



Forever entrenched in history is the Springboks' annihilation of the English in the 2007 Rugby World Cup in France and becoming the second team to lift the coveted Web Ellis trophy for a second time. For South Africa this clearly was a unifying factor, but was it transformational? In business, as in sport, questions are being raised about the success of transformation. **CLAYTON SWART** asked prominent leaders how they know when transformation has succeeded?

The short answer is:

**When you need not differentiate between new and old employees based on race.**

According to **Erwin Rode**, CEO: Rode & Associates CC

"Transformation is successful when maximum synergy is created through the leveraging of diversity in a transparent, mutually beneficial and constructive environment."

**Dr Iqbal Surve**, executive chairman, Sekunjalo Investments Limited (Financial Mail/Empowerdex Top Empowered Company in SA 2006)

"In its simplistic form, a transformed organisation is one which is significantly different from what it was before transformation."

**Abel Sithole**, chief executive, Metropolitan Asset Management

"Transformation is not done until we stop hearing the disheartened stories of our black people in the corporate world, and, I might add, I am referring to people who are suitably qualified by all standards in terms of the Employment Equity Act."

**Nomhle Nkumbi-Ndopu**, deputy president, Black Management Forum (BMF)

"Transformation is a success when an organisation and its members take ownership of agreed-upon transformation goals and strategies and a new culture comes into existence which allows the implementation of the named goals and strategies. Transformation success can especially be measured by the mutual respect, trust and integrity with which it is applied. Above all, we know it has succeeded if it occurs with the maintenance of quality."

**Dr Stef Coetzee**, executive director, Afrikaanse Handelinstituut, and former USB professor in leadership and transition.

"Transformation is like any other facet of business and organisational life ... it's a success when its essential operational activities and leadership practices form an intrinsic part of business-as-usual life."

**Christo Nel**, visiting USB lecturer on high performance leadership and head of Village of Leaders Consulting

"Transformation means different things to different people. When people embrace change, and it becomes part of their daily experience – then we can say that indeed we are in the process of transformation."

**Bheki Khumalo**, Sasol group general manager, government relations, corporate affairs and the BEE office, and USB Advisory Board member

# Has **inguquko** (transformation) taken place?

"Monitoring progress and evaluating whether institutional transformation has been successful is not only a difficult process to 'demonstrate', but requires moreover that we unravel a complex matrix of voices, spaces, interests, representations, codes and personal experiences to establish to what extent there is a fit between them and all the 'restructuring' and 'rightsizing' jargon that is deployed in the name of transformation."

▶ **Dr Jerome-Alexander van Wyk**, director, Equity and Diversity, Stellenbosch University

"[Transformation has taken place] when those who have been the drivers of the initiative for transformation are free and more able to express their ambition. Their ambition should direct society to the kinds of changes that are required. In SA, if the poor and marginalised have their ambitions addressed by the policies and changes, then you know transition is a success."

▶ **Tony Ehrenreich**, Western Cape secretary, Cosatu

"The ultimate twin goals of transformation are to ensure that the business runs efficiently and effectively and is [conducted] by a workforce that is as representative of the population as

possible. To assess if transformation is successful will therefore require setting targets for each of the two categories, benchmarking the targets against peer organisations nationally or internationally, and if you continually meet the targets, then you know that your transformation process is successful."

▶ **Khutso I Mampeule**, executive chairman, Lefa Group Holdings, and USB Advisory Board member

"The success of transformation in the context of the economy is measured by the economy. It is simply a question of whether the process of transformation has led to growth. Racial transformation cannot be regarded as successful. Input-based transformation, that is to say training and development, raises the growth ceiling of companies, leads to a natural racial outcome and may therefore be regarded as successful."

▶ **Dr Dirk Hermann**, Solidarity spokesperson

"In my own view as a black man, the ultimate answer is: When there are no more laws to enforce transformation and the colour of your skin is not an issue any more in the workplace, this is when transformation has been a success."

▶ **Geoff Modisakeng**, executive assistant to Simon Susman, CEO of Woolworths