

HSRC
Human Sciences
Research Council

CONCLUSION

How Change Happens

Smash, Tame, Resist or Exit the System

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University of Fort Hare, South Africa

A working framework – transformative leadership...



**Just and ethical
motivation**

Is action motivated by an ethical purpose to bring about just solutions and social change.



**People-centred
process**

Is people-centred (collaborative, consultative, empowering, agential)



**Ensuring institutional
and organizational
change**

Aims for institutional and organisational change as part of its process



**Aimed at systemic
outcomes**

Aspires to bring about systemic & structural solutions to allow many to succeed and thrive.

Transformative leadership



1. Some actions simply allow a FEW to beat the odds
2. The kind of leadership we need in Africa is that which changes the odds and allows MANY to succeed and thrive
3. Transformative leadership is political: it needs **COURAGE** to take on entrenched injustices, **VISION** to know what can be done, and **EXPERTISE** to bring about this kind of change.

CHAPTER OUTLINE AND ARGUMENT



Change happens in many ways: through revolution and disruption (***Smashing the System***); by negotiation and exchange (***Taming the System***); through stealth – offering alternatives to the way things are (***Resisting the System***), and by burning down the house and escaping (***Exiting the System***). Swartz shows how each method can be effective, but all take vigilance, planning and persistence to identify the injustices of society and neutralise its harms.

METHODOLOGY



1. A **review** of three books dealing with how change matters
2. An extrapolation of **Erik Olin Wright's** views on social change
3. An **application** of these modalities to the ideas presented in this book
4. Concluding comments about what's missing in our **theories of change** and our practices of change

REVIEW OF LITERATURE



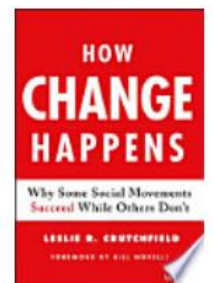
Green (2016) The role of power, **systems thinking, and social activism**



Sunstein (2019) Norms and **values, nudges, transparency and ideologies**



Crutchfield (2018) Changing **hearts and policies, timing, luck, cultural shifts**

