

Richard Karash's Recommended Readings for Organizational Learning

Starting points:

*If you are new to the field, the best place to start is with Peter Senge's *The Fifth Discipline*.*

If you've read Senge and want more, then I recommend:

- *O'Connor & McDermott, Meadows (the "Primer"), or *The Systems Thinker* for more on systems thinking*
- *Argyris for reflection and mental models*
- *Fritz for personal mastery and visioning*
- *O'Connor and Lages, Rock, Adams, or Flaherty about Coaching*
- *Kim Warren for strategy and system dynamics*
- *Isaacs for dialogue*
- *Brill, Benson, or Scharmer about effective state-of-mind*
- *Seagal and Horne for human typology*
- *Winograd and Flores for philosophical underpinnings*

Contact me with corrections or suggestions for this Bibliography. Feel free to pass this on freely (with attribution).

Adams, Marilee, *Change Your Questions, Change your Life*, Berrett-Koehler, 2004.

Many authors speak of the importance of framing. Marilee Adams provides a very practical dichotomy for how we frame things. One path leads to "Question Thinking," a more productive and humane workplace, and personal happiness. Refreshing and practical. For anyone, but especially for coaching. Short and readable. A real gem.

Arbinger Institute, *Leadership and Self-Deception*, Berrett-Koehler, 2000.

It's not just what you do that matters. Your inner motivations will show. If it's a selfish driver, this will show. But, often we are unaware of our internal motivations. Presented in story/parable format.

Argyris, Chris, *Overcoming Organizational Defenses*, Allyn and Bacon, 1990.

Argyris, Chris, *Teaching Smart People to Learn*, *Harvard Business Review*, May-June 1991.

Argyris has many articles and books; these two are a good place to start. Credited for the notion of double loop learning and much more in the discipline of mental models.

Army, U.S., *The U.S. Army Leadership Field Manual*, McGraw-Hill, 2004

We know that leadership is not just innate characteristics, and not just what a leader does. We also know that leadership capability can be developed. The Army has a nice layout on a central core of "Be, Know, Do." With just a tiny effort on the reader's part, this translates well to other contexts. It is extremely practical and relevant for leaders in all types of organizations.

Beckhard, Richard, and Wendy Pritchard, *Changing the Essence: The Art of Creating and Leading Fundamental Change in Organizations*, Jossey-Bass, 1992.

Richard Beckhard is one of the seminal figures in Organizational Change.

Patricia Benner, *From Novice to Expert: Excellence and Power in Clinical Nursing Practice* (Addison-Wesley, 1984)

How we progress from novice to expert; based on work by the Dreyfus brothers.

Bens, Ingrid, *Facilitating with Ease!: Core Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers*, Jossey-Bass, 2000.

Very practical guide to facilitation for everyone. See also Roger Schwarz.

Bens, Ingrid, *Advanced Team Facilitation*, Goal QPC Inc., 2000

Benson, Herbert, *The Relaxation Response*, Harper, 1976. Updated edition, HarperCollins, 2000.

In the 70's, extraordinary claims were being made for meditation, included branded approaches like Transcendental Meditation. Benson, at Harvard Medical School and Massachusetts General Hospital, investigated the claims in rigorous clinical trial settings. Meditation works. For the essence of the practice, without the hype, this is the important text.

Bohm, David, *On Dialogue*, David Bohm Seminars, Ojai California, 1990.

Bohm, an Oxford physics professor, turned his attention to dialogue. His student, Bill Isaacs, has a very readable guide.

Bragdon, Joseph H., *Profit for Life: How Capitalism Excels*, The Society for Organizational Learning, 2006.

A long-time investment professional, Jay has data that companies who care for their living assets show better stock market performance. I assisted Jay with some of the systems thinking analysis in this book.

Brill, Pamela, *The Winner's Way: A Proven Method for Achieving Your Personal Best in any Situation*, McGraw-Hill, 2004.

We've heard a lot about sports psychology; lots of authors will tell you to get into the "zone" but what exactly is that? Pam is a clinical psychologist and also a sports psych coach for the Dartmouth Hockey team. She has the clearest exposition of what are the dimensions of the effective state of mind, what to watch for, and how to pull yourself back into the zone. State of mind affects all our effectiveness, this is the best place to start. See also Kopeikina, Scharmer, Benson, and Csikszentmihalyi.

