

# THE LEARNING IMPERATIVE



THE LEARNING IMPERATIVE  
HOW TO SUCCEED IN THE 21ST CENTURY

BY JAMES H. HARRIS, JR. AND JAMES H. HARRIS, JR.

# Learning Imperative Managing People For Continuous Innovation

**Donald Shandler**



## **Learning Imperative Managing People For Continuous Innovation:**

**The Learning Imperative** Robert Howard,1993-07-01 The Learning Imperative is an invaluable resource for any manager striving to cope with today's environment of organizational innovation it's an imperative Managers need to know how to design build interviews with leading CEOs such as Paul Allaire of Xerox detailed profiles case studies of innovative companies from around the world including Canon Honda Levi Strauss Motorola Wal Mart

**The Learning Imperative** Robert Howard,1993 Essays discuss change global competition innovation research networks values and training and look at specific companies and cases

**Business Model Innovation** Allan Afuah,2014-03-26 Rooted in strategic management research Business Model Innovation explores the concepts tools and techniques that enable organizations to gain and or maintain a competitive advantage in the face of technological innovation globalization and an increasingly knowledge intensive economy The book investigates how organizations can use innovations in business models to take advantage of entrepreneurial opportunities from Crowdsourcing and open innovation Long Tails Social media Disruptive technologies Less is more innovations Network effects Scarcity of complementary capabilities The book also looks at the ways firms can use innovations in business models to exploit or defend against threats With twelve supplementary cases to help readers apply the concepts and techniques this book is a must have for anyone looking to understand the fundamentals of business model innovation

*The Professoriate* Anthony Welch,2005-05-13 This indispensable guide provides a unique insight into the academic profession at a time of major change It is organized both thematically and geographically with attention given to regions rarely covered such as China and Latin America For the first time here is a book that critically assesses the condition of the professoriate at a time of momentous change when the profession is fracturing along fault lines

**The Knowledge-Creating Company** Ikujiro Nonaka,Hiroataka Takeuchi,1995-05-18 How have Japanese companies become world leaders in the automotive and electronics industries among others What is the secret of their success Two leading Japanese business experts Ikujiro Nonaka and Hiroataka Takeuchi are the first to tie the success of Japanese companies to their ability to create new knowledge and use it to produce successful products and technologies In The Knowledge Creating Company Nonaka and Takeuchi provide an inside look at how Japanese companies go about creating this new knowledge organizationally The authors point out that there are two types of knowledge explicit knowledge contained in manuals and procedures and tacit knowledge learned only by experience and communicated only indirectly through metaphor and analogy U S managers focus on explicit knowledge The Japanese on the other hand focus on tacit knowledge And this the authors argue is the key to their success the Japanese have learned how to transform tacit into explicit knowledge To explain how this is done and illuminate Japanese business practices as they do so the authors range from Greek philosophy to Zen Buddhism from classical economists to modern management gurus illustrating the theory of organizational knowledge creation with case studies drawn from such firms as Honda Canon Matsushita NEC Nissan 3M GE and even the U S Marines

For instance using Matsushita's development of the Home Bakery the world's first fully automated bread baking machine for home use they show how tacit knowledge can be converted to explicit knowledge when the designers couldn't perfect the dough kneading mechanism a software programmer apprenticed herself with the master baker at Osaka International Hotel gained a tacit understanding of kneading and then conveyed this information to the engineers In addition the authors show that to create knowledge the best management style is neither top down nor bottom up but rather what they call middle up down in which the middle managers form a bridge between the ideals of top management and the chaotic realities of the frontline As we make the turn into the 21st century a new society is emerging Peter Drucker calls it the knowledge society one that is drastically different from the industrial society and one in which acquiring and applying knowledge will become key competitive factors Nonaka and Takeuchi go a step further arguing that creating knowledge will become the key to sustaining a competitive advantage in the future Because the competitive environment and customer preferences changes constantly knowledge perishes quickly With The Knowledge Creating Company managers have at their fingertips years of insight from Japanese firms that reveal how to create knowledge continuously and how to exploit it to make successful new products services and systems

Accountability in Action Douglas B. Reeves, 2004 You'll find all you need to design a comprehensive accountability system that includes more than test scores Filled with discussion questions sample reports templates and additional resources for research this book is a must have for everyone developing an accountability program that is fair and rigorous and meets the needs of your organization