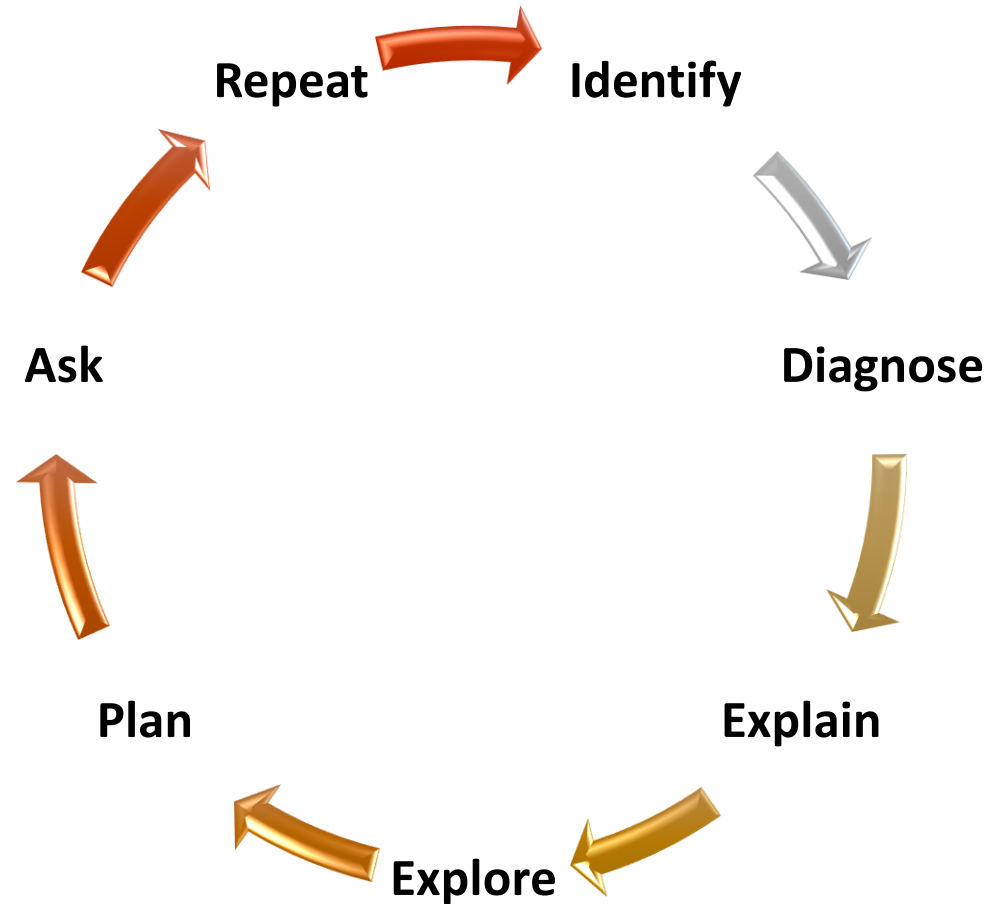


Theories of change

Oberlack, Breu, Giger et al. (2019)



Change depends on “contested values and goals, non-linear and cross-scale effects, unforeseen contingencies, and emergent system properties”.

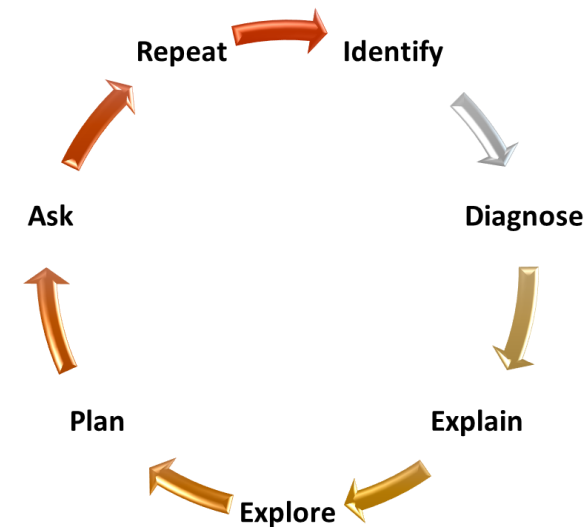


Theories of change

Oberlack, Breu, Giger et al. (2019)

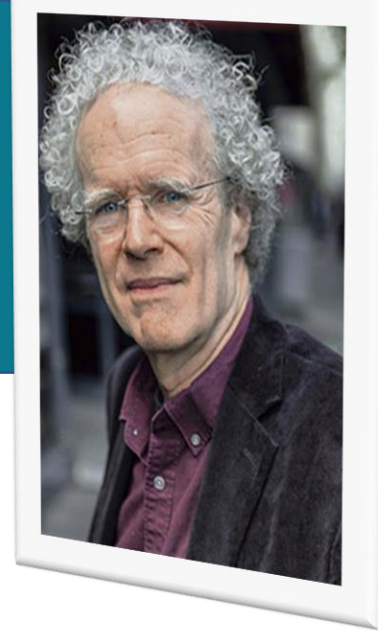


1. Identify the **problem** or **goal**
2. Diagnose contextualized **causes/challenges**
3. Explain how **transformations** in the system **could unfold**
4. Explore the role of **knowledge** (and **communication**) in process
5. Plan **activities and pathways** to lead to intended outcomes
6. Ask what **new knowledge or action** is needed
7. Ask what **assumptions** are being made
8. **Repeat**