- Bunker, Barbara Benedict, and Billie T. Alban, *Large Group Interventions : Engaging the Whole System for Rapid Change*, Jossey-Bass, 1997.
Excellent survey of the large-group methods in which groups gain clarity on where they are going. See also Weisbord and Harrison Owen.
- Collins, James C., and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies*, Harper Collins Publishers, 1994.
- Covey, Stephen R., *The 7 Habits of Highly Effective People*, Simon & Schuster, 1989.
- Csikszentmihalyi, Mihaly, *Flow.*, and *Finding Flow*, BasicBooks, 1997.
Serious psychologist examines the mental state that sports psychologists try to achieve. This is very readable confirmation of the power of mental states. Relevant to all aspects of human endeavor, not just sports. See Brill, Kopeikina, Benson, and Scharmer for more of a "how to" guide.
- Darling, Marilyn, Charles Parry, Joseph Moore, "Learning in the Thick of It" *Harvard Business Review*, July 2005. Also, "From Post-Mortem to Living Practice," <http://www.signetconsulting.com> (look for "AAR Study").
Do we learn from experience? Or does experience just go by without learning? This is the best reference on the US Army's After Action Review.
- DeBono, *Serious Creativity*, Haper Collins Publishers, 1992.
The title says it all. Creativity is not just innate capacity; practice helps, use of good process helps a lot. See also George Prince.
- de Geus, Arie, "Planning as Learning," *Harvard Business Review*, March-April 1988, pp. 70-74.
An important classic article, one of the starting points for the organizational learning field. Planning is not just about the result — the plan — but about the learning that comes from the process.
- de Geus, Arie, *The Living Company*, Harvard Business School Press, 1997.
- Deming, W. Edwards, various works.
Demming's work is in alignment with the Organizational Learning field.
- DiBella, Anthony J., and Edwin C. Nevis, *How Organizations Learn*, Jossey-Bass, 1997.
- Dolich, David L., and Peter C. Cairo, *Why CEOs Fail*, Jossey-Bass, 2003.
A readable description of Hogan's De-Railers (see Hogan in this reading list).
- Dreyfus, Hubert L., and Stuart E. Dreyfus, *Mind Over Machine* (New York: The Free Press, 1986)
For me, this book is significant in it's very insightful explanation of how we progress from novice towards expert in any field. See Patricia Benner for an application to nursing. And see Nonaka for a different exposition of the business processes that support the creation of knowledge.

Drucker, Peter F., *Management: Tasks, Responsibilities, Practices*, Harper & Row, 1974.

Firestone, Joseph M., and Mark McElroy, *Key Issues in the New Knowledge Management*, KMCI Press, 2003.

Fisher, Roger, Bruce M. Patton, William L. Ury *Getting to Yes: Negotiating Agreement Without Giving In*, Houghton Mifflin, 2nd Edition, 1992.

The Harvard Negotiating Project.

Flaherty, James, *Coaching, Second Edition: Evoking Excellence in Others*, Butterworth-Heinemann, 2nd Edition, 2005

Endorsed by Senge. Coach training available through New Ventures West.

Flynn, James, *What is Intelligence?*, Cambridge University Press, 2007.

Flynn discovered in the 80's that IQ scores are rising world-wide about 3 pts per decade; this has become known as the "Flynn Effect" and throws doubt on the notion that intelligence is one dimensional, determined by genetics, and measured by IQ. See Malcolm Gladwell's excellent review of Flynn's book in "None of the Above," The New Yorker, December 17, 2007 pp. 92-96. Also see Howard Gardner.

Follett, Mary Parker, *Mary Parker Follett Prophet of Management*, Harvard Business School Press, 1995. Pauline Graham (Editor), Rosabeth Moss Kanter (Introduction), Peter Drucker (Introduction).

Forrester, Jay W., *Industrial Dynamics*, MIT Press, 1961 (Now available from Pegasus Communications, Inc.)

The classic text on system dynamics from the creator of the field.

Fritz, Robert, *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*, Fawcett Columbine, 1989.

Senge credits Fritz for the principle of creative tension that is a foundation for the discipline of personal mastery.

Gardner, Howard, *Frames of Mind: The Theory of Multiple Intelligences*, Basic Books, 1993.

Proposes that there are several dimensions of intelligence, some not so obvious. Other references about IQ and intelligence, see Flynn, James.

Gladwell, Malcolm, *The Tipping Point : How Little Things Can Make a Difference*, Little Brown, 2000.

