

Management for Professionals

Martha A. Gephart
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Strategic Organizational Learning

Using System Dynamics for
Innovation and Sustained Performance

Foreword by
Bill Pasmore

 Springer

Strategic Organizational Learning

**Mark Easterby-Smith, Luis Araujo, John
Burgoyne**



Strategic Organizational Learning:

Strategic Organizational Learning Michael A. Beitler, 2005 Strategic Organizational Learning is written by a practitioner for practitioners. It offers step by step guidance on the use of self directed learning, learning agreements, knowledge management systems, communities of practice, management development, expatriate training and support, corporate universities, consulting skills and traditional training. Excellent reviews from academia, corporate leaders and consultants.

Strategic Organizational Learning Martha A. Gephart, Victoria J. Marsick, 2015-12-09 This book discusses the successes and challenges of leveraging organizational learning in effective strategy development and execution. The authors introduce a framework that helps organizations develop core capabilities to enable them to shift direction rapidly and proactively shape future environments. They also offer a wide selection of cases to illustrate this framework. While some cases highlight fundamental strategic change over time, others are snapshots of mechanisms gradually put in place to jointly optimize learning and performance. There is no one best or right way to leverage strategic organizational learning; different practices may lead to the same outcome, and similar practices may lead to different outcomes. The system dynamics underlying such learning, not the simple adoption of one or other practice, are key to success in institutionalizing a performance based learning approach.

Strategic Organization Learning Gephart, 2005-09 Strategic organizational learning has emerged in the new century as key to improving performance in organizations that are more decentralized and networked, less bureaucratic and typically driven by knowledge work. The authors of this book conducted a major study in conjunction with the J M Huber Institute for Learning in Organizations and in collaboration with Global Executive Learning Network to find out how innovative companies used learning strategically to address critical business challenges. This book highlights the outcomes from this study that illustrate what strategic organizational learning is and identify critical success factors for helping the whole system learn in this way. Strategic organization learning is aligned with and differentiated by the core strategy of an organization. Builds the organization's capacity to proactively shape and respond to changing environments e.g. marketplace, economic, technological, social and cultural. Flourishes when integrated with work activities oriented to meet business needs. Involves individuals but is powered by group, community and organizational learning. Is driven by line management. The book is structured to illustrate both the breadth and depth of strategic organizational learning: breadth through lessons learned from many companies and depth through a closer look at the experience of selected companies to identify critical success factors and demonstrate how the system was helped to learn. The solutions shed light on both new ways of understanding and facilitating strategic organizational learning and critical success factors that organizations can take under advisement in adapting these learning strategies to other situations. Highlights new ways of understanding and facilitating strategic organizational learning. Incorporates critical success factors. Supports practitioners by providing a framework, language and illustrations to aid application.

How Organizations Learn Anthony DiBella, Edwin C.

Nevis,1997-10-15 Empower Your Business to Succeed by Learning How Organizations Learn gets to the practicalities and realities of organizational learning This is not a fad it s the outline of effectiveness for organizations of the future Parick Canavan corporate vice president and director of global leadership organization development Motorola In this essential volume authors DiBella and Nevis outline exactly what it means to be a learning organization And they offer sound advice on how to increase the learning capabilities of your own company Here you will discover a powerful array of tools and techniques for leveraging your organization s unique learning style as well as a productive framework that will help your company learn more fully and adapt more quickly in today s volatile marketplace A practical fusion of theory original research and real world methodology How Organizations Learn is the most comprehensive work to date concerning this all important competitive advantage Organizational Learning and Competitive Advantage Bertrand Moingeon,Amy

Edmondson,1996-08-13 I n this volume contributors from the fields of both strategic management and organizational behaviour have been brought together to explore the relationship between organizational learning and competitive advantage In their editorial introduction Edmonson and Moingeon trace changes within the fields of strategy and organizational development that have encouraged a more integrative approach On the strategy side the emergence of the resource view of the firm has drawn attention to the importance of firm specific resources including knowledge and how it is acquired as sources of competitive advantage On the other hand organizational development practitioners have become increasingly interested in relating their traditional tasks more firmly to strategic business issues and concerns The topic of organizational learning can thus be seen as a bridge which is the intention of this volume to begin constructing between these two fields The papers presented in this book offer a rich variety of concepts frameworks and provovative ideas on organizational learning and its strategic implications In addition the theoretical presentations are often supported by reports of the results of original research in a number of companies Management Learning This book takes an important first step towards integrating theories of competitive advantage and organizational learning a rapprochement which can come none too soon for the management practitioner Peter Senge Director of the Center for Organizational Learning MIT Sloan School of Management USA Organizations need to develop learning strategies to survive and develop in increasingly uncertain and changing markets In this book researchers from Europe and the United States explore theories of strategic management and organizational behaviour to establish a link between learning processes and competitive advantage within a variety of organizational settings The diverse multidisciplinary approach takes an important step towards developing a new integrative theory of management Strategic Organizational Learning J.M. Huber Institute for Learning in Organizations,2002