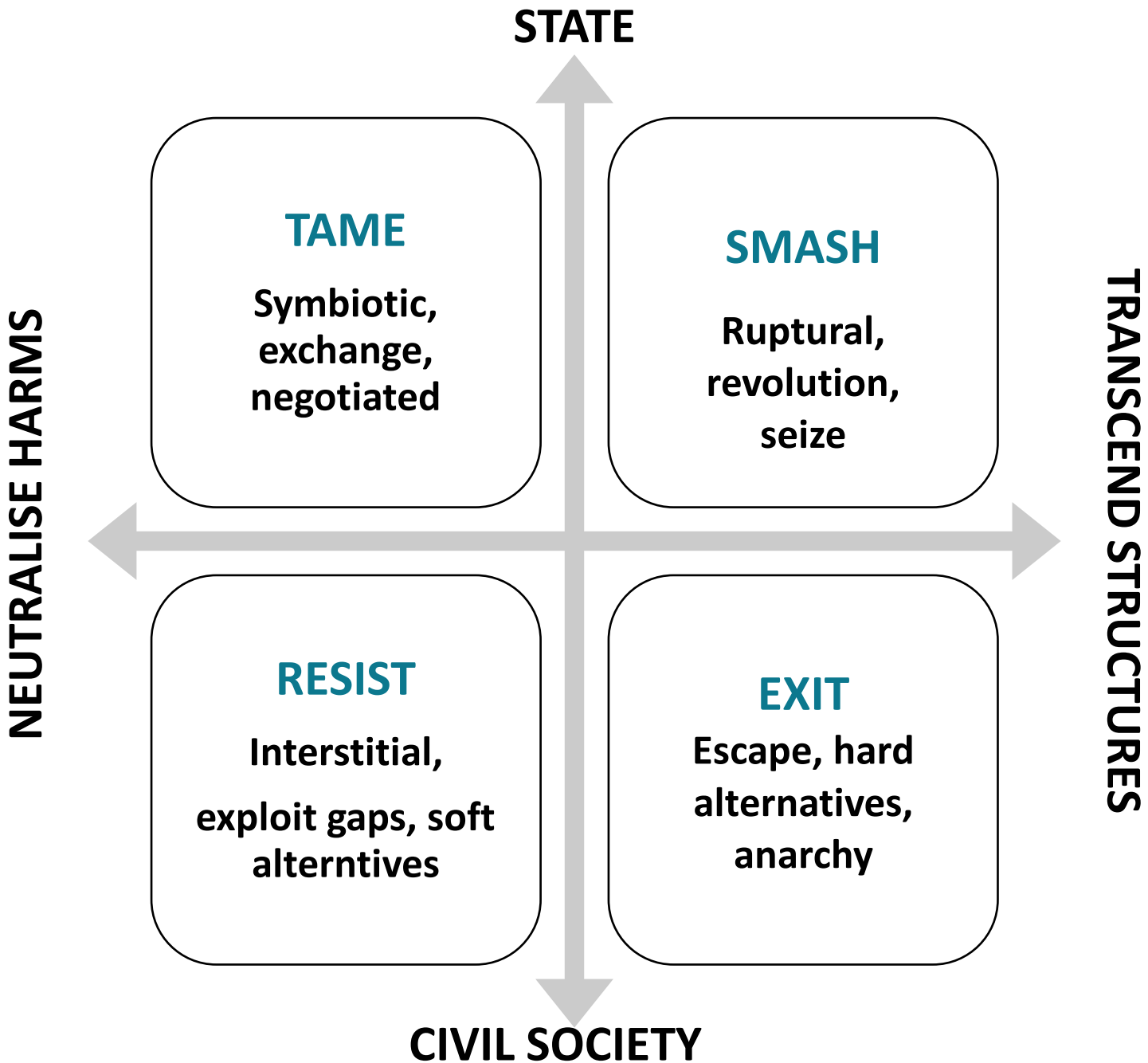


Erik Olin Wright

(1947 – 2019)



1. American Sociologist, Analytical “no bullsh*&%” Marxist, Pragmatic planner for a better world - **UTOPIAS**
2. Foundational Proposition of ***Critical Social Science***: Human **SUFFERING** are the result of existing institutions and social structures.
3. Foundational Proposition of ***Emancipatory Social Science***: Transforming existing **INSTITUTIONS AND SOCIAL STRUCTURES** has the potential to reduce human suffering and expand the possibilities for human flourishing.
4. All strategies are **COLLECTIVE**