How an idea propagates and becomes widely accepted. Key roles that move an idea along. Gladwell is a superb writer. Watch for interesting articles in The New Yorker.

Gladwell, Malcolm, *Blink : The Power of Thinking Without Thinking*, Little Brown, 2005.

This book addresses the question of how mental models affect our thinking process and conclusions to a far greater degree than we suspect.

Goleman, Daniel, *Emotional Intelligence: Why It Can Matter More Than IQ*, Bantam, 2006. Tenth Anniversary edition.

Intelligence is not just IQ. Our capabilities in relating to people and in managing our own state of mind are a kind of intelligence. Goleman, like Gladwell, is a gifted journalist who has connected with the serious research and conveys it very well for the lay reader. Goleman's other book, Working with Emotional Intelligence, includes a chapter on Lincoln.

Greenleaf, Robert, *The Servant Leader*, contact the Greenleaf Center, <http://greenleaf.org>

Halpern, Belle Linda, and Kathy Lubar, *Leadership Presence*, Penguin, 2003.

The impact we are able to have depends on how we carry ourselves, our presence. Halpern and Lubar provide techniques from the world of acting and theater that are practical and effective for leaders. Training and coaching are available, see <http://www.arielgroup.com>

Hargrove, Robert, *Masterful Coaching : Extraordinary Results by Impacting People and the Way They Think and Work Together*, Jossey-Bass / Pfeiffer; 3rd edition, October 2008.

Senge says of this book, "Robert Hargrove's Masterful Coaching sets the context of the coach as steward rather than mere teacher, a critical agent in transforming organizational cultures and developing the skills and capabilities necessary for new cultures to be sustained."

Hax, Arnoldo C., and Nicolas S. Majluf, *The Strategy Concept and Process: A Pragmatic Approach*, Prentice Hall, 1991.

From Arthur D. Little and MIT, Hax provides a very practical and specific guide for the strategy process of the 1980's and 90's. For a different slant, see Kim Warren.

Hogan's "De-Railers" — *Most any desirable human trait, if taken to excess, becomes a negative. Robert Hogan developed an instrument to assess eleven key de-railers for executives. See Dotlich and Cairo for a book describing the de-railing behaviors.*

Hunt, Michelle, *Dream Makers: Putting Vision and Values to Work*, Davies-Black, 1998.

I'm continually on the look-out for good texts about vision and shared vision. Michelle Hunt's book is excellent.

Isaacs, William, *Dialogue and the Art of Thinking Together*, Doubleday Currency, 1999.

Bill Isaacs worked with David Bohm at Oxford. This is the best reference on the concept of dialogue.

Jaworski, Joseph, *Synchronicity: The Inner Path to Leadership*, Berrett-Koehler, 1996.

Johnson, H. Thomas, and Anders Bröms, *Profit Beyond Measure: Extraordinary Results Through Attention to Work and People*, The Free Press, 2000.

Tom Johnson was a leading figure in activity-based costing. After spending time with Toyota, he adopted a different view. This is a remarkable book about achieving operating results. See also Kaplan and Norton.

Kahane, Adam, *Solving Tough Problems*, Berrett-Kohler, 2004.

Kanter, Rosabeth Moss, and Barry A. Stein, *A Tale of "O"*, Harper, 1980.

A classic. A short and pleasant sensitivity builder to the issues of diversity and being a minority in a group. A serious book with an illustration for each idea.

Kaplan, Robert S., and David P. Norton, "The Balanced Scorecard—Measures that Drive Performance," *Harvard Business Review*, Jan-Feb 1992.

Another refreshing new look at how we measure performance in a business. See also Johnson and Bröms.

Karash, Richard, see <http://www.learning-org.com> and <http://www.Karash.com>

I hosted learning-org, an on-going internet dialogue on organizational learning for ten years from 1994 thru 2004. The archives have a multitude of good short articles by both thinkers and doers. Will often appear in Google searches.

Katzenbach, Jon R., and Douglas K. Smith, *The Wisdom of Teams*, Harvard Business School Press, 1993.

The classic text on teaming and teams. A team is a group who need each other to produce a desired result.

Kegan, Robert, and Lisa Laskow Lahey, *How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation*, Wiley, 2000.

Kleiner, Art, *The Age of Heretics: Heroes, Outlaws, and the Forerunners of Corporate Change*, Currency Doubleday, 1996. Revised expanded edition, 2008.

