

# SCULPTING THE LEARNING ORGANIZATION

Lessons in the  
Art and Science  
of Systemic  
Change

David  
**Watkins**

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Foreword by  
**Marsick**

# Sculpting The Learning Organization

**Victoria J. Marsick, Karen E. Watkins**



## **Sculpting The Learning Organization:**

**Sculpting the Learning Organization** Karen E. Watkins, Victoria J. Marsick, 1993-10-26 From their unique perspective as adult educators experienced in the work of organizational change the authors show both human resource professionals as well as front line managers and others how people learn and how to support that learning They show how individual learning acts as a catalyst for group and organizational learning in such key areas as employee involvement self directed teams and the balance of work and home life Eighteen illustrative case vignettes feature companies such as AT T IBM and Esso Petroleum

**The Oxford Handbook of the Learning Organization** Anders Örtengren, 2019-12-17 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

**Facilitating Learning Organizations** Victoria J. Marsick, Karen E. Watkins, 1999 The authors give guidance and advice on how to facilitate the complex change interventions that are required to build learning into the system so that it makes a difference They highlight the need for business leaders and development professionals to work together

**Handbook of Research on the Learning Organization** Anders Örtengren, 2013-09-30 This timely Handbook establishes the contextualization of the learning organization idea as a research field

Beyond The Learning Organization Jerry Gilley, 2000-01-07 The next step in organizational development showing companies how to integrate all areas of human resource practice to drive continuous learning

*From the Learning Organization to Learning Communities Toward a Learning Society* Victoria J. Marsick, Jeanne Bitterman, Ruud van der Veen, 2000

**Organizational Learning and the Learning Organization** Mark

Easterby-Smith, Luis Araujo, John Burgoyne, 1999-04-28 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 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

**Towards Zero Management Learning Organisations** Ted O'Keefe, 2006 Knowledge Management Shaofeng Liu, 2020-01-03 As knowledge economies become increasingly important around the world it is essential that organizations are able to transform their knowledge into a competitive advantage This textbook offers an interdisciplinary approach to knowledge management written specifically for postgraduate students in business and management schools Knowledge Management presents classic and advanced concepts models and frameworks using a clear logical structure which covers building knowledge competence the knowledge lifecycle and integration of knowledge management with business decision making An overall framework illustrates links between chapters and ensures readers can gain a body of actionable knowledge rather than learning isolated uncontextualized topics Based on cutting edge research findings and covering the most advanced IT and IS technologies this book emphasises the need for knowledge management to span boundaries across organizations supply chains and partnerships rather than being limited to individual learning and sharing within businesses Knowledge Management is international in scope and includes real world case studies and role play scenarios to show how theories are applied in practice and think back and critique discussion questions to encourage reflective learning and critical thinking This indispensable text provides a dynamic picture of the evolution of knowledge management and demonstrates its full potential to enable better business decisions Accompanying online resources include PowerPoint slides for lecturers and exercise questions for students

Organisational Learning and Effectiveness Denton John, 2002-01-04 Learning is increasingly seen as crucial to the success of organisations but many studies of the subject offer very little empirical evidence to substantiate this Based upon in depth research including over seventy interviews with managers and employees Organisational Learning and Effectiveness is an original and comprehensive analysis of learning organisations Contents include detailed case studies of five major international companies Coca Cola and Schweppes Beverages 3M Siebe Mayflower and Morgan Crucible the intellectual origins of organisational learning best practice in organisational learning the importance of leadership roles and skills a critical examination of the usefulness and relevance of organisational learning and effectiveness Integrating management theory and practice this volume is an extremely valuable resource for all those with an interest in organisational behaviour and human resource development

**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 Experiential Learning and Management Education** Michael Reynolds, Russ Vince, 2007-11-15 While Experiential Learning has been an influential method in the education and development of managers and management students it has also been one of the most misunderstood. This Handbook offers the reader a comprehensive picture of current thinking on experiential learning ideas and examples of experiential learning in practice and it emphasises the importance of experiential learning to the future of management education. Contributors include Chris Argyris, Joseph Champoux, D. Christopher Kayes, Ruth Colquhoun, John Coopey, Nelarine Cornelius, Elizabeth L. Creese, Gordon Dehler, Andrea Ellinger, Meretta Elliott, Silvia Gherardi, Jeff Gold, Steve G. Green, Kurt Heppard, Anne Herbert, Robin Holt, Martin J. Hornyak, Paula Hyde, Tusse Sidenius, Jensen Sandra, Jones Anna, Kayes Kirsi, Korpiaho Tracy, Lamping Enrico, Maria Piras, Amar Mistry, Dale Murray, Jean Neumann, Barbara Poggio, Keijo R. S. nen, Peter Reason, Michael Reynolds, Clare Rigg, Bente Rugaard, Thorsen Burkard, Sievers Stephen, Smith Sari, Stenfors Antonio, Strati Elaine, Swan Jane, Thompson Richard, Thorpe Kiran, Trehan Russ, Vince Jane, Rohde Voight Tony, Watson and Ann Welsh      *Enhancing The People Factor* A.S. Lather, 2012-02-22 *Enhancing The People Factor* Human Resource Issues and Challenges covers the selected papers presented by various authors comprising of corporate leaders, management practitioners, thinkers, academicians and researchers. It covers a diverse range of topics pertaining to learning organizations, leadership styles, job satisfaction, organizational commitment, employability and human resource planning. Contemporary areas like Human Resource productivity, accounting, Human Resource information systems, exit interviews and Internal corporate social responsibility have been presented with a flavour of latest research and empirical treatment of the data. The book shall serve as a rich resource to a wider section of the society and the industry at large on the issues, challenges, innovations and strategies adopted by various corporate to become sustainable organizations.