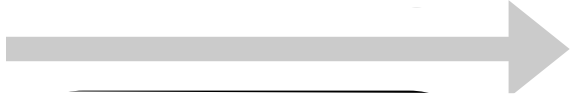
STATE



CIVIL SOCIETY



TRANSCEND STRUCTURES



NEUTRALISE HARMS

NEUTRALISE HARMS



STATE



CIVIL SOCIETY

TRANSCEND STRUCTURES

SMASH

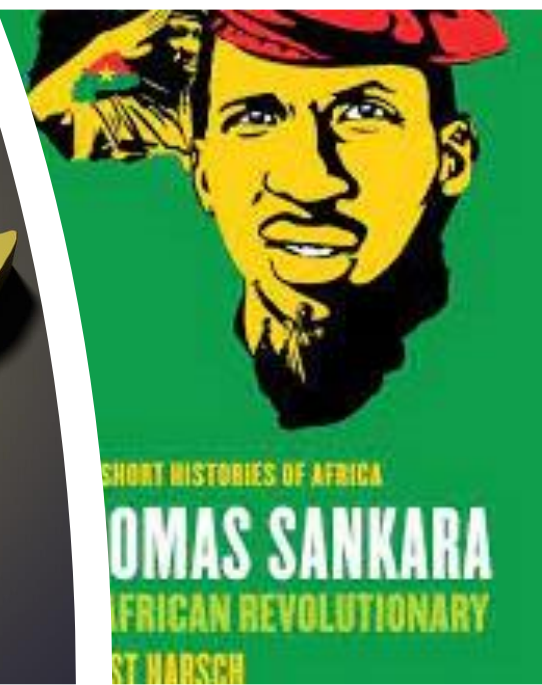
Ruptural,
revolution,
seize



SMASH the System

Ruptural change

1. Disrupt
 - Revolution, Overthrow
 - Seize, War
2. Exemplified by Communism, Socialism, Military dictatorship, Transition, Abrupt
3. Aim: **Transcend** the harms of the current system
4. Strategy: From **above** – new government/system accountable for change