A very interesting history of leaders who used new approaches, including Organizational Learning. They were seen as heretics, they produced extraordinary results. Do organizations really value results and those who create results?

Kleiner, Art, and George Roth, "How to Make Experience Your Company's Best Teacher," *Harvard Business Review*, Sept-Oct. 1997.

Kleiner and Roth pioneered the "Learning History" approach and applied it to study the results of Organizational Learning initiatives at Shell, Ford, and other F500 companies. See also Roth's books which are the actual studies.

Kopeikina, Luda, *The Right Decision Every Time*, Pearson/Prentice Hall, 2005.

The quality of a decision is affected by the state of mind of the decision maker. What's the optimum state of mind for making the right decision? See also Pam Brill.

Kotter, John P., *Leading Change*, Harvard Business School Press, 1996.

This is an expansion on Kotter's article in HBR which is a classic and the most requested reprint from the magazine. If we are serious about change, here's help for getting the resources, support, and enough time to make it happen.

Maturana, Humberto, and Bernhard Poerksen, *From Being to Doing: The Origins of the Biology of Cognition*, Carl Auer International, 2004.

Maturana is one of the great thinkers in my pantheon, but he has not published much in English. This book is a result of lengthy interviews of Maturana by Poerksen. This is an excellent source for approaching this challenging material.

Maturana, Humberto R., and Francisco J. Varela, *The Tree of Knowledge: The Biological Roots of Human Understanding*, Shambhala, 1987.

Absolutely fascinating! Written for the UN to help create cooperation and world peace. Modern philosophy has a lot to say about knowledge and cognition, but I found it hard to find the foundations. Maturana is a biologist from Chile. Starting from the physiology, working from science, he gets to the same conclusions. I find Maturana's writing to be monumental, but most of it is in Spanish. This readable English text is the best place to start. (Sadly, Varela passed away in 2001.)

Maturana, Humberto R., Gerda Verden-Zoller, and Pille Bunnell (ed.), *The Origins of Humanness in the Biology of Love*, Imprint Academic, 2009.

A new work in English. Hooray! Pille Bunnell does an excellent job of getting Maturana's ideas faithfully into print. This is certainly worth exploring.

McElroy, Mark, *The New Knowledge Management: Complexity, Learning, and Sustainable Innovation*, Butterworth-Heinemann/KMCI, 2003. See also Firestone, Joseph M., and Mark McElroy, 2002.

Around 2000, McElroy was a leader in a new branch of knowledge management which was quite aligned with the ideas of organizational learning. Mark has loads of practical experience.

Meadows, Donella, Jorgen Randers, and Dennis Meadows, *The Limits to Growth*, 1972.

One of the classic works in environmental literature. Dana Meadows and Peter Senge were students of Forrester. This work is soundly based in system dynamics. Dennis Meadows is a master creator of learning games/simulations. Sadly, Dana Meadows died in 2001.

Meadows, Donella, Jorgen Randers, and Dennis Meadows, *The Limits to Growth: The 30 Year Update*, Chelsea Green, 2004.

Meadows, Donella, *Thinking in Systems: A Primer*, Chelsea Green, 2008

Dana Meadows created a draft for this "Primer" in the late 90's, then put the manuscript aside. After her death, the staff at the Sustainability Institute completed this wonderful short work which accurately conveys Dana's spirit, insight, and inspiration.

Morgan, Gareth, *Images of Organization*, Sage Publications, updated edition 2006.

*I cannot say it any better than the publisher: "Since its first publication over twenty years ago, **Images of Organization** has become a classic in the canon of management literature. The book is based on a very simple premise-that all theories of organization and management are based on implicit images or metaphors that stretch our imagination in a way that can create powerful insights, but at the risk of distortion."*

Nonaka, Ikujiro, and Hirotaka Takeuchi, *The Knowledge Creating Company*, Oxford University Press, 1995.

What are the organizational processes that produce know-how? In other words, how is knowledge created? See also Dreyfus and Dreyfus.

O'Connor, Joseph, and Andrea Lages *How Coaching Works*, A. C. Black, London, 2007.

After creating very readable texts on NLP and Systems Thinking, O'Connor shifted his attention to executive coaching and teaching coaches. Here, O'Connor and Lages provide an insightful catalog of the major schools of coaching. They address, as promised, the very interesting question of how coaching works.

O'Connor, Joseph, and John Seymour, *Introducing Neuro-Linguistic Programming: Psychological Skills for Understanding and Influencing People*, Thorsons, 1993.

