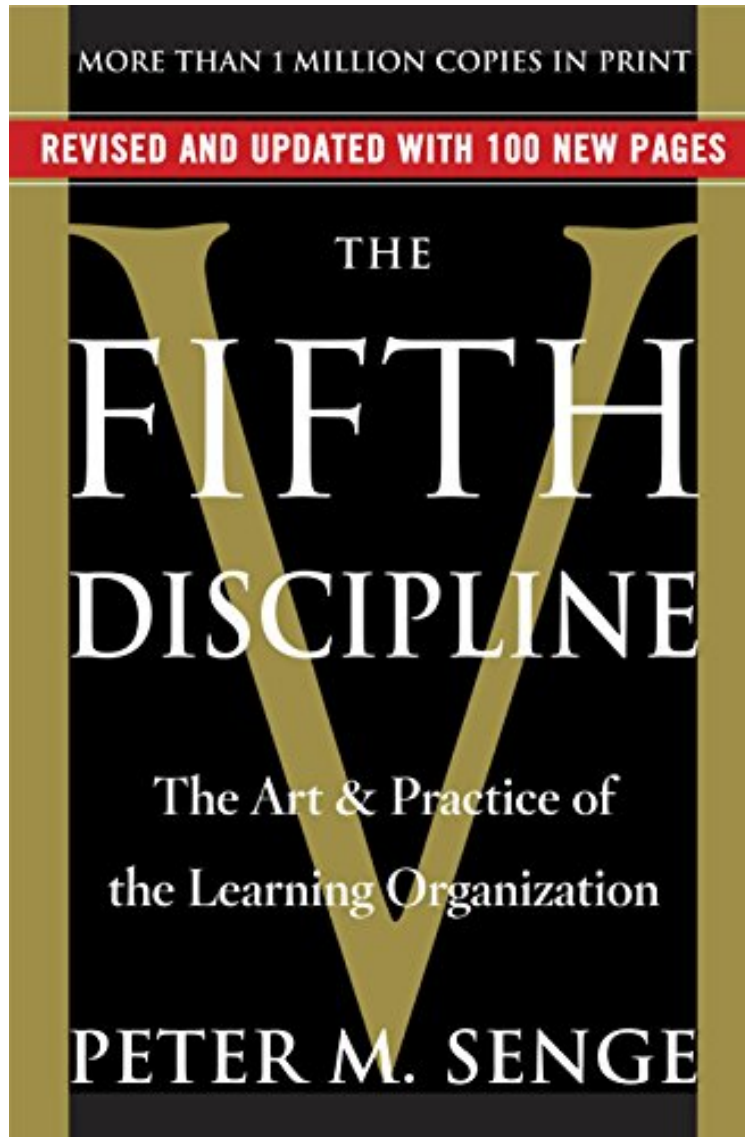


## The Fifth Discipline: The Art Practice of The Learning Organization

*Peter M. Senge*

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**Peter M. Senge : The Fifth Discipline: The Art Practice of The Learning Organization** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Fifth Discipline: The Art Practice of The Learning Organization:

2 of 2 people found the following review helpful. Senge is the Reader and That Really Makes This InterestingBy GreenyAside from content, I want to emphasize the greatness of this book due to Senge as reader. His voice sounds friendly and he has an engaging style.Senge's approach to creating the five disciplines stems from the business theory

of systems thinking. This theoretical approach is concerned with how each individual in an organization interacts with others in the organization (the greater system). The system has subsystems and to be a learning organization must incorporate the disciplines to modify the relationships as needed for the greater good of the whole. The Fifth Discipline is filled with examples that illustrate that goodness of systems thinking approaches. Its antithesis is the silo organization, a common example in local and national governments. In the silo organization, individuals see their own best interests in building their fiefdoms in order to keep their positions. The learning organization always strives to connect individual's best interests with those of the organization as a whole, necessitating a far greater degree of cooperation and much more nuanced management. The halcyon days when Senge's book appeared are really just a memory now. But many of his ideas have been incorporated into other author's works and these ideas live on. I wonder if the linking of the each employee's interests to the interests of the organization as a whole is in many cases de-linked by forces of globalization. Since Senge wrote this book, health care costs have increased dramatically. It would be great to have a new edition to this book published.

