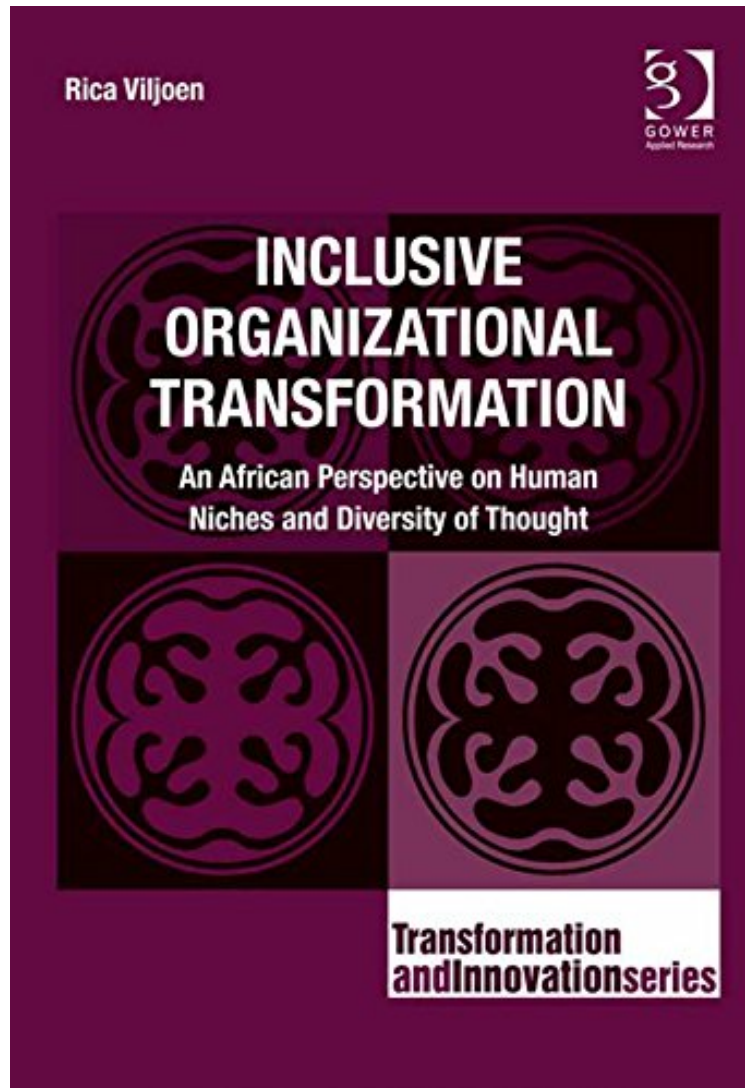


[E-BOOK] Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought (Transformation and Innovation)

Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought (Transformation and Innovation)

Rica, Dr Viljoen

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Rica, Dr Viljoen : Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought (Transformation and Innovation) before purchasing it in order to gage whether or not it would be worth my time, and all praised Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought (Transformation and Innovation):

0 of 0 people found the following review helpful. Inclusive Organizational Transformation By RuanRica Viljoen. 2015 Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought. Farnham, Surrey: Gower Publishing, Ltd. 325 pp. Development expert Rica Viljoen is a master strategist in organizational transformation, culture optimization, and leadership development as well as the founder and owner of Mandala Consulting Ltd, South Africa, with twenty years of experience as a proficient consultant in organizational and cultural change. She has held (amongst others) the position of a top executive in Absa Bank and is currently a senior research fellow at the University of Johannesburg where she heads the Department of People Management at the Da Vinci Institute for Innovation Management. Viljoen is thus well qualified to bring novelty and insight into the worldview of sustainable individual and organizational transformation, via leaderships of inclusivity, representivity, innovation, cultural awareness, and diversity of thought, utilizing psychologist Clare W. Graves's Spiral Dynamics for understanding the nature and character of change (p. 75). Given her perception of organizational phenomenon, usually captured from a Western context in which interventions are often incongruous with diverse local environments, Viljoen seamlessly interweaves memories, stories, theories, perspectives, empirical investigations (from multiple voices across multiple disciplines and geographical locations), and personal craft to open a vista of inclusivity and why multicultural organizations should aim at understanding national cultural dynamics and at gaining insight into differences in the worldviews of people in the organization (p. 117). Chapter 1, "Finding My Roots," introduces the book via Viljoen's personal story, including the conceptualization of inclusivity and the positioning of the story-telling strategies that are central to this book. This includes finding the author's voice and developing her roots, via life experimentations with the Grounding, Emerging, Navigating, and Effecting (GENE) Model framework of Ronnie Lessem and Alexander Schieffer (p. 2) at Mandala Consulting Ltd, which helped advanced her cultural awareness, the rainbow colors analysis of Africa, and the integral inclusivity logic. Following the introductory chapter, the book has five parts. Part I, "Theoretical Grounding," contains chapter 2 (which conceptualized integral inclusivity, organizational gestalt, and individual presence) and chapter 3 (which captured the contours, processes, prerequisite, measurement, and the story-telling mechanisms of constructing and optimizing inclusivity, to amplify organizational transformation). Chapter 4, 5 and 6 form Part II, "Emerging Human Niches." In chapter 4, Viljoen conceptualized and applied human niches to African Studies Quarterly | Volume 16, Issue 2 | March, 2016 <http://www.africa.ufl.edu/asq/pdfs/v16i2a7.pdf> for organizational theory, while incorporating the spinal dynamic theory of diverse human thinking along with Loraine Laubscher in chapter 5. Chapter 6 essentially expanded insight into "the thinking of different countries" as well as addressed African dilemma (p. 120), by involving practical applications of human niches at individual, organizational, and national level. In Part III, "Navigating Diversity Thought," chapter 7 decodes the complexity and potentialities of diversity, which necessitate building blocks, to create individual presence, voice and consciousness. Chapter 8 deals with unlocking of human energy via transformational leadership to drive congruity and performance at individual, group, organizational, and national levels. In Part IV, "Navigating Through Transformation," chapters 9 and 10 present Ghana's cultural dynamics and the mechanics of inclusivity via the narratives of the "cantata" intervention, which harmonizes cultural ideologies that are incongruous with organizational strategy. Relatively, the purple color analysis finds expression in the case studies of the Damang and Tarkwa, mining companies, which adumbrate the imperatives of inclusivity strategy. Similarly, chapters 11 and 12 explore the logic of inclusive strategy, the blue color analysis and the Absa financial brokers' case study, to narrate successful organizational transformation. Part V, "Effecting Integral Leadership," consists of chapters 12 and 13. The former employed the concept of inclusivity to interrogate the implication of human niches, cultural dynamics, and leadership engagement styles on organizational psyche via the case study of five sovereign nations (Australia, South Africa, Peru, China, and the Philippines). The latter deployed the insights gained from the organizational inclusivity concept to "apply at the national level" (p. 299) in order to achieve a sustainable and large-scale transformation across South Africa. While Inclusive Organizational Transformation: An African perspective on Human Niches and Diversity of Thought may not yet appear a path-breaking text on worldviews of individuals and organizational transformation and sustainability, it does present a multi-vocal and diverse approach to expanding individual and organizational integral transformation via inclusivity, diversity, and exploration of the spiral dynamics of human niches, which will be appreciated by scholars and managers at different levels of organizational development. Emeka Smart Oruh, Brunel University

