Contents

48

	Series preface Preface	
1	Introduction	1
	The relationship between learning and change The changing nature of work Defining organizational learning References	2 3 5 8
2	A theoretical framework of individual learning	10
	The difference that makes a difference Interpreting and organizing data Learning and truth Development of meaning structures The relationship of meaning structures to action The limitations of working memory Meta-cognition The human need to learn Summary References	12 14 22 23 24 25 30 31 32 34
3	A theoretical framework for organizational learning Private, accessible and collective meaning structures Accessible meaning structures Collective meaning structures References	36 36 37 39 43
4	The organizational learning cycle	4 4
	Four steps Chaparral Steel	44 48

	World Health Organization Johnsonville Foods References Background reading	55 60 67 67
5	Theory and research—the organizational learning cycle	69
	Step 1—Widespread generation of information Step 2—Integrating new/local information into the	69
	organizational context Step 3—Collectively interpreting the information	73 77
	Conditions that enhance collective interpretation of information	79
	Organizational dialogue	83 88
	Changing tacit organizational assumptions Step 4—Authority to take responsible action based	
	on the interpreted meaning References	91 93
6	Accelerating the organizational learning cycle	95
	Work-Out	95
	Quick Market Intelligence Strategic search conferences	96 97
	Open Space Technology	98
	Principles References	99 102
7	Developing managers for organizational learning	103
	Situating learning in real work	105
	Defining a less central role for experts	106
	Spaced rather than compressed time frames Learning in community rather than individually	107 108
	No guarantees	110
	Illustrations of management development	440
	programmes References	110 114
8	Defining a culture that supports learning	115
	The nature of reality and truth	118
	The nature of time	120

	The nature of human nature	123
	The nature of human relationships	124
	The relationship of the organization to the	
	environment	125
	Information and communication	126
	Uniformity versus diversity	126
	The nature of causality	126
	Summary	127
	References	127
^	Barrand arranizational learning	128
9	Beyond organizational learning	120
	References	133
Appendix A: Definitions of organizational learning		134
Appendix B: Glossary		137
Index		140