The Relationship Between Power and Strategic Organizational Learning Maxim Voronov,2008 The author suggests that strategic organizational learning can be elaborated by applying the practice perspective on organizational learning to it One implication of this perspective is the importance of moving away from attempts to manage knowing directly and attending

more to design of work arrangements that facilitate the channeling of knowing toward the meeting of organizational objectives This highlights the importance of power particularly systemic power for strategic organizational learning Systemic power refers to the aspects of power that are tied less obviously to the influence of organizational actors and more closely to the role of disciplinary systems that work to control organizational members The present study was designed to examine how a medium size educational institution managed a building project which was a part of its strategic change process The author studied the process of planning and implementing the project as a means of exploring research questions relating to the role of power in shaping strategic organizational learning

Investigating the Relationship Between Power and Strategic Organizational Learning Maxim Voronov,2006

Strategic Networks Michael Gibbert,Thomas Durand,2009-02-04 This book explores the creation of learning networks and sheds light on how they function real versus virtual forms of interaction collaboration versus competition in the learning process and joint value creation versus individual value appropriation in networks Written by international experts in the field of global strategy Contributions have been selected for their insights and interdependence between organizational learning and networks Looks at topics such as real versus virtual forms of interaction collaboration versus competition in the learning process and joint value creation versus individual value appropriation in networks

Rethinking Strategic Learning Russ Vince,2004-04-22 Russ Vince examines learning as both a social and a strategic process invariably linked to emotions and politics that are mobilized by attempts at learning and organizing He makes a substantial contribution to theories of organizational learning and develops new ideas about critical reflection and collective leadership The author outlines a critical

Strategic Organizational Diagnosis and Design Richard M. Burton,Borge Obel,2013-12-01 There are two very contrasting approaches to reading this book and learning about organizational design The more traditional approach is to read the book and then use the OrgCon on cases and applications The second approach is to begin with the OrgCon software and only examine the book as you find it helpful Which approach is better It is your choice not ours In our experience students in organizational design prefer to start with the OrgCon and a case rather than with the book itself Readers who have more background in organization theory and design usually examine the book first There are numerous changes in the third edition The literature review in each chapter has been updated The information processing approach is strengthened and applied more comprehensively as the theoretical underpinnings Throughout we have rewritten the text beyond normal editing in an attempt to make the presentation clearer and easier to read

Strategic Learning in a Knowledge Economy Robert L Cross,Sam Israelit,2009-11-03 Strategic Learning in a Knowledge Economy defines unique and powerful ways that organizations can foster learning at the individual group and organizational levels a capability critical to both strategic objectives and business performance The book explains how individuals and organizations learn clarifying cognitive and social aspects of the topic Readers will understand how learning enables organizations and individuals to better create assimilate and transfer knowledge Strategic Learning in a

Knowledge Economy helps managers create individual and collective processes that maximize the quality of the knowledge created and learned and ensures this knowledge is effectively used The book appropriately redefines the frequently narrow and technology oriented view of learning and explains how an effective learning strategy ensures that a broad base of employees learn and implement vital organizational lessons Strategic Learning in a Knowledge Economy features focused discussions of organizational core competencies learning and innovation communities of practice assessing organizational learning capabilities and other important learning topics This authoritative compendium helps readers master organizational issues crucial in today s knowledge economy by Organizational Learning and the Learning Organization Mark Easterby-Smith,Luis Araujo,John Burgoyne,1999-06-22 The introduction chapter by Mark Easterby Smith and Luis Araujo introduces the reader to the unresolved issues with which the field is still grappling today All in all this is an interesting and useful book for both researcher and manager alike First and perhaps most importantly the book incorporates multiple perspectives on learning the psychological sociological and the philosophical Second the book is neither purely theory driven nor purely empirically driven Theoretical contributions are complemented by empirical studies which help to illustrate the application of the theoretical constructs I suspect that this would be of immense value to the practicing manager Finally the book provides a critical commentary on the state of the field in a nice compact way which should enhance its value to scholars in this area a book which is both useful and interesting Organisational Studies Most importantly the book incorporates multiple perspectives on learning the psychological sociological and the philosophical provides a critical commentary on the state of the field in a nice compact way which should enhance its value to scholars Organization Studies A valuable resource for academics and practitioners in management and corporate strategy as well as those involved in management training and development European Foundation for Management Development This is a particularly interesting and useful work because it combines some chapters which deal primarily in concepts or indeed theories and others which describe the experiences of trying to carry out the practices involved in creating both either organisational learning and or the learning organisation Industrial and Commercial Training The editors overall assessment is that there has been insufficient dialogue between the two camps of action research and theorizing As a contribution to mapping this divided house the text is an apt illustration of these problems The editor s overview is of interest Stephen Gibb University of Strathclyde MCB University Press The debates surrounding concepts of organizational learning and the learning organization receive a welcome synthesis in this book International experts explore the links between the two fields of enquiry which hitherto despite their intersecting concerns have represented separate constituencies literatures and perspectives The book provides a much needed integrated framework of concepts and theories which draws on current insights from management cognition theories of knowledge and learning management practice and work psychology **Strategic Organization Development** Therese F. Yaeger,Peter F. Sorensen,2009-10-01 This second volume in the Contemporary Trends in