Not the classic text, but a very popular and successful book on NLP. Published in UK; buy it used from Amazon.

O'Connor, Joseph & Ian McDermott, *The Art of Systems Thinking: Essential Skills for Creativity and Problem Solving*, Thorsons, 1997.

Many writers have tried and failed to convey the subtleties of systems thinking. O'Connor and McDermott have a brilliant, insightful, and readable book. Unfortunately, published in the UK and with little promotion, it never got the recognition it deserves. I assisted O'Connor in minor ways. Buy this gem used thru Amazon.

Open University, *Systems Thinking and Practice: A Primer*, The Open University, 1999.

A different slant on Systems Thinking (vs. the Forrester, Senge, MIT school) and a worthwhile read. May be ordered on-line without registering for courses, and can be shipped to the US.

Owen, Harrison, *Open Space Technology: A User's Guide*, Berrett-Koehler 2nd edition, 1998.

Harrison Owen studied professional meetings. Typically, he learned, "The formal sessions were OK, but I really enjoyed the informal time between sessions." What if a meeting were organized with no formal sessions and 100% between-time? What is the minimum infrastructure that will enable attendees to have the meetings they really want? This is one of the handful of approaches for very successful large meetings. See also Weisbord and Janoff for Future Search, the World Café Foundation for a different approach, and Bunker and Alban for a survey of large group processes.

Paul, Marilyn, *It's Hard to Make a Difference When You Can't Find Your Keys: The Seven Step Path to Becoming Truly Organized*, Viking Books, 2003.

Perkins, David, *Outsmarting IQ*, 1996.

Peters, Thomas J., and Robert Waterman, *In Search of Excellence*, Harper & Row, 1982.

Petzinger, Thomas, *The New Pioneers: The Men and Women Who Are Transforming the Workplace and Marketplace*, Simon & Schuster, 2000.

Polya, George, *How to Solve It*, Princeton Univ Press, Reissue edition 1971.

A classic work in mathematics. How do superb mathematicians solve a new problem? By finding a related problem already solved and then working through the differences. A foundation for the idea that we increase our ability to see systems in the world by becoming proficient in the System Archetypes.

Polanyi, Michael, *Personal Knowledge: Towards a Post-Critical Philosophy*, The University of Chicago Press, 1962.

One of the key transitions that opened the field of organizational learning was when we began to understand knowledge not as what we know, but as what we can do. That is, when we became interested more in know-how than in knowing facts. This is the classic work.

Prince, George, *The Practice of Creativity*, Harper & Row, 1970.

George Prince was a practicing consultant and a founder of Synectics. Along with W.J.J. Gordon, he pioneered practical approaches to increase the productivity of groups and teams. Synectics facilitation training was one of my most important educational experiences. See also de Bono.

Progoff, Ira, *At a Journal Workshop*, Tarcher, rev. edition, 1992 and on the web at <http://www.intensivejournal.org>

Progoff, a Jungian psychologist, pioneered the Intensive Journal program. I chanced on this gem of a book almost 30 years ago at Reading International in Harvard Square. Called the best self-help approach to mental health. Also, respected by writers to break through blocks and increase creativity. At various times in my life, I've found real breakthroughs in journaling; this is the process to use.

Prusak, Lawrence, *Knowledge in Organizations*, Butterworth-Heinemann, 1997.

Knowledge management. See also McElroy.

Richardson, George, *Feedback Thought in Social Science and Systems Theory*, Pegasus Communications, 1999. (Originally published by ?? in 1991.)

One of the basic elements of Systems Thinking and System Dynamics is the idea of feedback, closed loops of causality that explain patterns.

Rock, David, *Quiet Leadership*, Harper Collins, 2006.

Effective leaders help others change the way they think. Most of us struggle with such conversations. This is a practical handbook, soundly based. I learned much from this book, especially from Rock's "Dance of Insight" model: obtaining permission, establishing context, questioning effectively, and clarifying.

Rock, David, and Jeffrey Schwartz, "The Neuroscience of Leadership," *Strategy & Business*, vol. 43, Summer 2006. Available free on the web and as pdf at <http://www.strategy-business.com>

This article is new, science-based, supports the ideas of organizational learning, and offers several new wrinkles for our field. If you are really interested in what to know in order to make your organization effective, this is an important article.

Roth, George, and Art Kleiner, *Car Launch: The Human Side of Managing Change*, Oxford University Press, 2000.

