word “transformation”

Greek origins,

“metamorphosis”
In other words

You can have social justice and still have a vengeful, racist, sexist, homophobic, xenophobic, angry, spiteful citizenry
In other words

More (or even all) black people in an organisation does not in itself signal transformation.

(The most common error of judgment we are prone to make is that all black people were against apartheid and all white people were for it)
As a leader,

You cannot presume to change others
unless you have changed yourself
Seven common mistakes leaders make in doing transformation inside organisations

1. We start with others rather than ourselves
2. We do not put our flags in the sand (this is the plan)
3. We tend to hire people who look like us ..... 
4. We are tone deaf to the concerns of the other side
5. We focus on the apex rather than broadening the base
6. We alienate rather than employ the skills that we need
7. We pursue displacement rather than diversity
“When she transformed into a butterfly, the caterpillars spoke not of her beauty, but of her weirdness. They wanted her to change back into what she always had been. But she had wings.”

— Dean Jackson
Leading for Change
Race, intimacy and leadership on divided university campuses

Jonathan Jansen
Thank You

Dankie