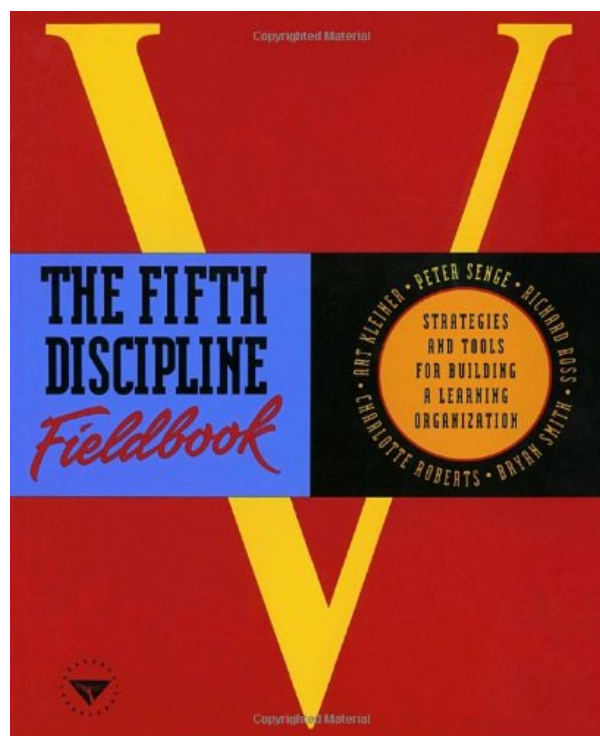
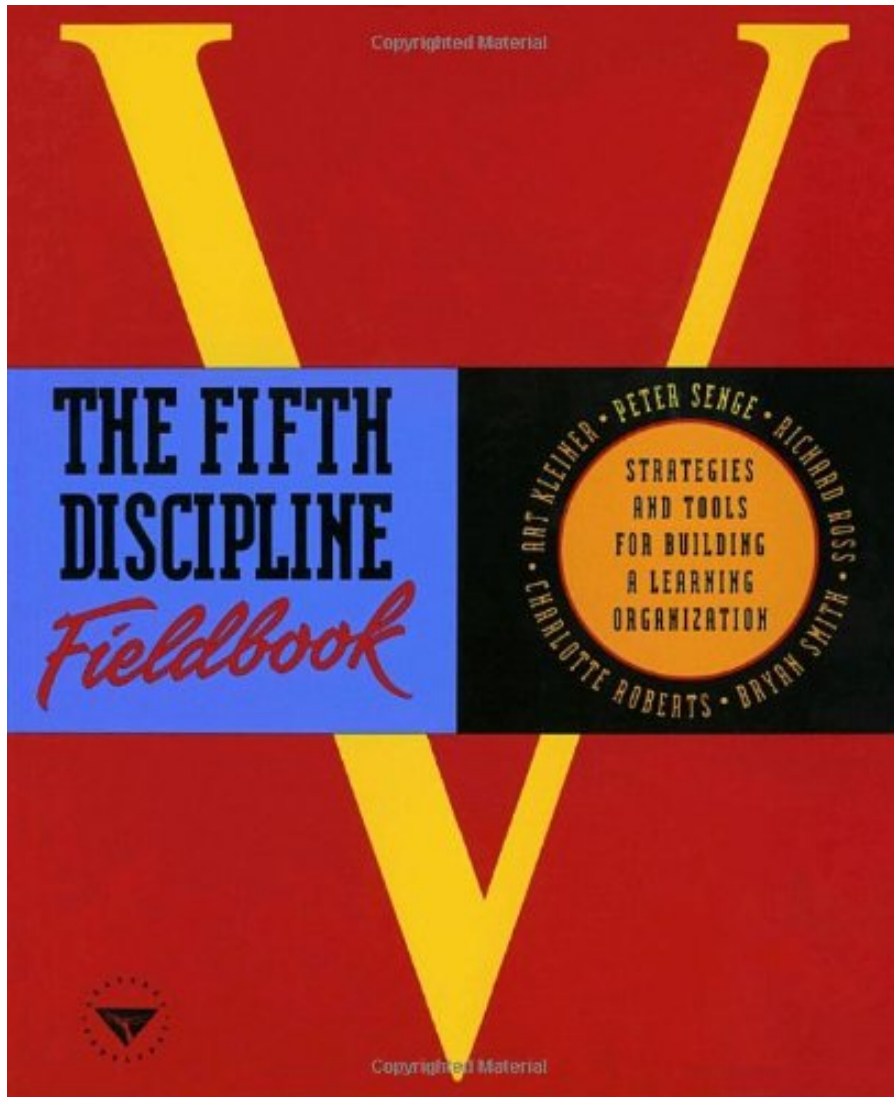


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If you believe, as I do, that people are the only long-term competitive advantage and lifelong learning is the way to fully develop that advantage, you must read this book. It's about the real work, the work of implementation! -- Richard F. Teerlink, President and CEO, Harley-Davidson, Inc. Senge's message of growth and prosperity holds strong appeal for today's business leaders. Fortune Peter Senge's concepts take work. They take time. They take personal commitment. But, I believe, they hold the potential for sustained success. -- Robert E. Allen, Chairman of the Board, AT&T Peter Senge's advocacy of the learning organization helped begin a revolution in the workplace. And, the relevance of Senge's work is growing rather than diminishing over time. As more businesses go global, the need to overcome psychological barriers to necessary organizational change increases. Management Today A landmark book. Christian Century This should be a valuable guide and reference to those leading, or simply taking part in, organizational transformation. There's a lot to learn and use in the Fieldbook. -- Philip Carroll, President and CEO, Shell Oil Company

## From the Publisher

Senge's best-selling **The Fifth Discipline** led **Business Week** to dub him the "new guru" of the corporate world; here he offers executives a step-by-step guide to building "learning organizations" of their own.

