



Can Organizations Learn?

How Organizations Learn

Mark Easterby-Smith, Marjorie A. Lyles



How Organizations Learn:

Teaming Amy C. Edmondson, 2012-04-03 New breakthrough thinking in organizational learning leadership and change Continuous improvement understanding complex systems and promoting innovation are all part of the landscape of learning challenges today's companies face Amy Edmondson shows that organizations thrive or fail to thrive based on how well the small groups within those organizations work In most organizations the work that produces value for customers is carried out by teams and increasingly by flexible team like entities The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore but instead about leading effective teaming Teaming shows that organizations learn when the flexible fluid collaborations they encompass are able to learn The problem is teams and other dynamic groups don't learn naturally Edmondson outlines the factors that prevent them from doing so such as interpersonal fear irrational beliefs about failure groupthink problematic power dynamics and information hoarding With Teaming leaders can shape these factors by encouraging reflection creating psychological safety and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas Further they can use practical management strategies to help organizations realize the benefits inherent in both success and failure Presents a clear explanation of practical management concepts for increasing learning capability for business results Introduces a framework that clarifies how learning processes must be altered for different kinds of work Explains how Collaborative Learning works and gives tips for how to do it well Includes case study research on Intermountain healthcare Prudential GM Toyota IDEO the IRS and both Cincinnati and Minneapolis Children's Hospitals among others Based on years of research this book shows how leaders can make organizational learning happen by building teams that learn

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

How Organizations Learn Ken Starkey, 1996 This major management theme of the 1990s is the learning organisation Starkey links the 2 concepts in a powerful volume of text and readings that brings together the key theories and points the way to future agendas for study

How Organizations Learn Patrick L. Townsend, Joan E. Gebhardt, 2007-07-31

Organizations learn effectively by following a three step cycle investigating the situation identifying failures and successes

and institutionalizing the lessons so that they become the way things are done This book examines this 3 I learning cycle as it is used in the United States Army Prominent companies such as General Electric Motorola Harley Davidson and Amoco have taken advantage of the army s experiences as they ve moved through this cycle reinventing themselves as learning organizations These companies and more have gleaned valuable lessons from the army s After Action Reviews AARs and Center for Army Lessons Learned CALLs Parallels are drawn between the Army s experience and the quality movement Among the similarities are the idea that everything can be improved and the emphasis on integrating working and learning with each supporting the other The concepts of AARs and CALLs like many quality tools are relatively straightforward and easy to understand Nonetheless they require dedication and perseverance to implement fully and sustain As with all quality concepts and tools though the results easily justify the effort **How Organizations Learn and Unlearn** Bo Hedberg, 1979

How Organizations Remember Paddy O'Toole, 2010-10-28 How an organization works is largely a function of what it knows i e the collective knowledge about all aspects of the enterprise from competitive intelligence to formal systems and policies to the ways in which individuals solve problems and share their expertise Organizational knowledge is not to be found in manuals and web sites but in the day to day interactions among employees suppliers customers investors and other stakeholders How Organizations Remember is based on a 10 month study of a technology firm with locations in three countries Australia US and Ireland the company has undergone rapid growth and expansion which have had a profound impact on power structures and organizational culture and hence on the ways in which knowledge is created and disseminated The author discovered that what is remembered is diverse and of differing value within and across the organization How knowledge is remembered is equally diverse and ranges from computer files to cartoons on the wall from stories to the way objects are placed on a desk Knowledge is influenced by external influences as well as internal influences knowledge may become a competitive advantage but may also contribute to inertia The book combines theoretical perspectives and empirical findings to generate insights that contribute to both research and practice in organizational learning innovation culture and behavior The Oxford Handbook of the Learning Organization Anders

Örtenblad, 2019-12-12 The concept of the learning organization is one of the most popular management ideas of the last few decades Since it was conceived as an idea in its own right it has been given various definitions and meanings such that we are still faced with the question as to whether any unified understanding of what the learning organization really is can be established This Handbook offers extensive reviews of both new and traditional perspectives on the concept and provides suggestions for how the learning organization can best be defined practiced studied and developed in future research With contributions from long standing scholars in the field as well as those new to the area this book aims to bridge the gap between traditional and more critical perspectives and in doing so find alternative features and angles to take the idea forward In addition to elaborating on and developing older definitions of the learning organization and suggesting updated

and even new definitions the chapters also provide focused explorations on pertinent aspects of the learning organization such as ambidexterity gender inclusivity and systems thinking They also survey organizations that have made efforts towards becoming learning organizations how the learning organization can best be measured and studied and the universality of the idea itself Some of the questions raised in this book are answered or at least given tentative answers while other questions are left open In this way the book has the ambition to take the learning organization an important step further whilst having no intentions to take any final step instead the intention is that others will endeavour to continue where this book stops