In Inclusive Organizational Transformation, Dr Rica Viljoen acknowledges that diversity of thought presents both gifts and challenges to leadership in multi-national organizations. Here, Inclusivity is positioned as a radical transformational methodology with the purpose of unleashing the benefits of engagement and diversity of thought. Case studies from Ghana, South Africa, Australia, Peru and Tanzania are included and insights gained from the dynamics observed are shared. A synthesis of Inclusivity is presented in a model, meta-insights are derived and the prerequisites for Inclusivity on individual, group and organizational domain are illustrated.

'This book embodies all the elements of managing in a complex world and emphasises the need for a systemic appreciation of all the elements within the containing system. Key to Viljoen's findings is a deep appreciation of the social system which is so often overlooked by leaders. If one accepts that the complexities which she has highlighted are not unique and are applicable to any sector anywhere in the world, and that the real challenge is how best to accommodate disparate views of people who through technological and other advances are becoming more empowered, then her model should become universal. As such one needs to ask the question as to whether the African Leadership Model which, in its own right, appears to provide an elegant way to manage highly complex situations, just might be that "unique" model which has been uppermost in the minds of leadership scholars around the world? Will the notion that it is now "Africa's turn" see the rest of the world discarding the "linear" Western style of management in favour of Rica's model?' Roy Marcus, Chairman, The Da Vinci Institute for Technology Management, South Africa

'This book is an expression of Rica's life and work and it exemplifies the breadth and depth of her insight. It lucidly reflects her ability to integrate diverse theories, models and perspectives in order to create profound individual and organisational transformation.' Henry Chamberlain, International Industrial and Organisational Psychologist, Hong Kong

'The book is a true reflection of the authentic and purposeful journey experienced by the author. Viljoen relates in the book to people in organizations at all levels through true understanding and exceptional knowledge. No one can be untouched by her ability to connect through passionately living her dreams and sharing it with all.' Rene de Beer, International Organisational Development Consultant, Metamor Consulting, South Africa

'Never in all my reading endeavours have I met a piece that integrates the human and corporate soul to this extent. It invites inclusivity, creates insight and intrigues the leadership mind in all individuals. The information, interventions and intent shared took me on an inherent spiral journey. The concepts are powerfully interwoven and form an integral part in all corporate transformation processes. The book succeeds in creating insight into the personality, culture, colour, intelligence and ability of man and the corporate brain.' Leon Lategan, Principal Consultant, Tsumkwe Consultancy, South Africa

'This book is an important contribution for those who work as managers at all levels of business and development. A must read at your peril.' --Lorraine I. Laubscher, Principal Consultant, Human Niches for Africa, South Africa

About the Author Dr Rica Viljoen is a master organizational development practitioner and strategist specializing in sustainable organizational transformation, strategy formulation and leadership optimization. She is founder and co-owner of Mandala Consulting (PTY) Ltd. With more than 16 years consulting facilitation experience nationally and internationally her expertise lies in organizational culture change, cultural integration during mergers and acquisitions and translation of strategy. She consults in various industries such as mining, banking, financial services, health and transport. Before the start of Mandala Consulting, she held an executive position in Absa, responsible for organizational culture and transformation.