Communicative Practices at Work Jo Anne Kleifgen, 2013-10-28 This book examines communicative practices in a circuit board manufacturing plant in California's Silicon Valley where the employees come from diverse ethnolinguistic backgrounds their activities involve the use of high tech equipment and their practices are shaped by and sometimes contest local and global forces Analyses of the data show that learning occurs optimally when workers make strategic use of both their home languages and English within an ecology of semiotic systems The book demonstrates the importance of accounting for multilingual practices in studies of multimodality Through detailed ethnography it brings the reader to a better understanding of learning in practice in work environments where the complexities and accelerated growth of new technologies along with a globalized world produce new forms of multilingual and multimodal communication

Community Design W. Arthur Mehrhoff, 1999-06-10 Community design has grown in importance in the public policy agenda over the past decade This book focuses on the author's experience and work in Minnesota where a design team of architects planners and economic and community development practitioners provided planning and design assistance to local communities The book explores the advantages of a systems approach to community design and uses the work of the Minnesota team to consider the issues involved in the implementation of successful community design

**Serials to the Tenth Power** Mary Ann Sheble, Beth Holley, 2019-12-06 This book first published in 1996 provides readers with practical ideas on managing the challenges of the electronic

information environment The proceedings of the tenth anniversary conference of the North American Serials Interest Group NASIG the book covers how electronic publishing impacts the dissemination of knowledge in general and specific related issues Contributors include librarians publishers vendors and editors of electronic journals They offer readers diverse perspectives about copyright law in the digital world the future of information dissemination challenges of innovative approaches to providing information in electronic format standards for identifying and citing electronic resources bibliographic control of Internet resources and organization of service delivery to meet the challenges of evolving technology

Finding a Place to Stand Edward R Shapiro, 2020-04-29 What stands between us and authoritarianism seems increasingly fragile Democratic practices are under attack by foreign intrusion into elections voter suppression restricts citizen participation Nations are turning to autocratic leaders in the face of rapid social change Democratic values and open society can only be preserved if citizens can discover and claim their voices We access society through our organisations yet the collective voices and irrationalities of these organisations do not currently offer clear pathways for individuals to locate themselves How can we move through the mounting chaos of our social systems through our multiple roles in groups and institutions to find a voice that matters What kind of perspective will allow institutional leaders to facilitate the discovery of active citizenship and support engagement This book draws on psychodynamic systems thinking to offer a new understanding of the journey from being an individual to joining society as a citizen With detailed stories the steps and the conscious and unconscious linkages from being a family member to entering outside groups to taking up and making sense of institutional roles illuminate the process of claiming the citizen role With the help of leaders who recognise and utilise the dynamics of social systems there may be hope for us as citizens to use our institutional experiences to discover a place to stand

**Leveraging Communities of Practice for Strategic Advantage** Hubert Saint-Onge, Debra Wallace, 2012-07-26 How can you build a successful community of practice that is integrally linked to your company's strategic vision Learn from the first hand experience of Hubert Saint Onge recognized by Fortune magazine as a leader in the field of knowledge capital and co author Debra Wallace the people responsible for a recent project to establish a community of practice for independent agents at Clarica Life Insurance Company voted one of the most admired knowledge enterprises in the world by practitioners and researchers Leveraging Communities of Practice for Strategic Advantage combines theory and practice to outline a model for developing successful communities of practice and proposes a direction for establishing communities of practice as an integral part of the organizational structure Saint Onge and Wallace relate what worked what didn't and why as they tell the story from inception through implementation to assessment Whether you're developing communities of practice or want to learn how to leverage existing communities for strategic gain this book provides you with everything you need to launch successful communities of practice in your organization