NEUTRALISE HARMS

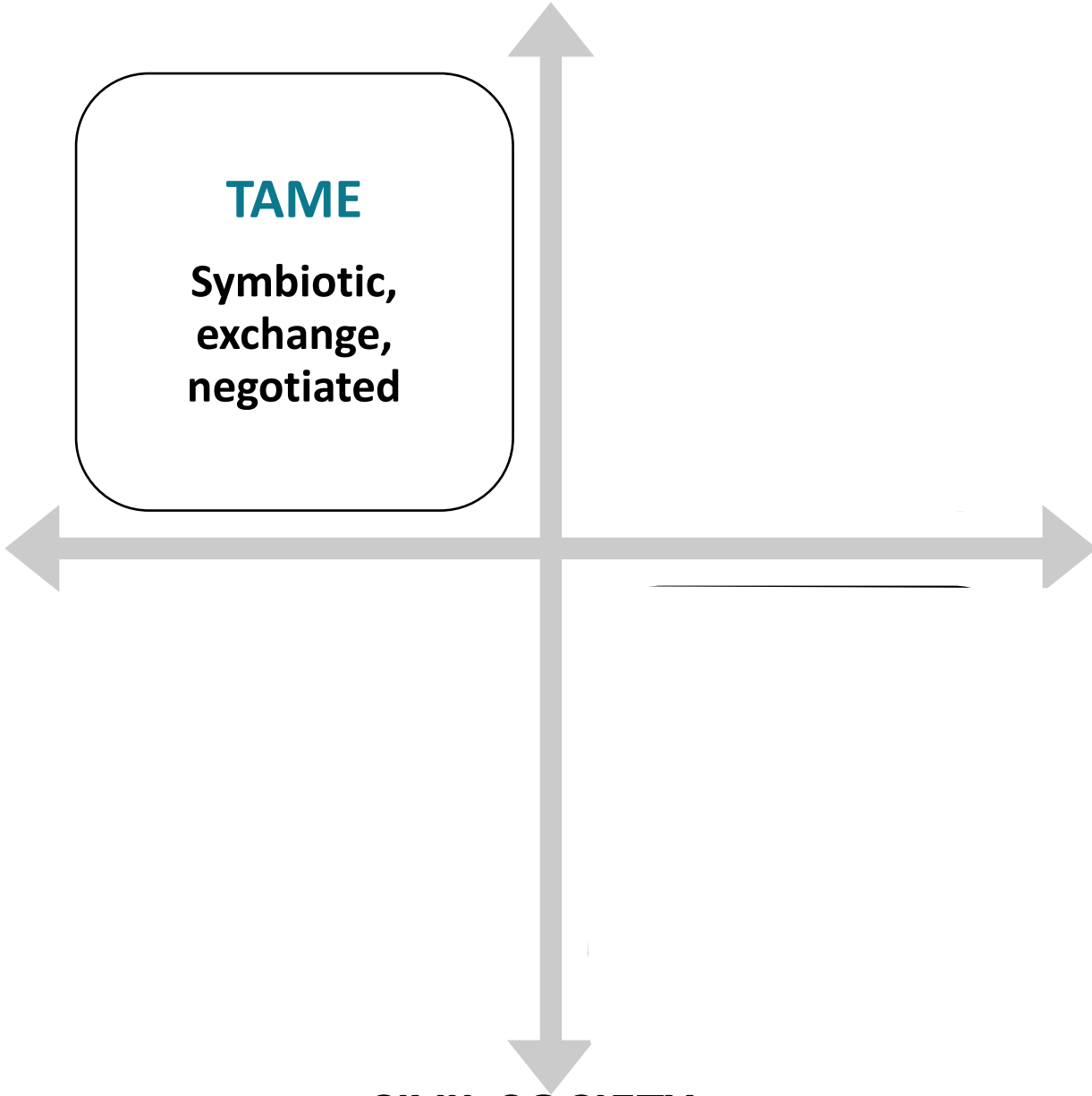
STATE

TAME

**Symbiotic,
exchange,
negotiated**

TRANSCEND STRUCTURES

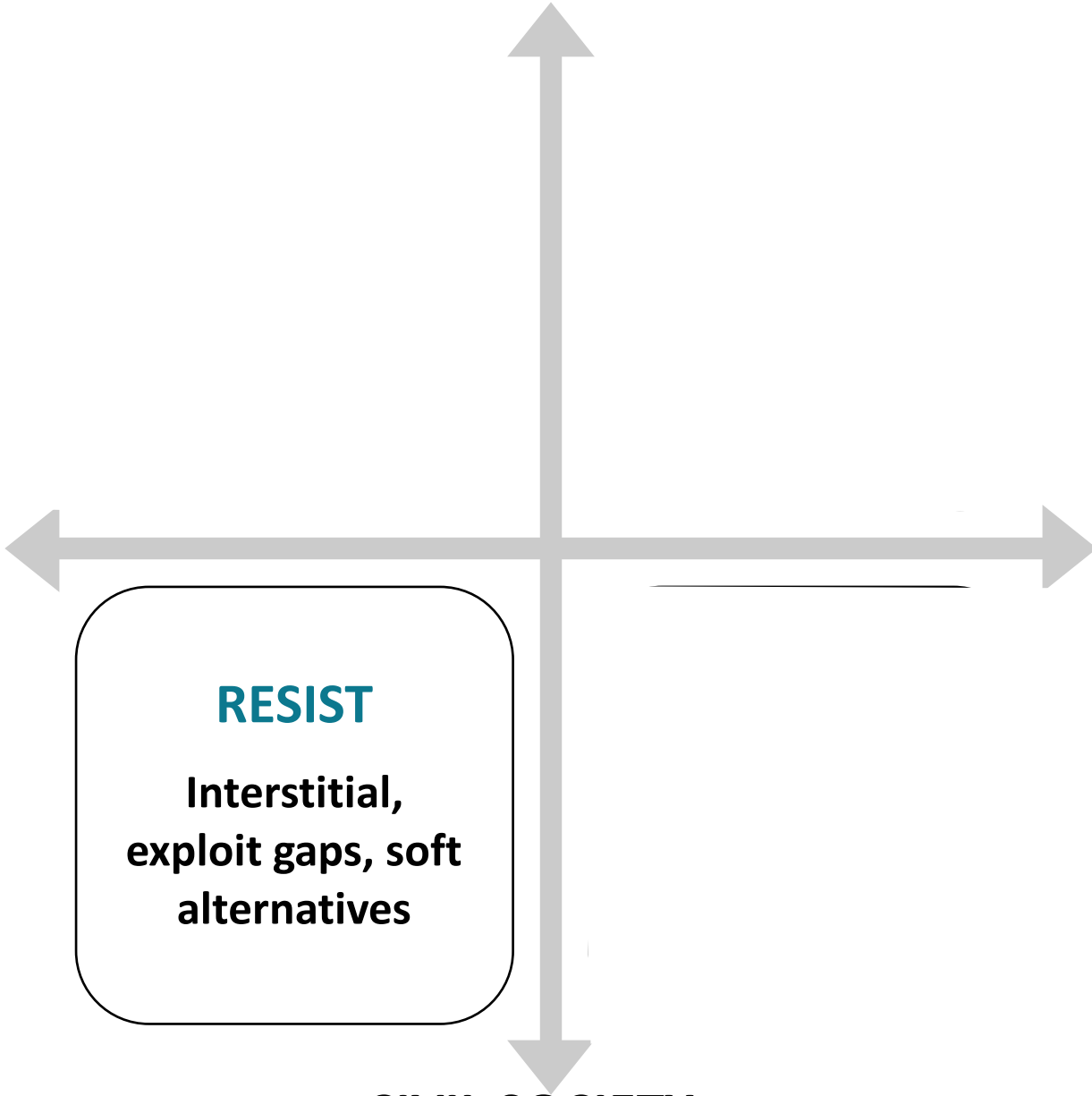
CIVIL SOCIETY



NEUTRALISE HARMS

STATE

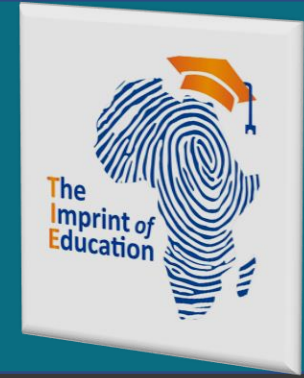
TRANSCEND STRUCTURES



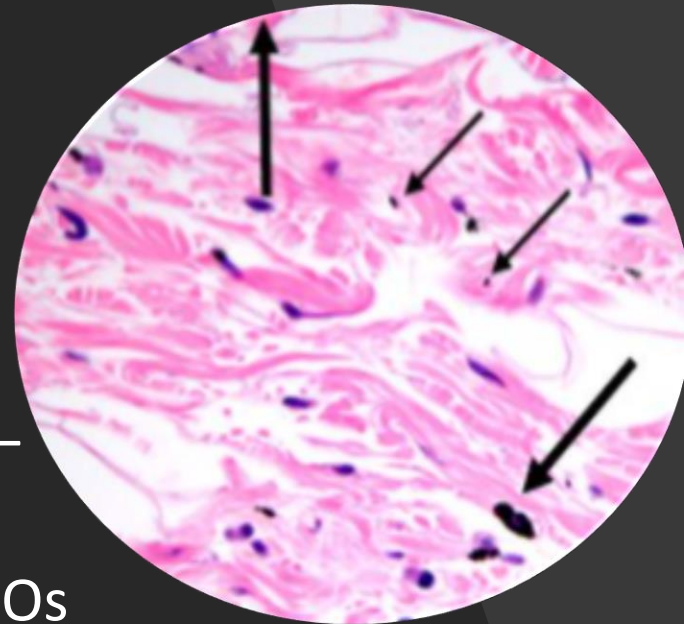
CIVIL SOCIETY

RESIST
Interstitial,
exploit gaps, soft
alternatives

RESIST the System Interstitial change



1. Exploits gaps in the system
 - Labour movement
 - Environmental movement
 - Climate movement
2. Widens these gaps and offers them as models to tame the system (sometimes) – soft alternatives
3. Exemplified by social movements and NGOs
4. Neutralises the harms of the current system
5. Strategy: from **below** – NGOs and civil society driving change



