



## TRANSFORMATION BEYOND THE SCORECARD – YPF PERSPECTIVE

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05 March 2018

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# Who are we?

“The Young Professionals Forum (YPF) consists of Young Professionals who are passionate about the engineering industry and are interested in ensuring the sustainability and promotion of the profession.”



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# DEFINITION OF TRANSFORMATION?

**Oxford Dictionary:** “A marked change in form, nature, or appearance.”

**Cambridge Dictionary:** “a complete change in the appearance or character of something or someone, especially so that that thing or person is improved”

**Collins English Dictionary:** “A change or alteration, especially a radical one. The act of transforming or the state of being transformed.”

**Business Dictionary:** In an organizational context, a process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness. Unlike 'turnaround' (which implies incremental progress on the same plane) transformation implies a basic change of character and little or no resemblance with the past configuration or structure.

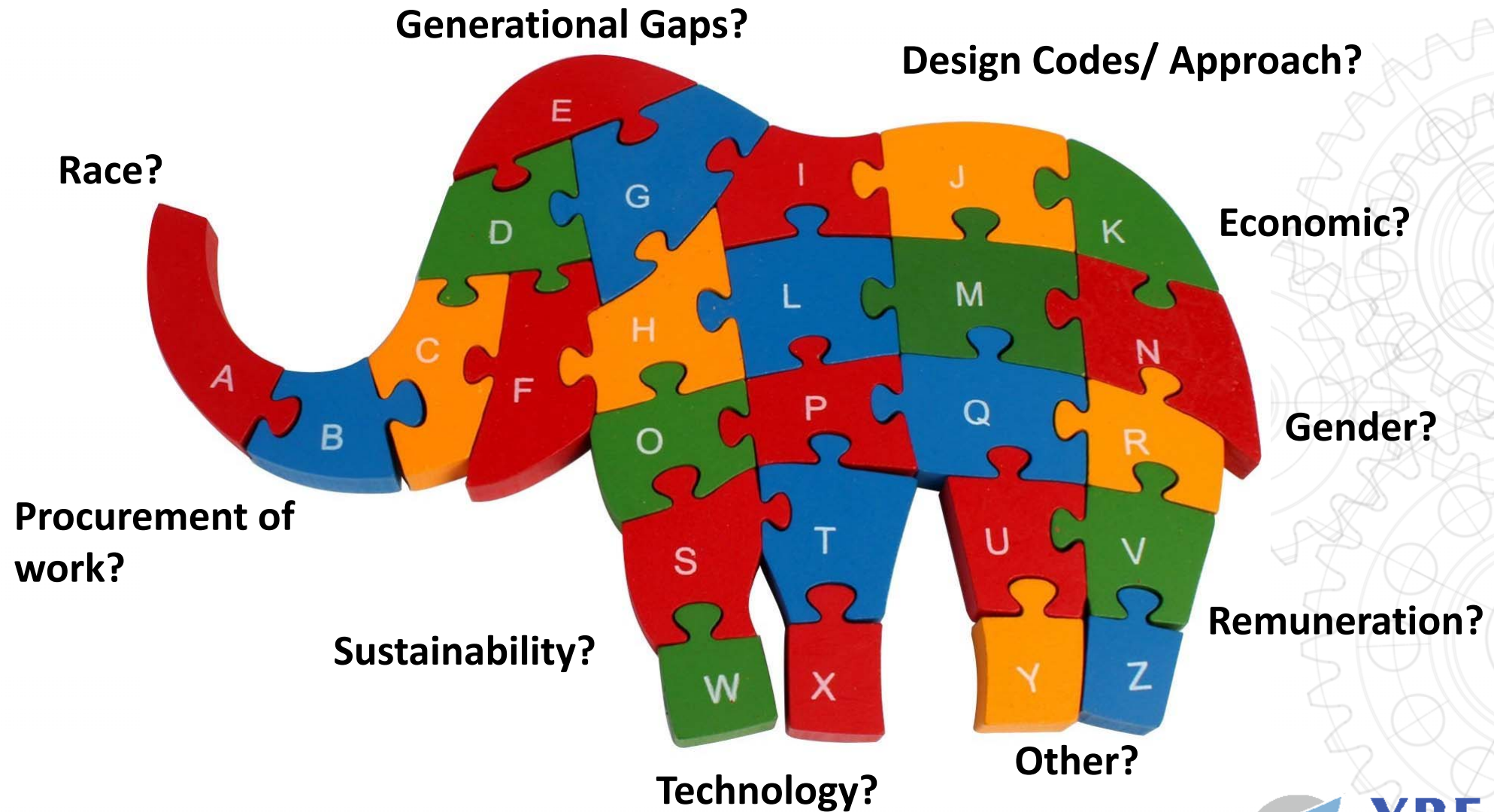
# DEFINITION OF TRANSFORMATION?

In summary:

“Transformation” deals with change to an act, process, situation, person, object, or appearance; and has a positive and/or radical connotation.



# WHICH PART OF THIS BIG ELEPHANT ARE WE BITING FIRST?



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# WHICH PIECE(S) OF THE ELEPHANT DOES THE ACT/SCORECARD ADDRESS?

2 No. 25899

GOVERNMENT GAZETTE, 9 JANUARY 2004

**Act No. 53, 2003**

**BROAD-BASED BLACK ECONOMIC  
EMPOWERMENT ACT, 2003**

*(English text signed by the President.)  
(Assented to 7 January 2004.)*

## **ACT**

**To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.**



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# ACT

To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to publish transformation charters; to establish an Advisory Council; and to provide for

NON-GOVERNMENTAL ORGANIZATION

NOTICE 931 OF 2017

## DEPARTMENT OF TRADE AND INDUSTRY

### CODES OF GOOD PRACTICE ON BROAD BASED BLACK ECONOMIC EMPOWERMENT

I, Dr Rob Davies, Minister of Trade and Industry, hereby issue the Amended Construction Sector Code in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, (Act No. 53 of 2003) as amended by the B-BBEE Act 46 of 2013; and determine that these Codes will come into effect on the date of this publication.