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

How Organizations Can Make the Most of Online Learning David Guralnick, 2022-06-21 In HOW ORGANIZATIONS CAN MAKE THE MOST OF ONLINE LEARNING Dr David Guralnick describes what organizations need to know about learning and technology in order to create a successful culture of growth and performance today tomorrow and in the future Online learning has the potential to change an organization s culture and performance if the organization employs technology in the right ways In HOW ORGANIZATIONS CAN MAKE THE MOST OF ONLINE LEARNING Dr David Guralnick describes what organizations need to know about learning and technology in order to create a successful culture of growth and performance today tomorrow and in the future In this book Dr Guralnick describes the current world of online learning lays out his vision of the future and discusses how organizations can make the best use of technology to improve job performance including how to best combine the work and skills of an organization s internal team and outside consultants and vendors Too much online learning today focuses on memorizing information HOW ORGANIZATIONS CAN MAKE THE MOST OF ONLINE LEARNING shifts this paradigm to focus on learning key skills that are meaningful to an employee and relevant to their work Organizations will learn how to create and deliver online learning and performance experiences that can take their employees performance to the next level

The Organizational Learning Cycle Nancy M. Dixon, 2017-07-05 The Organizational Learning Cycle was the first book to provide the theory that underpins organizational learning Its sophisticated approach enabled readers to not only understand how but more importantly why organizations are able to learn This new edition takes the original concepts and theories and shows how they might and are being put into action With five new or completely revised chapters Nancy Dixon describes the kind of infrastructure organizations need to put in place there are examples of knowledge databases whole systems in the room processes and after action reviews originating from

organizations that are making real progress with these ideas A clearer relationship between organizational learning and more participative forms of organizational governance is drawn along with responsibilities that employees need to take on to enable and partake in collective learning With new case material from BP the US Army Ernst and Young and the Bank of Montreal for example this book shows how you can make use of the collective reasoning intelligence and knowledge of the organization and channel it into its ongoing and future development *Learning Organizations* Malva Daniel Reid,Jyldyz Bekbalaeva,Denise Bedford,Alexeis Garcia-Perez,Dwane Jones,2021-09-06 Learning Organizations delves into why learning is an essential business operation how modern learning is different from industrial era training how to discover learning sources and opportunities how to design a learning environment and learning strategies that optimize the potential of every employee *How Organizations Learn* Ken Starkey,Sue Tempest,Alan McKinlay,2004 Organizational learning the examination of how organizations learn as groups rather than as individuals is a fast growing area of interest and is now considered an essential factor in business success This new edition of an already popular text critically examines traditional assumptions about organization and strategy providing key readings by renowned international authors to help the reader understand and manage the challenge of organizational learning How Organizations Learn links the two key concepts of leadership and the learning organization in this text bringing together the key theories and suggesting new directions for studying and managing organizations The choice of readings highlights the potential synergy between leading and learning and how organizational structure and management processes impact upon learning and includes work by numerous key academics This will be a core text for courses in Organizational Learning and Knowledge Management at advanced undergraduate MBA and executive training level and a supplementary text for courses in Strategic Management HRM and OB Learning Organizations John Renesch,Sarita Chawla,2024-11-01 What is a learning organization What are the advantages of creating one Why should a company want to become a learning organization Where does one start Learning Organizations Developing Cultures for Tomorrow s Workplace contains essays by thirty nine of the most respected practitioners and scholars of this topic This definitive collection of essays is rich in concept and theory as well as application and example Lead authors include Harvard s Rosabeth Moss Kanter London Business School s Professor Emeritus Charles Handy and MIT s Fred Kofman and Peter Senge The thirty two essays in this comprehensive collection are presented in four main parts 1 Guiding Ideas 2 Theories Methods Processes 3 Infrastructure 4 Arenas of Practice Organizations Arthur G. Bedeian,1984 Organizational Learning David Schwandt,Michael J. Marquardt,1999-09-28 Companies around the world are beginning to recognize that only by increasing the speed and quality of their learning can they succeed in the rapidly changing global marketplace Developing organization wide learning and becoming a learning organization has become critical for adaptation and survival Organizational Learning From World Class Theories to Global Best Practices starts with a review of significant learning theory and research accomplished over the past 20 years This research is integrated into an

