

## *Learning Organization Selected Bibliography*

**The literature surrounding the learning organization philosophy is too varied to be documented in detail. However, the following list of publications provides a good representation of the literature available.**

De Guess, Arie .P. “Planning as Learning”. Harvard Business Review, March 1988, pp. 70-74.

De Guess discusses the concept of “mental models” and “institutional learning”.

Chawla, Sarita & John Renesch. Learning Organizations: Developing Cultures for Tomorrow's Workplace. Shelton, CT: Productivity Press, 1995.

Chawla and Renesch have compiled 34 essays by various experts in the field of learning organizations. Together these essays provide application theory and real world examples.

DiBella, Anthony J. Learning Practices: Assessment and Action for Organizational Improvement. Upper Saddle River, NJ: Prentice Hall, 2000.

DiBella discusses the importance of learning organizations and provides an approach for fostering development within in an organization.

Kim, Daniel H. “The Link Between Individual and Organizational Learning”. Sloan Management Review, fall 1993, pp. 37-50.

Discusses both individual & group learning models and examines the mechanisms through which people align their mental models.

Senge, Peter. M. The Fifth Discipline – The Art & Practice of the Learning Organization. New York, NY: Currency Doubleday, 1990.

The definitive guide for anyone interested in understanding what it means to be learning organization. Senge presents the 5 basic building blocks of a successful learning organization and offers real work examples of their implementation.

Senge, Peter M. The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York, NY: Currency Doubleday, 1994

Senge builds on the ideas expressed in The Fifth Discipline. This text is a practical guide providing answers to the questions regarding how to bring about the learning organization revolution in an organization.

Senge, Peter. M. “The Leader’s New Work: Building Learning Organizations”. Sloan Management Review, fall 1990, pp. 7-23.

This article, based on Senge's book, The Fifth Discipline: The Art and Practice of the Learning Organization, begins to chart a course for management or leaders at any level of an organization. The leader’s new roles, required skills, and tools for developing learning organizations are discussed.