Table of contents and chapter summaries

Understanding Organizational Leadership through Ubuntu

Table of Contents

Acknowledgements			iv	
Dedication			V	
Introduction			vii	
Chapter 1				
Organizational Less	sons from <i>Ubuntu</i> Cultures		1	
Chapter 2				
Responsibility Base	d Development		15	
Chapter 3				
People and Relation	ships in Organizations		33	
Chapter 4				
Participatory Leade	ership and Decision Making		53	
Chapter 5				
Cultivating Manage	ement Excellence		71	
Chapter 6				
Conflict Manageme	ent in Organizations		89	
Chapter 7				
Knowledge Manage	ement		109	
APPENDICES: SAMPLE DIAGNOSTIC INSTRUMENTS				
Appendix 1				
Proverbs Strategic Thinking Self Assessment Tool			135	

Appendix 2

Personal De	velopment Consciousness Self Assessment Tool	•••••	137
Appendix 3			
Some Organ	nizational and Knowledge Management Tools	•••••	139
References			151
Index			158

Chapter Summaries

Understanding Organizational Leadership through Ubuntu is divided into seven chapters. The first chapter introduces the African concept of personhood or the essence of being human called *ubuntu*, based on the proverb *The river that forgets its source will soon dry up*.

The second chapter discusses organizational and leadership lessons that organizations can learn from the *ubuntu* principle of taking responsibility through collective ownership of organizational challenges and opportunities. It is based on the proverb *Judge each day not by its harvest but by the seeds you sow into it.*

The third chapter discusses the primacy of people and relationships in organizations. It is based on the proverb *It is better to be surrounded by people than to be surrounded by things*.

The fourth chapter discusses participatory leadership and decision making in organizations. It is based on the proverb *If you want to go fast travel alone, if you want to go far travel with others.*

The fifth chapter addresses the principle of loyalty by discussing cultivation of professional and management excellence. It is based on the proverb *A person is taller than any mountain they have climbed*.

Chapter six discusses how organizations can manage their organizational conflicts more effectively. It is based on the proverb *There is not a river that flows without sounds*.

The seventh and last chapter discusses how organizations can improve their knowledge management efforts. It is based on the proverb *It is not money that builds a house but wisdom*.