NEUTRALISE HARMES



STATE



TRANSCEND STRUCTURES

CIVIL SOCIETY



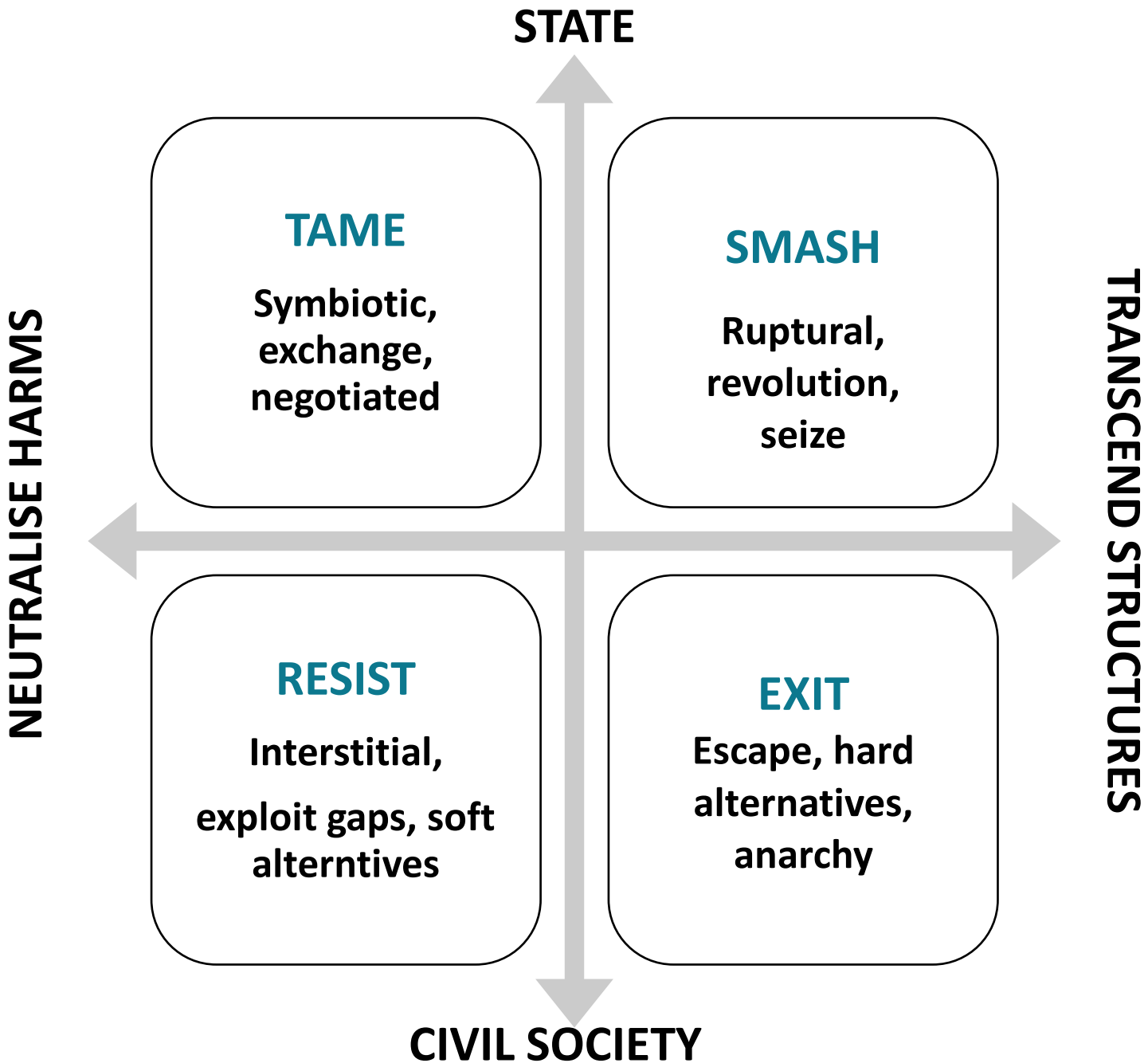
EXIT

**Escape, hard
alternatives,
anarchy**



EXIT the System Nihilistic change

1. Gives up on the system, lives on the edges of society
2. Characterised by escape, anarchy, alternative lifestyles
3. Exemplified by anarchists, alternative communities on the edge of society (Subsistence and nomadic farmers; Religious and Ideological Collectives; Hippies; The amish)
4. Aim: **Eliminate** the harms of the current system
5. Strategy: from **below** – those on the periphery; but no change strategy in fact – exited!





