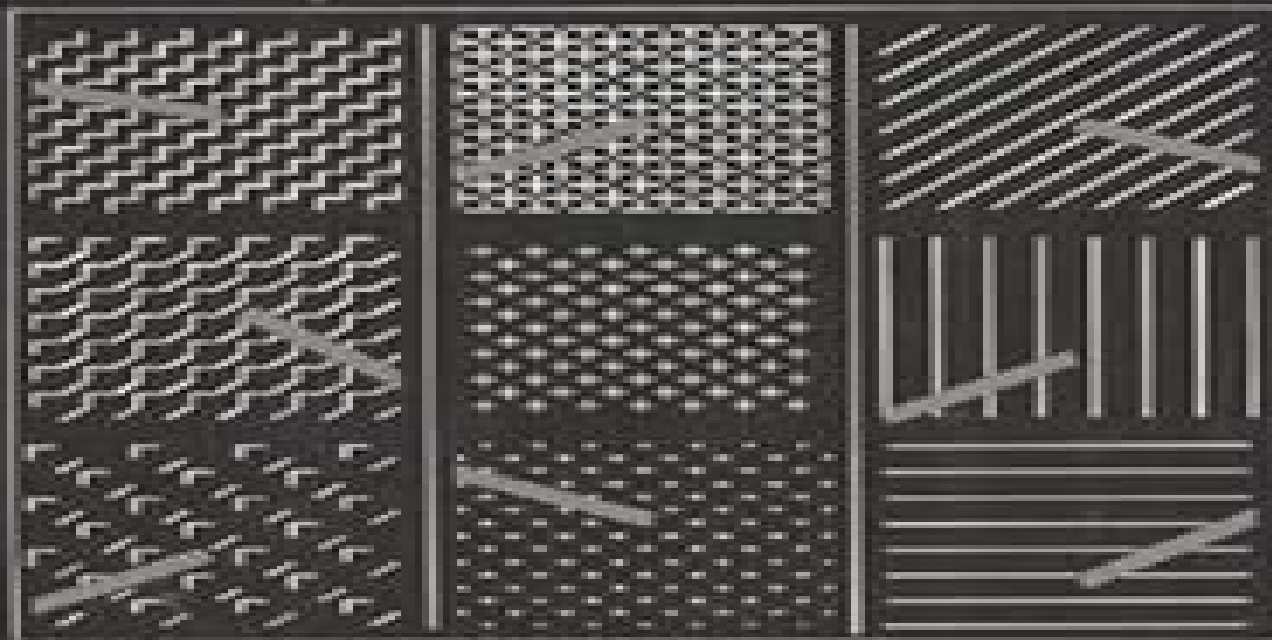


Overcoming Organizational Defenses

Facilitating
Organizational
Learning



Chris Argyris

Overcoming Organizational Defenses Facilitating Organizational Learning

Chris Argyris



Overcoming Organizational Defenses Facilitating Organizational Learning:

Overcoming Organizational Defenses Chris Argyris, 1990 Organizational defences that exist in most organizations can inhibit organizational performance This book shows how to diagnose the organization to expose the weaknesses Each chapter contains advice about how to reduce organizational defences to bring about improved involvement and performance

Overcoming Organizational Defenses Chris Argyris, 1990 Groupthink Clifton Wilcox, 2010 **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

Handbook of Organizational Consultation, Second Edition Robert Golembiewski, 2019-02-21 The second edition of the Handbook of Organizational Consultation includes more than 35 additional chapters and an expanded list of international contributors It addresses all aspects of organizational consulting including normative empirical and political topics and offers

a broad view of consultation diagnoses problem centers and interventions Perspectives on Political Science said this book is a reference guide training handbook and practitioner s tool that stand s alone as a comprehensive source of information and guidance on the consultancy enterprise a careful reading of this book will be a profitable endeavor for both consulting practitioners and their clients Knowledge Risk and its Mitigation Rongbin W.B. Lee, Jessica Y.T. Yip, Vivien W.Y. Shek, 2021-05-27

The life cycle of companies and enterprises at present is short lived due to rapid social and technological changes Despite the growing awareness on the importance of knowledge management KM among academic researchers it is still not widely practiced in industry Why is this **Learning Project Management** LOUIS ANDERSSON, 2023-10-04

In today s rapidly changing world organizations need to be able to learn and adapt quickly in order to succeed Organizational learning is the process by which organizations acquire share and apply knowledge to improve their performance It is a critical skill for organizations that want to stay ahead of the competition and meet the needs of their customers This practical guide provides a comprehensive overview of organizational learning It covers the definition of organizational learning its importance the challenges of implementing organizational learning and best practices for achieving success This book is intended for a wide audience including managers consultants and students interested in organizational learning It is a valuable resource for anyone who wants to understand how organizations can learn and improve Here are some of the benefits of reading this book Learn the key concepts of organizational learning Understand the importance of organizational learning Identify the challenges of implementing organizational learning Learn best practices for achieving success Gain insights from case studies of successful organizations This book is a must read for anyone who wants to help their organization learn and improve *Organization Development in Healthcare* Jason A. Wolf, Mark J. Moir, Heather Hanson, Leonard H. Friedman, Grant T. Savage, 2011-07-12