Organization Development and Change Series addresses one of the most complex and important issues for management and organization development today how to plan for and create an organization capable of not only competing but excelling in an almost impossibly turbulent and uncertain environment The book brings together a series of articles by practitioner scholars Those authors who have the responsibility for helping their organization create the future and who also have the responsibility of helping us conceptually understand the process of strategic OD In this book you can sense the value of both of these voices the practitioner and the scholar These authors include organization development executives from global Fortune 500 organizations major community service organizations major academic contributors to the field and OD practitioners from major consulting firms Each author makes a unique contribution by providing strategies for planning the future implementing change and creating organizational capabilities for sustained success New and current models for strategic organization development and candid discussions of issues difficulties and ways of coping with unanticipated events are provided This book is dedicated to contributing to a better understanding and sharing of how major corporations community service organizations and OD consultants are experiencing and working with one of the most important organizational problems of today how to manage change for success *Understanding Leadership* Gayle C Avery, Andrew Bell, Martin Hilb, Anne E. Witte, 2004-02-18 In Part One of this title Gayle Avery integrates a fragmented field into four broad paradigms or forms of leadership helping to simplify and clarify the ill defined field of leadership Part Two provides 10 case studies from leading organizations across Europe Australia and the USA **Strategic Organizational Communication** Charles Conrad, Marshall Scott Poole, 2012-02-20 Surveying a wide variety of disciplines this fully revised 7th edition offers a sophisticated and engaging treatment of the rapidly expanding field of organizational communication Places organizations and organizational communication within a broader social economic and cultural context Applies a global perspective throughout including thoughtful consideration of non Western forms of leadership as well as global economic contexts Offers a level of sophistication and integration of ideas from a variety of disciplines that makes this treatment definitive Updated in the seventh edition Coverage of recent events and their ethical dimensions including the bank crisis and bailouts in the US and UK Offers a nuanced in depth discussion of technology and a new chapter on organizational change Includes new and revised case studies for a fresh view on perennial topics incorporating a global focus throughout Online Instructors Manual including sample syllabi tips for using the case studies test questions and supplemental case studies Handbook of Organizational Learning and Knowledge Management Mark Easterby-Smith, Marjorie A. Lyles, 2011-08-17 The fully revised and updated version of this successful Handbook is welcomed by management scholars world wide By bringing together the latest approaches from the leading experts in organizational learning knowledge management the volume provides a unique and valuable overview of current thinking about how organizations accumulate knowledge and learn from experience Key areas of update in the new edition are Resource based view of the firm Capability management Global management

Organizational culture Mergers acquisitions Strategic management Leadership **Strategic Learning and Knowledge Management** Ron Sanchez,Aimé Heene,1997-02-12 Accordingly this volume also examines processes within firms that improve both the creation and application of new knowledge in competitive and cooperative interactions between organizations Strategic Learning and Knowledge Management challenges many notions prevalent in current discussions of knowledge and learning such as the strategic value of tacit knowledge and the need to rely primarily on internal learning processes Using case studies from American and European companies the contributors bring you up to date with current thinking about managing strategically important knowledge in organizations *Handbook of Organizational Change and Innovation* Marshall Scott Poole,Andrew H. Van de Ven,2004-08-26 In a world of organizations that are in constant change scholars have long sought to understand and explain how they change This book introduces research methods that are specifically designed to support the development and evaluation of organizational process theories The authors are a group of highly regarded experts who have been doing collaborative research on change and development for many years

Handbook of Research on Changing Dynamics in Responsible and Sustainable Business in the Post-COVID-19 Era Popescu, Cristina Raluca Gh.,2022-01-07 The COVID 19 pandemic has shocked every part of society The rise of businesses to the important task of improving sustainability and responsibility has been interrupted by the stress of the pandemic In its wake organizational leaders must reassess the best strategies considering the changes made by the new normal The Handbook of Research on Changing Dynamics in Responsible and Sustainable Business in the Post COVID 19 Era provides valuable insight of the significant changes caused by the COVID 19 pandemic in terms of defining characterizing presenting and understanding the meaning challenges and implications of responsible and sustainable business Covering topics such as consumerism supply chain management and sustainable organizational performance this major reference work is an excellent resource for academicians scientists researchers students business specialists business leaders consultants government institutions and policymakers

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