action centered theory of organizational learning The book then explores in depth the Organizational Learning System Model developed by David Schwandt that has been applied in a variety of public and private organizations Recognizing that companies now work with multicultural groups in a global marketplace the authors also examine cultural implications of the Model The authors present best practice application of the Organizational Learning System Model by companies from around the world including Arthur Anderson Price Waterhouse Beloit Corporation Motorola and Meralco These are companies that have taken the leadership in developing learning systems on a organization wide basis Organizational Learning From World Class Theories to Global Best Practices provides practical steps and strategies for developing and applying organizational learning in the workplace Features *The Organizational Learning Cycle* Nancy M. Dixon,1999 An introduction to the complexities of object oriented technology for those who plan design manufacture and maintain large scale business computer systems Covers theory history applications and the process of converting migrating or replacing existing systems with object oriented systems Annotation copyright by Book News Inc Portland OR

The New Faces of Organizations in the 21st Century Mohammad Ali Sarlak,2010

Entrepreneurial Learning Richard Harrison,Claire M. Leitch,2008-01-31 This book addresses the burgeoning interest in organizational learning and entrepreneurship bringing together for the first time a collection of new papers dealing explicitly with entrepreneurial learning Where past books have examined learning in a corporate context Harrison and Leitch focus instead on the learning process within entrepreneurship and the small business Areas covered include a review of the concept of entrepreneurial learning and the relationship between entrepreneurial learning and the wider literatures on management and organizational learning a review and development of a number of conceptual models of the process of learning in entrepreneurial contexts an illustration of the applications of concept of entrepreneurial learning in a range of contexts an international perspective on entrepreneurial learning

Organizational learning in tourism and hospitality crisis management Zahed Ghaderi,Alexandros Paraskevas,2021-12-06 Tourism and hospitality organizations have always been exposed to disruptions stresses and crises making the management of these adversities a necessary skill The prolonged and complex turbulence that the industry is often facing from epidemics and pandemics climate change and extreme environmental phenomena or political instability and economic crashes raise questions Do these organizations learn from the crises they experience If so how do they learn and what do they do with this learning Organizational Learning in Tourism and Hospitality Crisis Management brings together an array of expert academic analyses of the latest thinking and practice on these questions Drawing on studies conducted around the world including Greece Iran Japan Malaysia Mexico Spain Turkey UK and USA the contributors apply a wide range of organizational learning and knowledge management theoretical perspectives and concepts to offer new insights into crisis induced learning in a tourism and hospitality context The book will be an excellent resource for scholars and students as well as managers of tourism and hospitality organizations tourism policymakers and government officials who are involved

in tourism destination management **Learning and Cognition** Vibeke Grøver Aukrust, 2011-01-07 This collection of 58 articles from the recently published third edition of the INTERNATIONAL ENCYCLOPEDIA OF EDUCATION focus on learning memory attention problem solving concept formation and language Learning and cognition is the foundation of cognitive psychology and encompasses many topics including attention memory categorization etc Most books in the area either focus on one subtopic in depth e g an entire book on memory or cover the gamut of subjects in a series of long technical handbook like chapters This concise reference offers researchers and professors teaching in the area a new take on the material that is comprehensive in breadth but lighter in depth focusing on main findings established facts and minimizing the amount of space taken up by large multi volume references An introduction to a complex field via summaries of main topics in this discipline Contains contributions from the foremost international researchers in the field Makes content available to individual cognitive psychology researchers

Unveiling the Energy of Verbal Beauty: An Mental Sojourn through **How Organizations Learn**

In some sort of inundated with displays and the cacophony of instantaneous connection, the profound power and emotional resonance of verbal artistry often fade into obscurity, eclipsed by the regular barrage of sound and distractions. However, set within the lyrical pages of **How Organizations Learn**, a interesting work of fictional splendor that pulses with fresh emotions, lies an remarkable journey waiting to be embarked upon. Penned with a virtuoso wordsmith, this enchanting opus books visitors on a mental odyssey, lightly revealing the latent possible and profound affect stuck within the delicate internet of language. Within the heart-wrenching expanse of the evocative examination, we can embark upon an introspective exploration of the book is key themes, dissect its captivating writing fashion, and immerse ourselves in the indelible impression it leaves upon the depths of readers souls.

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How Organizations Learn Introduction

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