

"Forget your old, tired ideas about leadership.

*The most successful corporation of the
1990s will be something called a
learning organization"*

— Fortune Magazine

..... THE
F I F T H
D I S C I P L I N E

The Art & Practice of
The Learning Organization

P E T E R M . S E N G E

CONTENTS

PART I

HOW OUR ACTIONS CREATE OUR REALITY . . . AND HOW WE CAN CHANGE IT

- | | | |
|---|--|----|
| 1 | "Give Me a Lever Long Enough . . . and Single-Handed I Can Move the World" | 3 |
| 2 | Does Your Organization Have a Learning Disability? | 17 |
| 3 | Prisoners of the System, or Prisoners of Our Own Thinking? | 27 |

PART II

THE FIFTH DISCIPLINE: THE CORNERSTONE OF THE LEARNING ORGANIZATION

- | | | |
|---|--|-----|
| 4 | The Laws of the Fifth Discipline | 57 |
| 5 | A Shift of Mind | 68 |
| 6 | Nature's Templates: Identifying the Patterns That Control Events | 93 |
| 7 | The Principle of Leverage | 114 |
| 8 | The Art of Seeing the Forest <i>and</i> the Trees | 127 |

PART III

THE CORE DISCIPLINES: BUILDING THE LEARNING ORGANIZATION

- | | | |
|----|------------------|-----|
| 9 | Personal Mastery | 139 |
| 10 | Mental Models | 174 |
| 11 | Shared Vision | 205 |
| 12 | Team Learning | 233 |

P A R T I V
PROTOTYPES

13	Openness	273
14	Localness	287
15	A Manager's Time	302
16	Ending the War Between Work and Family	306
17	Microworlds: The Technology of the Learning Organization	313
18	The Leader's New Work	339

P A R T V
CODA

19	A Sixth Discipline?	363
20	Rewriting the Code	364
21	The Indivisible Whole	368
	Appendix 1: The Learning Disciplines	373
	Appendix 2: Systems Archetypes	378
	Notes	391
	Acknowledgments	411
	Index	415