This collection of critical ideas relating organization science to operations and accomplishments in the health care environment provides a thematic guide for leaders practitioners academics and administrators It pulls in a broad cross section of perspectives on the important linkage of scholarship and practice with a solid global perspective **Leadership, Organizational Change and Sensemaking** Ronald

Skea, 2021-06-03 Organizational change literature often focuses on the leaders role in giving sense to others of the need for change and there is a plethora of models and recipes on how to influence employees thinking about change organizational design and performance Notwithstanding this ready supply of advice research has shown that up to 90% of change programs fail to deliver their expected outcomes One of the reasons for this which has been neglected in the literature is that successful change in thinking starts with how leaders first make sense of the need for change and the challenges this poses to their own thinking This book surfaces the elements behind leader sensemaking that add to or detract from their ability to critically question their current thinking Leaders and interventionists have lacked practical and pragmatic advice on how to influence the process This book is the culmination of 10 years of research spent working with leaders in organizations as they

interpreted the need for change and made choices about engaging or not with transformational change methodologies It reveals nine elements of sensemaking displayed by organizational leaders as they grapple with challenges to their current orthodoxies about how to lead and organize in times of change The book shows the latest state of knowledge on the topic and will be of interest to researchers academics practitioners and students in the fields of leadership change and organisational development

The Boundaryless Organization Ron Ashkenas,Dave Ulrich,Todd Jick,Steve Kerr,2015-06-15 In 1995 The Boundaryless Organization showed companies how to sweep away the artificial obstacles such as hierarchy turf and geography that get in the way of outstanding business performance Now in this completely revised edition of their groundbreaking work management experts Ron Ashkenas Dave Ulrich Todd Jick and Steve Kerr offer an up to date version of their comprehensive guide to help any organization go boundaryless and become a company with the ability to quickly proactively and creatively adjust to changes in the environment With new examples a new commentary on the developments of the last five years and illuminating first hand accounts from pioneering senior executives the authors once again show why boundaryless is a prerequisite for any organization trying to succeed in the economy of the twenty first century

Handbook of Organizational Learning and Knowledge Meinolf Dierkes,2003 In an era of far reaching changes organizational learning and knowledge creation are high on the agenda of social scientists managers and consultants worldwide as they seek to adapt to new environments The Handbook of Organizational Learning and Knowledge provides a comprehensive overview of how the concept of organizational learning emerged how it has been used and debated and where it may be going It summarizes the state of the art and provides a full account of the diverse approaches themes issues and debates of the field The handbook unites a distinguished team of international authors who examine both the central themes and key emerging issues The coverage extends beyond the American tradition to include the experiences of Europe Asia and the Middle East The book opens with chapters drawing insights from various social science approaches The following sections examine fundamental issues concerning the external triggers factors and conditions agents and processes of organizational learning Subsequent chapters review the subject within a global context looking in particular at processes of interorganizational learning and knowledge transfer The next sections examine the development of learning practices and provide case studies to illustrate organizational learning and knowledge creation The book concludes with an analysis of the state of the art and an agenda for the future This handbook will be an invaluable reference tool for scholars and students in the social sciences as well as for professional involved in organizational development learning and change

Learning Toward an Ecological Consciousness E. O'Sullivan,2017-02-15 Transformative learning involves experiencing a deep structural shift in the basic premises of thought feelings and actions It is a shift of consciousness that dramatically and permanently alters our way of being in the world Such a shift involves our understanding of ourselves and our self locations our relationships with other humans and with the natural world our understanding of relations of power in interlocking

structures of class race and gender our body awarenesses our visions of alternative approaches to living and our sense of possibilities for social justice and peace and personal joy The editors of this collection make several challenges to the existing field of transformative learning the first is to theoreticians who have attempted to describe the nature of transformative learning without regard to the content of transformative learning The editors argue that transformative learning theory cannot be constructed in a content neutral or context free way Their second challenge which assumes the importance content for transformative learning is to educators as practitioners The editors argue that transformative learning requires new educational practices consistent with the content Arts based research and arts based teaching learning practices are one example of such new educational practices Education for the soul or spiritual practices such as meditation or modified martial arts or indigenous peoples forms of teaching learning is another example Each article in the collection presents a possible model of these new practices

Strategic Collaborative Innovations in Organizational Systems Mupepi, Mambo, Costello, Robert, 2018-12-21 Organizations today need to continually implement new strategies that increase the sustainability and competitiveness of a business By sharing experiences in a collaborative environment where the collective experience of its membership can lead to the design and implementation of new technology and product improvement a company can differentiate itself to successfully compete in the business realm Strategic Collaborative Innovations in Organizational Systems is a collection of research on the methods and applications of collaborative strategies in advancing the efficiency and effectiveness of a firm Highlighting a range of topics including organizational design productivity strategies and workforce diversity this book is ideally designed for academicians business managers entrepreneurs human resources managers researchers graduate students and scholars seeking current research on business and competitive strategies within a collaborative and organizational context