**Dr Rob Davies, MP**  
**Minister of Trade and Industry**

21 November 2017



# WHICH PIECE(S) OF THE ELEPHANT DOES THE SCORECARD ADDRESS?

Address exclusion of many South Africans from:

- Ownership
- Control
- Management of productive assets
- Access to training in strategic critical skills



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YES! to *RESPONSIBLE* transformation to address past imbalances...

RESPONSIBLE HOW?



# WHY TRANSFORM? A YP'S OPINION - 1

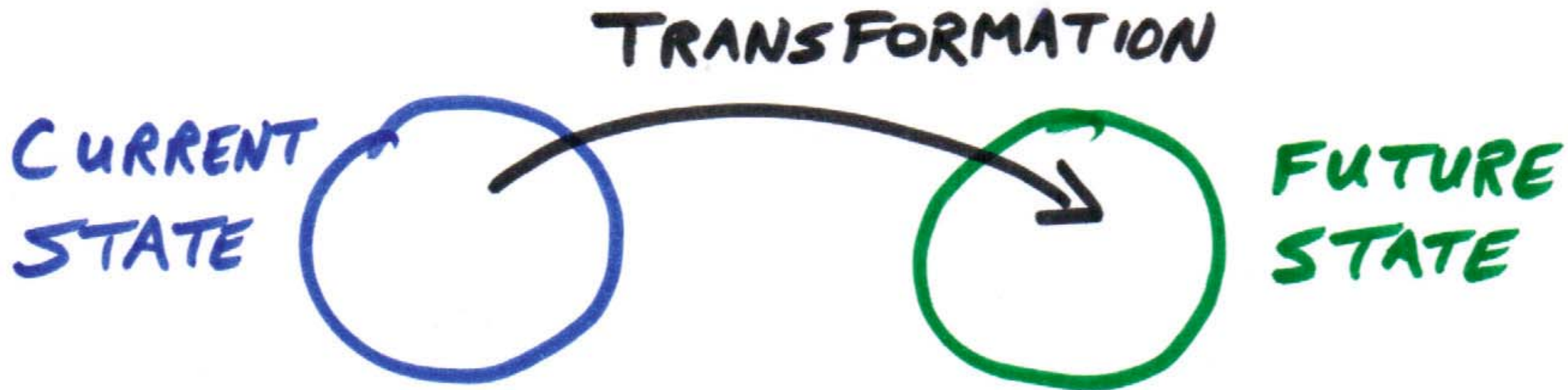
- Through diverse teams, organisations increase their ability to come up with well-developed and scrutinized tangible solutions to most challenges
- People do business with people they trust and can relate to be confident that:
  - Their needs are understood
  - Well researched solutions
  - Respect
- Clients want to deal with people who are a reflection of our democratic society

## WHY TRANSFORM? A YP'S OPINION - 2

- 'If I perceive you as similar to me simply based on race, then my brain will react with more empathy or compassion than if you were of a different race, and this occurs without us even realising it' – USB Centre for Leadership
- Comply with government legislation
- For our future generations – legacy!

# WHY IS TRANSFORMATION SLOW – A YP'S PERSPECTIVE

- Not genuine
- Quick-fix activities / tick box type
- Lack of plan / mandate
- Fear for the unknown / change
- Fear for the loss of power





# WHY IS TRANSFORMATION SLOW – A YP'S PERSPECTIVE

If not now,  
WHEN?



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# HOW IS CESA CONTRIBUTING TO CHANGE?

- YP's represented in the CESA council committees e.g. Transformation committee and Women's forum
- Engineering Excellence Awards related to transformation
  - Mentor Company of the Year
  - Mentor of the Year
  - Young Engineer of the Year

# ETHICAL LEADERSHIP

“Ethical leadership is leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others. It is thus related to concepts such as trust, honesty, consideration, charisma, and fairness. Furthermore, ethics is concerned with the virtuousness of individuals and their motives.”



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# TRANSFORMATIONAL LEADERSHIP

- The CEO of a company facing transformational change should be the driver and facilitator!
- Formal change program, framework, road map with guiding principles for the entire organisation
- CEO to shepherd a balanced and integrated transformational program through
  - Strategy
  - Recruitment
  - Skills Development
  - CSR



# WHAT ROLE CAN YP'S PLAY IN THE TRANSFORMATION AGENDA?

*“Young people are a major human resource for development, often acting as key agents for social change, economic expansion and innovation. Their imagination, ideals, energy and vision are essential for the continuous development of society”*

– National Youth Policy



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# WHAT ROLE CAN YP'S PLAY IN THE TRANSFORMATION AGENDA? - 1

- Continue the dialogue / advocacy
- Empower themselves for the roles they seek to occupy!  
Continual professional development
- Participate / Involvement in committees to foster relationships with Client bodies, Regulatory bodies and recognised Voluntary Associations.
- Put pressure on our superiors – insist on succession planning

# WHAT ROLE CAN YP'S PLAY IN THE TRANSFORMATION AGENDA? - 2

- Give back – “Teach one each one”
  - Maths & Science clinics
  - Career guidance for school learners
  - Job shadow initiative
- Be patient - It's a slow process, but quitting (e.g. leaving the industry) won't speed it up!



# HOW WILL WE GAUGE OUR SUCCESS?

- New entrants/graduates in our industry representative of our people
- Registration statistics
- Transformation of Exec teams / Boards
- Retention



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Thank you for your attention!

To Inclusion...and Beyond!



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