**First Person** Thomas Teal, 1996 In this striking and often moving collection of first person accounts from the Harvard Business Review the eleven contributors describe the hazards and

frustrations of trying to be a good manager Together the voices in First Person provide a dose of realism that will inspire and motivate the leaders of today and tomorrow [ePub - Proceedings of the 4th European Conference on Intellectual Capital](#) ,2012 **Peter F. Drucker** John Cunningham Wood,Michael C. Wood,2005 A unique indispensable resource for both student and scholar this collection gathers together key material to enable readers to explore the impact of Drucker s ideas [Essential Readings in Management Learning](#) Christopher Grey,Elena P. Antonacopoulou,2004-10-18 This collection provides readings grouped under six key headings organizational learning and learning organizations individual learning learning and new technology critical approaches to management education pedagogical practice and globalization and management learning **Handbook of Global Leadership and Followership** Joan F. Marques,June Schmieder-Ramirez,Petros G. Malakyan,2023-03-29 This handbook integrates the best leadership and followership theories and practices between the Global North West countries of Western individualistic cultures in Europe North America Australia and Oceania and the Global South East countries of Eastern collectivistic cultures in Asia Africa South America and South East Asian and Oceania There is a need to bring the Global North West and the Global South East together to address global challenges such as the climate change global hunger and poverty domestic and international terrorism social justice gender inequality and domestic and global abuse of human and natural resources This innovative volume proposes that the democratic leadership of the Global North West and the human centered followership of the Global South East can transform the world if leadership and followership values education and practices are integrated It utilizes findings from positive psychology social psychology organizational behavior and world religions and contemplative wisdom traditions to highlight the case for global leadership and followership **Reengineering the Training Function** Donald Shandler,2024-11-01 If you have questions about how to meet the demands of the new economy corporate and organizational agendas and the changing workplace you will find the answers in this well written and concise book Reengineering the Training Function provides a plan of action rich in strategies and tactics full of specific guidelines and tools that can be put to use immediately Learn how successful business reengineering and training practices parallel the reengineering of business processes Any business that wants to remain competitive in a global marketplace will find this book relevant Put these guidelines to work immediately to conduct a strategic training audit prior to initiating any reengineering process You can change the process of training and control the new continuous learning organization with Reengineering the Training Function [The Firm as a Collaborative Community](#) Charles Heckscher,Paul Adler,2006-03-02 This volume explores the changing nature of community in modern corporations Community within and between firms the fabric of trust so essential to contemporary business has long been based on loyalty This loyalty has been largely destroyed by three decades of economic turbulence downsizing and restructuring Yet community is more important than ever in an increasingly complex knowledge intensive economy The thesis of this volume is that a new form of community is slowly emerging one that is more flexible and wider in scope than

the community of loyalty and that transcends the limitations of both traditional Gemeinschaft and modern Gesellschaft We call this form collaborative community The trend towards collaborative community is difficult to detect amidst the ferocious forces of market and bureaucratic rationalization But close analysis of some of America s most successful corporations reveals three dimensions of the emerging form a shared ethic of interdependent contribution distinct from the uneasy mix of loyalty and individualism that prevailed for so long a formalized set of norms of interdependent process management that include iterative co design metaphoric search and systematic mutual understanding distinct from both rigid authority hierarchies and informal log rolling An interdependent social identity that supports these organizational features distinct from both dependent traditionalistic identities and the independence of the autonomous self that is often associated with Western culture This volume is a collaborative effort of leading scholars in organization studies to delineate the new form of community and the forces encouraging and constraining its growth The contributors combine sociology and psychology theory with detailed analysis of business cases at the firm and inter firm level

Entrepreneurial Excellence in the Knowledge Economy José Maria Viedma Marti, Maria do Rosario Cabrita, 2012-10-15 Provides readers with a comprehensive overview of how to achieve entrepreneurial excellence in the knowledge economy and offers them ICBS a methodology for strategy check up of organizations in the knowledge economy context

**Competitive Intelligence and Knowledge Management: A study of enhancing the employees' motivation to sharing their knowledge** Henning Schimpf, 2015-03-01 Companies which are active in Competitive Intelligence CI face the problem of accessing the employees knowledge for specific inquiries Most of the knowledge and of the intelligence already exists within the company however it is not available for the CI department This study finds a solution for the problem by taking a view on the inner organization of CI and knowledge management It creates a reference framework of strategic knowledge management called the Knowledge House and gives the employees a context they can orientate towards The objective is to actively anchor the strategic cultivation of knowledge in the company which promotes knowledge sharing Beyond this strategic approach knowledge sharing from the employees view is outlined In addition it is also outlined what preconditions which go beyond the organizations influence have to be set to make the employees work in a knowledge sharing promoting environment

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