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- Brand: Crown Business
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- Original language: English
- Number of items: 1
- Dimensions: 9.00" h x 1.22" w x 7.37" l, 2.23 pounds
- Binding: Paperback
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- Great product!

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## Most helpful customer reviews

64 of 69 people found the following review helpful.

If You Liked The Fifth Discipline, You'll Love This Book

By Donald Mitchell

I had read *The Fifth Discipline*, and liked the book very much. I knew about the *Fieldbook*, but found its bulk to be intimidating. Then, Goren Carstedt gave me a copy, and asked me to read it. Although the book invites the reader to skip around, I am a front to back reader. I decided to read it while walking on the treadmill daily. My exercise regimen started to improve because I enjoyed reading this book in 45 minute segments so much. You should probably do the same. Also, if you can skip around, that is better. What I found is that there is a helpful exercise or two for implementing every key idea in *The Fifth Discipline*. This added much more meaning to that book for me, and also helped me identify and solve some problems that I had been thinking about. I strongly urge you to get this book, read it, and read it again. Be sure to do the exercises that intrigue you, because they will help you to a much better understanding of your business. If you just want help with systems thinking, there is a section of about a 100 pages that you could read in a few hours that would help you very much.

60 of 65 people found the following review helpful.

Understand the systems around you, and create lasting change

By Adam F. Jewell

Nothing happens in isolation, every event or situation is the result of numerous related events. In order to create lasting change in a work environment, in your personal life, or in your physical health, there are numerous interrelated factors that contribute to the current situation.

Within this book you will discover how your actions create your current reality, and why certain actions may or may not bring about the desired change. The book identifies "systems archetypes" such as the snowball effect, balancing loops, growth and under investment, fixes that fail, limits to growth, shifting the burden and others. These are general models that describe many familiar scenarios and situations.

Along the way, the book details:

Personal mastery - a commitment to personal growth and learning

Mental Models - The beliefs that people hold about the world, change, and reality that may be impeding the change process or limiting growth.

Shared Vision - Overcoming mental models and bringing concerns and beliefs out in to the open, so members of an organization may work toward a common goal.

Team learning - Building on shared vision, by aligning goals, dreams and desires, in a manner such that a group of people function as a whole to achieve a common goal.

There are numerous easy to understand examples of the five disciplines at work in the book, that anyone can relate to and understand. They range from corporate examples such as the ultimate failure of Peoples Express airlines, a simple supply chain management scenario in the "Beer Game" and numerous examples from everyday life.

It's an easy reading book, very thought provoking, and enlightening, definitely worth picking up a copy. *The Fifth Discipline Fieldbook*, and *The Dance of Change* provide excellent complimentary reading to the 5th Discipline, and are full of exercises relating to the Fifth Discipline. In addition, Eli Goldratt has written several books that compliment this work very well particularly the *Goal*.

30 of 31 people found the following review helpful.

Even More Relevant and More Valuable Now

By Robert Morris

This is the first of three Senge books I greatly admire, the others being *The Fifth Discipline Fieldbook* and *The Dance of Change*. It is important to keep in mind that "total learning" is a misnomer. We can never learn everything it is possible to learn (are you fluent in Mandarin Chinese?) nor can we ever learn all of the

possible applications of what we do know. Senge's objective is to help all organizations (regardless of nature or size) to optimize opportunities for appropriate learning, and, to assist everyone involved to optimize the results of their efforts to learn. What several other reviewers have either ignored or minimized is Senge's substantial contribution to our understanding of effective, sustainable change within any organizational structure. (You are also urged to check out O'Toole's *Leading Change*, another excellent source of information and counsel.) Senge organizes *The Fifth Discipline* as follows:

Part I How our Actions Create Our Reality...and How We Can Change It

Part II The Fifth Discipline: The Cornerstone of the Learning Organization

Part III The Core Disciplines: Building the Learning Organization

Part IV Prototypes

Part V Coda

According to Senge, there are five new "component technologies" which are gradually converging to innovate learning organizations: Systems Thinking ("invisible fabrics of interrelated actions"), Personal Mastery (of various skills at the highest possible level), Mental Models ("deeply engrained assumptions, generalizations, or even pictures or images" which influence learning), Building Shared Vision (of "a set of principles and guiding practices" which help to define "pictures of the future"), and finally Team Learning (based on dialogue which enables effective collaboration). The book examines each of these five separate but interdependent "disciplines" with meticulous care and compelling eloquence.

Organizations as well as those who comprise them can (and often do) have learning disabilities. For example, what I call the Negative Self-Fulfilling Prophecy: "I can't do "it" or "We can't do "it." The prophecy is then fulfilled (of course) as if it had been expressed by the Oracle at Delphi. Senge is well-aware of learning disabilities. Within the framework of his narrative, he suggests a number of practical strategies and tactics to overcome them. In effect, Senge has created a highly-readable, immensely practical, and extraordinarily comprehensive examination of "The Art & Practice of the Learning Organization."

Although first published ten years ago, *The Fifth Discipline* is more relevant and more valuable today than ever before. Why? Because change is the only constant and it can occur in seconds rather than in years or even days. Because there is now so much more information to absorb, digest, and evaluate. Because organizations are (finally) beginning to recognize their under-utilization of their "human capital" and need immediate assistance. I give *The Fifth Discipline* the highest possible rating and conclude my review of it by quoting Derek Bok's response when parents of Harvard students complained about a tuition increase: "If you think education is expensive, try ignorance."

Those who share my high regard for this book are encouraged to read William Isaacs' *Dialogue*, also. Senge provides an excellent Introduction to it.

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