



The Organizational Learning Cycle: How We Can Learn Collectively

By Nancy M. Dixon

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The Organizational Learning Cycle was the first book to provide the theory that underpins organizational learning. Its sophisticated approach enabled readers to not only understand how, but more importantly why, organizations are able to learn. This new edition takes the original concepts and theories and shows how they might, and are, being put into action. With five new or completely revised chapters, Nancy Dixon describes the kind of infrastructure organizations need to put in place; there are examples of knowledge databases, whole systems in the room processes and after-action reviews originating from organizations that are making real progress with these ideas. A clearer relationship between organizational learning and more participative forms of organizational governance is drawn, along with responsibilities that employees need to take on to enable, and partake in, collective learning. With new case material from BP, the US Army, Ernst and Young, and the Bank of Montreal, for example, this book shows how you can make use of the collective reasoning, intelligence and knowledge of the organization and channel it into its ongoing and future development.

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Review

'I judge the new material and additional insights fully justify buying a new copy even if you have the old. ... The last five years have seen many useful additions to the literature, but Nancy Dixon's book remains my first choice for straightforward, helpful and thorough coverage of the issues and practice. The book is practical, illuminating and wide ranging, and with quite enough example to give it life for those who are seeking practical solutions to practical problems. I highly recommend it to everyone directly concerned with enhancing learning in their organization.' *Emergence: Complexity and Organization* (March 2006) '... the return of a new and expanded edition is very welcome ... Nancy Dixon's book remains my first choice for straightforward, helpful and thorough coverage of the issues and practice ... practical, illuminating and wide ranging, and with quite enough examples to give it life for those who are seeking practical solutions to practical problems. I highly recommend it to everyone directly concerned with enhancing learning in their organization (is there anyone who is not or should not be?) ... well organised, well summarised, and well referenced' *Bookwatch* 'it is an excellent guide to the underlying principles of organisational learning and sets out clear templates which the serious and committed manager can use to create a detailed individual plan for his or her own organisation.' *Knowledge Management* 'After an excellent introductory chapter, various challenges are posed and an organisational learning cycle is well illustrated by the use of interesting examples ... Chapter one begins "We have entered the Knowledge Age, and the new currency is learning." Any Chartered Secretary and manager needs to sit up and take notice.' *Chartered Secretary*

About the Author

Nancy M. Dixon is Associate Professor of Administrative Science at The George Washington University. She has worked with numerous organizations to create new innovative methods of workplace learning. She consults with companies such as Lockheed Martin, Unisys and Conoco. Nancy is the author of numerous articles on organizational learning, Action Learning and dialogue and has contributed to a number of books on the subject of Action Learning.

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