Power Dynamics and Organizational Change Jaap J. Boonstra, Kilian M. Bennebroek Gravenhorst, 1998 This special issue of the European Journal of Work and Organizational Psychology is about power dynamics and organizational change In this issue theoretical models research findings and practical experiences are presented to examine power processes decision making influence tactics resistance to change management of change and effects of change processes in organizations The issue starts by discussing different perspectives on power and organizational change Eight contributions from six countries address a variety of issues

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

Executive Economics Shlomo Maital, 2010-06-15 What do economists know that business executives find useful Economics ought to be indispensable for business decision makers because it deals with the issues

executives face daily what to produce how and how much at what price how best to use resources time labor capital how to understand markets Why then do managers often think that economists theories are ivory tower and impractical Perhaps because most economics texts are mystifying jargon ridden and written from every perspective except that of the line manager In *Executive Economics Ten Essential Tools for Managers* Shlomo Maital brings economics down to earth back to the hard day to day decisions that executives have to make He shows how all decisions can be organized around two key questions What is it worth What must I give up to get it Answering these questions depends upon finding and maintaining the right relation in the triangle of profit cost price and value Each of *Executive Economics* ten chapters focuses on one or more legs of the triangle of profit defines a decision tool and illustrates how it can be used to improve the quality of executive decisions Drawing on recent examples from both Fortune 500 firms and smaller companies Maital shows why economics main contribution is to deepen executives understanding of the structure of their costs and to explain why some of a business s highest expenses are those that never appear on a check stub or in a profit and loss statement *Executive Economics* is written for executives about executives and by an author who has both taught executives at MIT s Sloan School of Management for over a decade and served as a consultant to small and large businesses It is must reading for executives who need simple effective decision making tools to give them an edge in today s competitive global economy

Transforming Corporate Performance Michael Milgate, 2004-03-30 Drawing on the experiences of companies leading the field in performance measurement Milgate pinpoints the significant developments that will drive performance measurement into the millennium This book discards passing trends and focuses on providing in depth international coverage of the issues that count It analyzes and evaluates new and emerging trends approaches models and methodologies Milgate explains how these techniques and processes work in practice and how they can add clear bottom line benefits to your organization In recent years business performance measurement has altered beyond recognition What used to guarantee success for leading companies now barely ensures average performance Far too often business performance measurement is a weakness lacking focus and coherence New sources of leverage have emerged and new approaches have been introduced Only those companies that master the new techniques will reach the top of the league To achieve a competitive edge companies must reevaluate business performance its measurement and the final result This book shows you how Drawing on the experiences of companies leading the field in performance measurement Milgate pinpoints the significant developments that will drive performance measurement into the millennium This book discards passing trends and focuses on providing in depth international coverage of the issues that count It analyzes and evaluates new and emerging trends approaches models and methodologies Milgate explains how these techniques and processes work in practice and how they can add clear bottom line benefits to your organization

Work and Organizational Psychology Sebastiaan Rothmann, Cary L. Cooper, 2022-03-23 Providing a complete and contemporary overview of the evolving and fascinating world

of work this new edition of Work and Organizational Psychology is the perfect textbook outlining not only key theoretical ideas but how they relate to the role of psychologists advising today's organizations Integrating the fields of human resource management and organizational behaviour the text begins with a chapter to give the reader an insight into the domain of work and organizational psychology the development of the field of work and organizational psychology tasks and competencies of organizational and work psychologists and careers in work and organizational psychology The remainder of the book is divided into thirteen chapters which address the core areas of work and organizational psychology The book is supported by a range of pedagogical features spotlighting issues of theoretical ethical or contemporary interest whilst also enabling students to engage in active learning

Effective Management Teams and Organizational Behavior Henning Bang, Thomas Nettet Midelfart, 2021-02-25 Most contemporary organizations use management teams to manage and coordinate their businesses at all levels of the organizational hierarchy Management teams typically set overall goals strategies and priorities making vital organizational decisions They discuss issues solve problems offer advice and ensure various processes and units are aligned and interact efficiently Although management teams are vital for overall organizational performance research indicates that they are largely underused and less effective than their potential would suggest for value creation This book provides a research based and practical model of the characteristics of effective management teams It looks in depth at each factor of the model discusses the supporting research provides examples of how the factors influence the work and effectiveness of management teams and shares tips and tools for successfully working with management team development It provides researchers academics and students of organizational behavior with an overview of the variables that empirical research has found to be robustly related to management team effectiveness and will enable leaders and management consultants to develop more effective management teams

Research in Organizational Change and Development Richard W. Woodman, William A. Pasmore, Abraham B. (Rami) Shani, 2009-05-21 An annual publication featuring studies and theoretical work dealing with the topic of change in organizational settings Showcasing the approaches to organizational research whether they be quantitative or qualitative in nature it includes papers that bring fresh perspectives to classic issues in the field such as resistance and communication

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