2 of 2 people found the following review helpful. Stop the granular thinking trap  
By Preston True  
Senge's book is a must read for anyone, especially if in business management / ownership. Personally, I'm a champion for the practical reality that our worldview determines our behaviors and actions. Senge weaves that concept throughout this book. In support of brevity, here are the two reasons this book is a winner: 1) He logically refutes the culturally accepted and automatic behavior of short-term problem solving. Although a dose of Pepto-Bismol relieves the immediate discomfort, one might consider changing eating patterns (type of food, time of meals, quantity of food, dining environment) instead. His "shifting the burden" archetype explains in detail why short-term problem solving is never the answer to today's complex challenges, but actually the primary perpetrator of organizational extinction. 2) His book is a constant invitation to: a) embrace delays once a "solution" has been acted upon, and b) not panic. This is in contrast to how we (and many organizations) typically: a) reject the most recent "solution" after the desired change doesn't occur quickly, and b) blame others so as to alleviate our panic and/or remove ourselves from the situation (or undesirable consequences of the situation). This is the most valuable instruction manual you can have in business. Not only that, but the application of Senge's ideas are just as appropriate in the educational, non-profit, or even personal realm. You need this book today.

1 of 1 people found the following review helpful. Great  
By Pinky the PinkDiva  
Very great book, very informative, learned a lot from this reading material.

Completely Updated and Revised  
This revised edition of Peter Senge's bestselling classic, *The Fifth Discipline*, is based on fifteen years of experience in putting the book's ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn faster than the competition. The leadership stories in the book demonstrate the many ways that the core ideas in *The Fifth Discipline*, many of which seemed radical when first published in 1990, have become deeply integrated into people's ways of seeing the world and their managerial practices. In *The Fifth Discipline*, Senge describes how companies can rid themselves of the learning "disabilities" that threaten their productivity and success by adopting the strategies of learning organizations—ones in which new and expansive patterns of thinking are nurtured, collective aspiration is set free, and people are continually learning how to create results they truly desire. The updated and revised Currency edition of this business classic contains over one hundred pages of new material based on interviews with dozens of practitioners at companies like BP, Unilever, Intel, Ford, HP, Saudi Aramco, and organizations like Roca, Oxfam, and The World Bank. It features a new Foreword about the success Peter Senge has achieved with learning organizations since the book's inception, as well as new chapters on Impetus (getting started), Strategies, Leaders' New Work, Systems Citizens, and Frontiers for the Future. Mastering the disciplines Senge outlines in the book will: **Reignite the spark of genuine learning driven by people focused on what truly matters to them**; **Bridge teamwork into macro-creativity**; **Free you of confining assumptions and mindsets**; **Teach you to see the forest and the trees**; **End the struggle between work and personal time**  
From the Trade Paperback edition.

.com Peter Senge, founder of the Center for Organizational Learning at MIT's Sloan School of Management, experienced an epiphany while meditating one morning back in the fall of 1987. That was the day he first saw the possibilities of a "learning organization" that used "systems thinking" as the primary tenet of a revolutionary management philosophy. He advanced the concept into this primer, originally released in 1990, written for those interested in integrating his philosophy into their corporate culture. *The Fifth Discipline* has turned many readers into true believers; it remains the ideal introduction to Senge's carefully integrated corporate framework, which is structured around "personal mastery," "mental models," "shared vision," and "team learning." Using ideas that originate in fields from science to spirituality, Senge explains why the learning organization matters, provides an unvarnished summary of his management principals, offers some basic tools for practicing it, and shows what it's like to operate under this system. The book's concepts remain stimulating and relevant as ever. --Howard Rothman  
From Publishers Weekly  
A director at MIT's Sloan School, Senge here proposes the "systems thinking" method to help a corporation to become a "learning organization," one that integrates at all personnel levels indifferently related company functions (sales, product design, etc.) to "expand the ability to produce." He describes requisite disciplines,

of which systems-thinking is the fifth. Others include "personal mastery" of one's capacities and "team learning" through group discussion of individual objectives and problems. Employees and managers are also encouraged to examine together their often negative perceptions or "mental models" of company people and procedures. The text is esoteric and flavored with terms like "recontextualized rationality," but the book should help inventory-addled retailers whom the author cites as unaware of their customers' desire for quality. Macmillan Book Clubs selection. Copyright 1990 Reed Business Information, Inc. "Forget your old, tired ideas about leadership. The most successful corporation of the 1990s will be something called a learning organization." -- Fortune Magazine. From the Hardcover edition.