**Technology-Based Learning** Michael J. Marquardt, Greg Kearsley, 2004-11-01 Companies worldwide are recognizing the critical importance of harnessing the learning capabilities of people and technology in the workplace. *Technology Based Learning: Maximizing Human Performance and Corporate Success* shows how to capture and leverage this power through techniques of knowledge management. This comprehensive overview examines the advantages and disadvantages of learning technologies and provides a guide for selecting, costing and applying the various techniques. Technology in the workplace has many overwhelming possibilities so many that they've left many managers and HRD professionals confused and perplexed. Let Marquardt and Kearsley show you how to bring technology under control to meet the needs of your company and your employees.      **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

*Organizational Learning in China* Yu Haibo, 2021-05-10 From the perspective of behavioural science this book systematically investigates organizational learning in Chinese organizations based on multilevel theory over the past 20 years The findings contribute to the theory and practice of organizational learning and give insights into the construction of learning organizations Revisiting existing studies on organizational learning the author reconceptualises organizational learning and constructs an integrative model which is corroborated and then supplemented by empirical research Based on samples and materials from 3 000 managers and employees in organizations from all over China the book further elaborates this integrative model covering the multilevel structure trans level functions and generative mechanisms that figure prominently in organizational learning in Chinese organizations This framework helps enhance the organizational learning ability and the establishment of a learning culture while offering possible directions for updating research methods and a stereoscopic theory of organizational learning The book will be a good reference for management practitioners students and academics interested in organizational behaviour human resource management innovation management and multilevel perspective

Contemporary Challenges in Education Vana Chiou, Lotte Geunis, Oliver Holz, Nesrin Oruç Ertürk, Justyna Ratkowska-Pasikowska, Fiona Shelton, 2023 Every day educators are presented with enlightening insights questions and encounters which reveal how students engage in learning how new ideas can impact positively on student outcomes and how when challenges are uncovered there can be a sense of puzzlement where rethinking of pedagogical approaches is critical for student success In this volume of *Voices from the Classroom Contemporary Challenges in Education Paradoxes and Illuminations* an international team of authors explores paradoxes shares illuminations and invites you to reflect on educational practices to enhance pedagogy scaffold learning and keep pace with educational advancements This collection written by students teachers researchers and higher education instructors discusses education across all phases of learning It explores issues such as instructional scaffolding in kindergarten understanding transition through children s voices youth participation in curriculum development of sex education delivering crisis assistance to university students and staff in times of conflict in Ukraine using augmented reality for transformative learning co creating university practices with staff and students and how inclusive practices can help meet the needs of international postgraduate students This comprehensive and diverse collection will have wide appeal for teachers headmasters stakeholders in the area of education and all those working in different educational contexts

**Doing Business in Emerging Markets** Sudhir Rana, Avinash K.

Shrivastava, 2021-09-27 This volume presents a comprehensive analysis of the business financial and economic aspects of emerging markets Using case studies from India Turkey Bangladesh and Africa it discusses themes such as megaprojects infrastructure and sustainability cross border mergers and acquisitions a new paradigm for educational markets exports

competitiveness work engagement in service sector mobile banking and crowdfunding and venture capital flow into emerging economies to focus on the trade foreign investment financial and social progress of these economies The chapters review the current state learnings changing scenarios business practices and financial and economic perspectives across emerging markets while examining progression challenges and the way forward With its rigorous approach and topical content this book will be useful to scholars and researchers of management studies business management financial management business economics international business finance and marketing development studies and economics It will also interest policymakers and practitioners in the field

**Learning Why and How** Rita S. Mano, 2012-10-03 Publications on non profit management reflect three main trends Some books describe the nonprofit experience in different countries focusing on how these experiences reflect the case of a particular organization in its specific cultural context These case studies provide an interesting but not representative documentation of the issues to be discussed On the opposite end other books introduce theoretical approaches and conceptual models that investigate the emergence of the nonprofit phenomenon in a comparative way Finally some other books focus on developing the understanding and provide the guidelines on specific themes e g accountability change marketing etc Learning Why and How in contrast to the above accounts for a comprehensive view of the organizational complexity of management in the nonprofit sector This e book provides a systemic view of nonprofit organizations linking micro and macro level aspects of management It combines sociological organizational and psychological elements of organization studies and provides an in depth understanding of various issues and dilemmas among readers students and executives of nonprofit organizations and civil society

**Encyclopedia of Terminology for Educational Communications and Technology** Rita C Richey, 2013-11-08 The Encyclopedia of Terminology for Educational Communications and Technology is a volume of scholarly definitions and short discussions of approximately 180 key terms of the field Each 200 500 word entry includes material such as the salient attributes of the term any alternative views and interpretations of the term and future trends The definition discussions are supported with relevant literature from educational communications and technology and related fields such as communications or educational psychology Individual signed entries are written by over 50 established scholars from throughout the field and throughout the world The terms included in the encyclopedia cover the many topics addressed by the field s practitioners and scholars They encompass six general categories of educational technology content foundational subjects instructional design technology and media analysis and evaluation management and organizational improvement and research and theory

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