

THE FIFTH DISCIPLINE

The Art & Practice of The Learning Organization

PETER SENGE

PETER SENGE is a founding member and the chair for the Society for Organizational Learning at the Sloan School of Management, Massachusetts Institute of Technology. In addition to lecturing at MIT, Dr. Senge studies how firms and other organizations can develop learning capabilities in a world of increasing complexity and rapid change. He is the author, co-author or editor of several books including *The Dance of Change*, *Schools That Learn* and *The Fifth Discipline Handbook*.

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MAIN IDEA

Organizations which embed collective learning practices as a core competency are well positioned to prosper in the future – because they will be able to develop whatever new skills are required to succeed. In other words, any organization’s future earning capacity is directly proportional to its total ability and capacity to learn new things.

Thus, the organizations which will prosper in the future will be “learning organizations” – organizations which harness the collective experience, talents and capabilities of everyone to learn how to succeed together. Learning will become a way of life and an ongoing process rather than solely being refined to one specific part of each person’s career.

For corporations, learning is the lifeblood of future success.

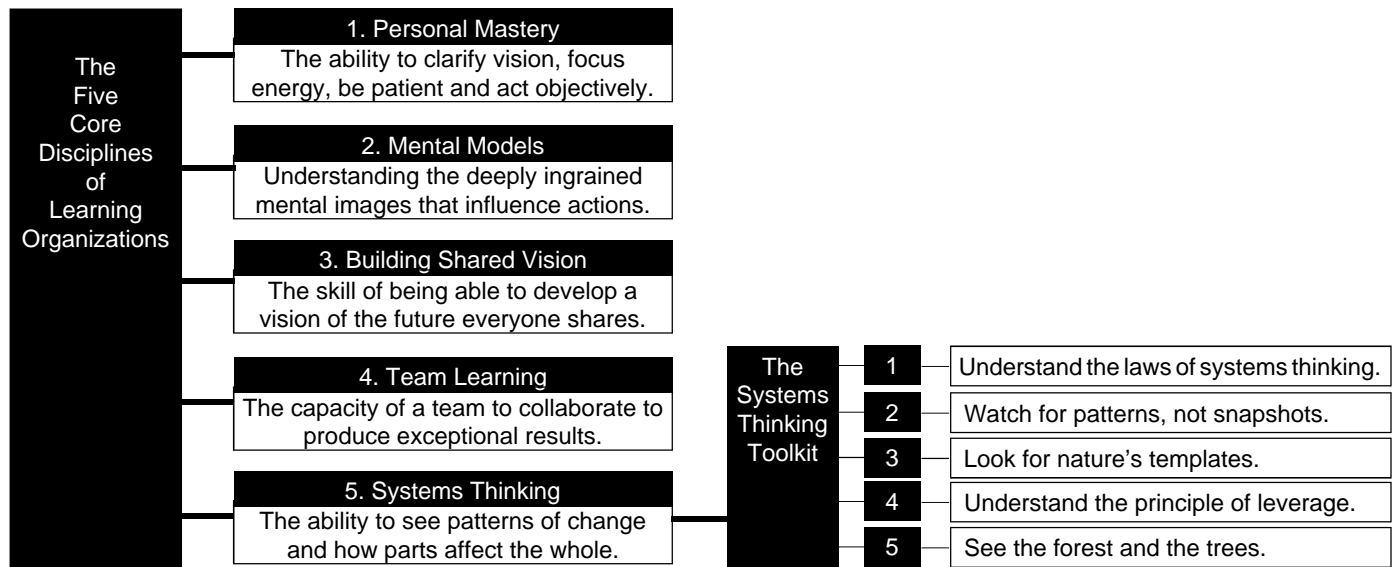
Section 1 – The Competitive Advantages of Learning Organizations Page 2

Learning organizations harness the capacities of everyone involved to learn and then relearn how to produce extraordinary results. With the ongoing rapid changes which characterize today’s business environment, the adaptive abilities of the learning organization are profoundly beneficial.

Learning organizations find ways to excel, no matter what external changes occur.

Section 2 – The Five Core Disciplines of Learning Organizations Pages 3 - 6

Learning organizations master five basic disciplines:

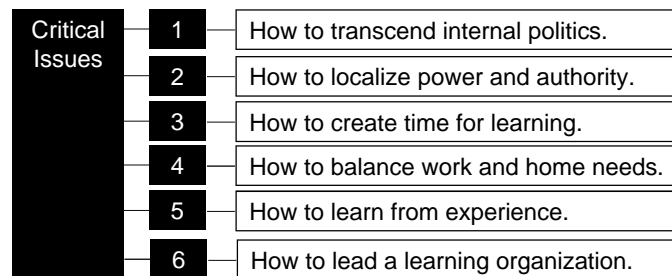


Although each of the disciplines are mastered individually, learning organizations combine them in unique ensembles, creating further synergies and benefits.

Section 3 – The Key Challenges, Practical problems and Issues Learning Organizations Face Pages 7 - 8

Ultimately, learning organizations tend to be experimental laboratories where the answers to many practical problems and issues are in the process of being worked out.

These issues include:



What makes these issues so critical and relevant is the fact none of these questions have yet been definitively resolved. In essence, these questions highlight exactly what learning organizations themselves need to learn in the years ahead.

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