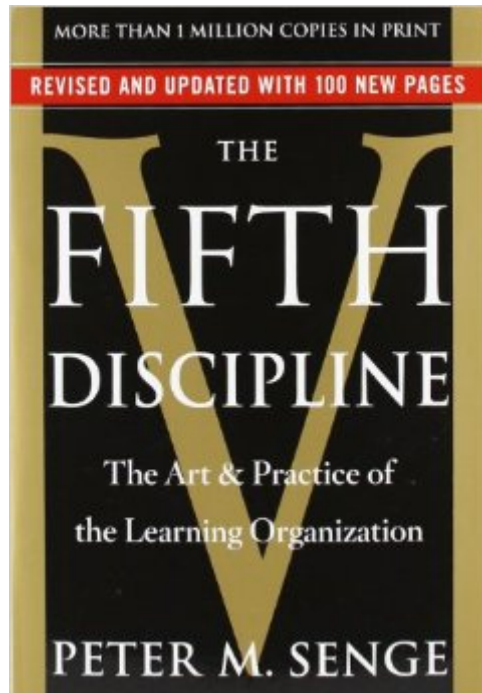


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# The Fifth Discipline: The Art & Practice Of The Learning Organization



## Synopsis

Completely Updated and Revised This revised edition of Peter Senge's bestselling classic, *The Fifth Discipline*, is based on fifteen years of experience in putting the book's ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn faster than the competition. The leadership stories in the book demonstrate the many ways that the core ideas in *The Fifth Discipline*, many of which seemed radical when first published in 1990, have become deeply integrated into people's ways of seeing the world and their managerial practices. In *The Fifth Discipline*, Senge describes how companies can rid themselves of the learning disabilities that threaten their productivity and success by adopting the strategies of learning organizations—ones in which new and expansive patterns of thinking are nurtured, collective aspiration is set free, and people are continually learning how to create results they truly desire. The updated and revised Currency edition of this business classic contains over one hundred pages of new material based on interviews with dozens of practitioners at companies like BP, Unilever, Intel, Ford, HP, Saudi Aramco, and organizations like Roca, Oxfam, and The World Bank. It features a new Foreword about the success Peter Senge has achieved with learning organizations since the book's inception, as well as new chapters on Impetus (getting started), Strategies, Leaders' New Work, Systems Citizens, and Frontiers for the Future. Mastering the disciplines Senge outlines in the book will:

- Reignite the spark of genuine learning driven by people focused on what truly matters to them
- Bridge teamwork into macro-creativity
- Free you of confining assumptions and mindsets
- Teach you to see the forest and the trees
- End the struggle between work and personal time

## Book Information

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## Customer Reviews

Since I read this book 15 years ago, the idea of the learning organization has embedded itself in my brain and not let go. I've been on a search to find or create the learning organization ever since. I've never been sure that it really exists in practice, so it's good to see that the revised edition adds the reflections of some successful practitioners, demonstrating that learning organizations have emerged, even if they are almost as rare as they were before the first edition of Senge's book was published. But learning may be about to become less rare in our organizations. The 21st century brings a networked world of business -- and in this era only living, learning organizations will be able to adapt and survive. All companies will be linked in a global ecosystem. No company will know when and where the next competitor will emerge. To sustain themselves, all organizations will need to constantly innovate and learn. Senge's book is worth having and keeping on your bookshelf because it gets to the essence of what's needed to create a learning organization. Senge describes five disciplines that must be mastered at all levels of the organization: 1. Personal mastery -- clarifying personal vision, focusing energy, and seeing reality 2. Shared vision -- transforming individual vision into shared vision 3. Mental models -- unearthing internal pictures and understanding how they shape actions 4. Team learning -- suspending judgments and creating dialogue 5.

The Fifth Discipline is Peter Senge's management book about building learning organizations. I first read it in the 1990s, and recently read the new edition again. Re-reading it again nearly 20 years later is definitely an experience that's different from the first time. As a writer, The Fifth Discipline is verbose, meanders all over the place, repeats itself frequently, and name-drops obscure people that you'd never have heard of. These properties makes it a difficult and frequently frustrating read. As a manager, however, the fifth discipline encodes some ideas about leadership that I've found nowhere else, and hammers home certain ideas in ways that not only make sense, but have you excited about putting them in place. The central premise of the book is that human organizations are dynamic living systems which have non-linear behavior in response to events and change. This includes several properties that make leadership challenging: Many incentive systems improve performance in the short term but decrease performance over the long term. Many feedback cycles are extremely long, far beyond what humans were evolved to deal with, and exacerbate human

tendencies to either blame individuals for poor performance or put in place patch after patch to try to solve problems rather than deal with an integrative approach to problem solving. In particular, who you hire, who you fire, and who you promote has performance impact on your organization measured in years, making it difficult to get better because the feedback cycle takes so long. Most long term solutions and systems approach to problem solving are counter-intuitive and difficult to sell to short-term oriented business cultures.

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