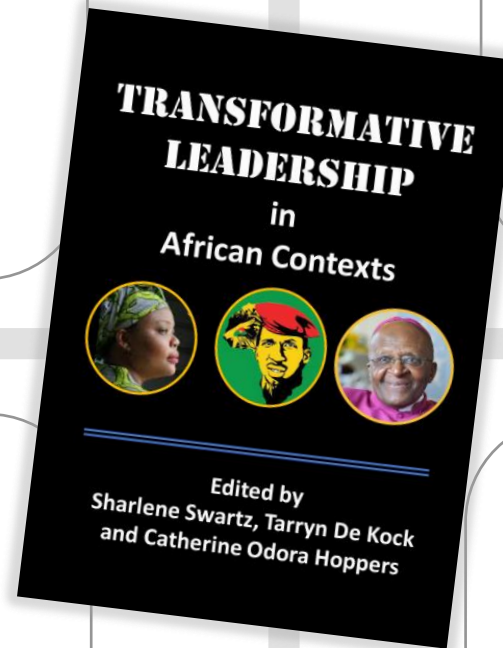
**What kinds of change
have we been
considering?**

TAME

- Sirleaf
- Mandela
- Rawlings
- Higher education
 - Schooling
- Post independence
- Social innovation

SMASH

- Systems and structures
 - Sankara
 - Fanon
- Technology
 - Blockchain
- Indigenous knowledges
 - Women/feminism



RESIST

- Ubuntu
- Abahlali
- AmaXhosa practices
- Maggy Barankitse
 - Student activism
- Leadership programs

EXIT

Indigenous languages

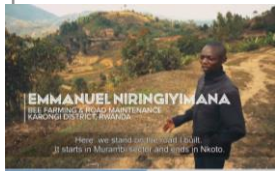
TAME



CYNTHIA ABIORDEY
26, URBAN
KAMPALA, UGANDA



REY CANON GIDEON
31, URBAN
NAIROBI, KENYA



EMMANUEL NIRINGIYIMANA
35, RURAL
KARONGI DISTRICT, RWANDA
Here, we stand on the soil I built.
It starts in Muramba and ends in Nkoto.



SMASH



PULENG TSIE
35, URBAN
NORWICH, SOUTH AFRICA



PROF. TSEPO RUBE
50, URBAN
JOHANNESBURG, SOUTH AFRICA



SABELA KEDIR
32, URBAN
ADDIS ABABA, ETHIOPIA



FREDA KWON
37, URBAN
HONG KONG, CHINA



DR. CLARITY MAPENGO
35, URBAN
NAIROBI, KENYA



PRINCE ADU APIAY
35, URBAN
ACCRA, GHANA

RESIST



GADSON ASIMWE
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KAMPALA, UGANDA



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KAMPALA, UGANDA



JOY BIRUNGI
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KAMPALA, UGANDA



SHERIFA IDDRISU
30, URBAN
KAMPALA, UGANDA

EXIT



DR. ZUMRA NURU
30, URBAN
KAMPALA, UGANDA

The South Commission

Julius Nyerere (1989)



1. Southern knowledge is of benefit to the world
2. Aim is to promote the well-being of people of the South
3. Responsibility for change **rests with those from the South** since it is the South who suffers without change
4. The aim is to be an equal in **an undivided world**
5. Southern institutions must be strengthened
6. Solidarity between various Southern contexts
7. Southern scholars need to **speak out, speak back, speak up, never be spoken for.**

How do we bring our ideas for change into the centre?



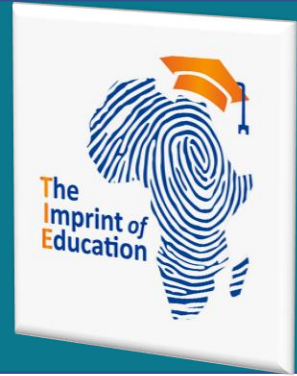
- Expertise
- **Respect**
- Innovation
- Alertness
- **Humility**
- Creativity
- Historical eye
- **Communication**
- Relationship
- Amplification
- **Mentorship**
- Discipline
- Excellence

IMPORTANCE



1. This focuses on transformative change.
2. This chapter offers a conceptual strategy for action
3. It does not prescribe but opens the way for a sophisticated theory of change
4. Change remains dynamic and inter-relatedness.

HELP NEEDED



Are there any scholars from African or global South scholars with a theory of change comparable to that of Erik Olin Wright.

3 DISCUSSION QUESTIONS



1. What are the linkages between smash, tame, resist and exit forms of change?
2. Think about a project you are currently involved in, how would you describe it - as revolutionary and disruptive, as accommodating and symbiotic, or as offering soft or hard alternatives?
3. Think of a current problem you can see in your country or community. What approach might bring about the change that is needed?