When the Organizational Learning Center at MIT began in the early 90's, a major effort was to study closely the organizational learning initiatives at member companies. The method was the "Learning History" developed by Roth and Kleiner. These studies show clearly that the organizational learning approach, when applied seriously over time, produces remarkable results. See also Roth and Kleiner's article in HBR. Look for other volumes in this "Learning History" series, including "Oil Change."

Sandow, Dennis, "Extending Systems Thinking to Social Systems," *The Systems Thinker*, vol. 18, no. 5, June-July 2007. <http://www.pegasus.com>

This is important new work, drawing upon Maturana and other sources. Performance arises in collaborative social networks that don't look like the org chart. What does this mean for leading and managing?

Scharmer, C. Otto, *Theory U: Leading from the Future as it Emerges*, The Society for Organizational Learning, 2007.

Refreshing new work by a great thinker. What is the internal process for the painter in front of the empty canvas? Where do great decisions and initiatives come from? Serious changes require a state of mind remarkably different from the frenzied state typical of today. Besides this excellent book, I highly recommend that you find an opportunity to hear Otto speak. On line programs at <http://www.presencing.com>

Schein, Edgar H., "Organizational Learning: What is New?," unpublished working paper 10.012 of the MIT Center for Organizational Learning, <http://www.solonline.org/res/wp/10012.html> 1996.

Schein in one of the great figures, along with Beckhard, in thinking about organizations and was a founding trustee of the Society for Organizational Learning. I have learned much from Ed.

Schein, Edgar H., *Process Consultation: Its Role in Organizational Development*, Addison Wesley, 1988.

Schön, Donald A., *The Reflective Practitioner*, Harper Collins, 1983.

A classic from one of the leading lights in thinking about organizations.

Schön, Donald A., *Educating The Reflective Practitioner*, Harper Collins, 1983.

Includes the famous story of a master class in musical performance by Pablo Casals. After teaching the student to exactly duplicate his performance of the Bach D-Minor Suite, Casals played the piece completely differently and said, "Now you've learned how to improvise in Bach. From now on, you study Bach this way."

Schwartz, Peter, *The Art of the Long View*, Currency Doubleday, 1991.

This is key reference for Scenario Planning. See also de Geus.

Schwarz, Roger M., *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Jossey-Bass, 1994. See also Ingrid Bens.

Seagal, Sandra and David Horne, *Human Dynamics*, Pegasus, 1997.

Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*, Doubleday / Currency, 1990, revised edition 2006.

The book that put organizational learning, the five disciplines, and systems thinking on the map. The best book-length place to start in this field. Still one of the best texts for introductory material on the system archetypes. If you have not played the “beer game,” read about it here to get a real feel for how “the system” affects human efforts..

Senge, Peter M., "The Leader's New Work: Building Learning Organizations," *Sloan Management Review*, v. 32, no.1, Fall 1990

This article from 1990 is still the best ten-page introductory reading to the field.

Senge, Peter M., Art Kleiner, Charlotte Roberts, Richard B. Ross, and Bryan J. Smith, *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*, Doubleday / Currency, 1994.

Second book in a series. If Senge's first book, the Fifth Discipline is the “call to arms,” then this is the “how-to” manual. Fifty independent sections, each is something productive you can do with your team or performance network today.

Senge, Peter M., Art Kleiner, Charlotte Roberts, Richard Ross, George Roth, and Bryan Smith, *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*, Doubleday / Currency, 1999.

Third in a series. Organized around a systems thinking examination of what makes it hard to get change efforts started and what makes it hard to sustain. Compare this to Kotter.

Senge, Peter M., C. Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, *Presence: Human Purpose and the Field of the Future*, Society for Organizational Learning, 2004. See also Scharmer's book.

Senge, Peter M., Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley, *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World*, Doubleday Business, 2008.

Senge has often said that when organizational leaders get really serious about their work, it leads to deeper questions about the sustainability of our system on this planet. These authors have more than a decade of experience working with businesses to improve their performance and help shift towards a more sustainable world, framing these as synergistic, not competing, goals.

Sterman, John D., “Learning in and About Complex Systems,” *System Dynamics Review* Vol. 10, nos. 2-3 (Summer–Fall 1994): 291-330.

Sterman, John D., *Business Dynamics: Systems Thinking and Modeling for a Complex World*, Irwin, 2000.

