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# 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)**



# *Warning*

**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**

# *The caterpillar's dilemma*

**“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**

ROUTLEDGE RESEARCH IN EDUCATIONAL LEADERSHIP

## Leading for Change

Race, intimacy and leadership on  
divided university campuses

Jonathan Jansen

ROUTLEDGE  


Thank You  
Dankie

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