If Forrester is the “original German” text, then this is the current bible for system dynamics. For an easier read, try O'Connor and McDermott or Senge's The Fifth Discipline. For system dynamics from the viewpoint of strategy, see Kim Warren. For a how-to introduction and software that helps you explore, look for Stella/iThink or VenSim.

Stewart, Thomas A., *The Wealth of Knowledge: Intellectual Capital and the Twenty-first Century Organization*, Doubleday, 2001.

Strategy and Business, a journal published by Booz & Company.

<http://www.strategy-business.com>

Strategy & Business is an excellent journal published by Booz Allen Hamilton and edited by Art Kleiner, author of several books in this reading list.

Tannen, Deborah, *You Just Don't Understand: Men and Women in Conversation*, William Morrow, 1990.

Real communication is one of the foundations of Organizational Learning. Tannen found that the genders communicate differently. To understand each other, we have to be able to bridge the gaps, including this important one.

U.S. Army — See “Army”

Warren, Kim, *Competitive Strategy Dynamics*, John Wiley & Sons, 2002.

Kim Warren is a strategy professor at The London Business School. Using system dynamics he builds a solid foundation for modern strategy theory. If you know strategy, this book will teach you system dynamics. If you know system dynamics, this will teach you about strategy. A text-book, with lots of details. See next entry for Kim's book intended for executives.

Warren, Kim, *The Critical Path, Building Strategic Performance Through Time*, Cyan Communications, 2004.

Weisbord, Marvin R., and Sandra Janoff, *Future Search: Finding Common Ground for Action in Organizations and Communities*, Berrett-Koehler Publishers, 1995.

Marv is one of the great figures in organizational development over many years. This is a guidebook for Future Search, one of a family of methods for successful meetings with large groups in which you try to bring into one room a cross section of the whole system. The best place to start for large group work. See also Harrison Owen. Also Bunker and Albans.

Whitmore, John, Sir, *Coaching for Performance*, 2nd ed., Nicholas Brealey Publishing, 1996

*An approach in which the coach helps by directing the attention of the coachee and eventually brings the coachee to pay attention to how their attention is directed to one thing or another. Surprisingly to me, connected to Tim Galtwey who became famous in the 80s for his book, *The Inner Game of Tennis*. See also Pam Brill.*

Winograd, Terry, and Fernando Flores, *Understanding Computers and Cognition*, Addison-Wesley, 1987.

The title doesn't do justice to this book; the first half of this book is an excellent summary of the key elements of modern philosophy that underlie our field of organizational learning. The second half deals with how these principles should drive design of technology to support human interactions. After you've read the current authors in organizational learning, go to this book to get a better grasp of the foundations. See also Maturana; see also Dreyfus.

The Systems Thinker, a monthly newsletter. Pegasus Communications, Waltham MA, 781-398-9700. <http://www.pegasus.com>

Recommended Software

Diagramming: Microsoft PowerPoint, Inspiration, VenSim PLE (Ventana Systems, Inc.), myStrategy (Strategy Dynamics).

System Dynamics Modeling: iThink (High Performance Systems, Inc., <http://www.hps-inc.com>), VenSim (Ventana Systems, Inc., <http://www.vensim.com>), PowerSim (PowerSim Corporation, <http://www.powersim.com>), myStrategy (Strategy Dynamics <http://www.strategydynamics.com>)

Microworld simulations: People Express, Brands, Professional Services, etc. are now available from Strategy Dynamics.

(or use Web search to find any of these companies; PowerPoint and Inspiration are available at most software retailers.)

Internet Resources

Richard Karash's articles and tools for systems thinking and organizational learning, <http://www.Karash.com/systemsthinking>

MIT System Dynamics Group web site <http://sdg.scripts.mit.edu> and Road Maps, a self-paced study program in system dynamics, including exercises using the modeling software described above, <http://sysdyn.clexchange.org/road-maps>

John Sterman's web site, <http://web.mit.edu/~jsterman/www/>

Strategy Dynamics LTD, for a look at strategy from a system dynamics point of view, links to Kim Warren's work and materials: <http://www.strategydynamics.com>

Pegasus Communications hosts an annual conference, offers numerous publications, and sells many of the books in this field, <http://www.pegasuscom.com>

The Society for Organizational Learning, <http://www.SoOnline.org>

The Public Sector Consortium offers courses in Systems Thinking and Organizational Learning. For info, contact Georgie Bishop at 617-547-8448 or you may contact me, Richard Karash <mailto:Richard@Karash.com>