



The Dance of Change: The challenges to sustaining momentum in a learning organization

Peter M. Senge, Richard Ross, Art Kleiner, Charlotte Roberts, George Roth, Bryan Smith, Richard B. Ross

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The Dance of Change: The challenges to sustaining momentum in a learning organization Peter M. Senge , Richard Ross , Art Kleiner , Charlotte Roberts , George Roth , Bryan Smith , Richard B. Ross Since Peter Senge published his groundbreaking book **The Fifth Discipline**, he and his associates have frequently been asked by the business community: "How do we go beyond the first steps of corporate change? How do we sustain momentum?" They know that companies and organizations cannot thrive today without learning to adapt their attitudes and practices. But companies that establish change initiatives discover, after initial success, that even the most promising efforts to transform or revitalize organizations—despite interest, resources, and compelling business results—can fail to sustain themselves over time. That's because organizations have complex, well-developed immune systems, aimed at preserving the status quo.

Now, drawing upon new theories about leadership and the long-term success of change initiatives, and based upon twenty-five years of experience building learning organizations, the authors of **The Fifth Discipline Fieldbook** show how to accelerate success and avoid the obstacles that can stall momentum. **The Dance of Change**, written for managers and executives at every level of an organization, reveals how business leaders can work together to anticipate the challenges that profound change will ultimately force the organization to face. Then, in a down-to-earth and compellingly clear format, readers will learn how to build the personal and organizational capabilities needed to meet those challenges.

These challenges are not imposed from the outside; they are the product of assumptions and practices that people take for granted—an inherent, natural part of the processes of change. And they can stop innovation cold, unless managers at all levels learn to anticipate them and recognize the hidden rewards in each challenge, and the potential to spur further growth. Within the frequently encountered challenge of "Not Enough Time," for example—the lack of control over time available for innovation and learning initiatives—lies a valuable opportunity to reframe the way people organize their workplaces.

This book identifies universal challenges that organizations ultimately find themselves confronting, including the challenge of "Fear and Anxiety"; the need to diffuse learning across organizational boundaries; the ways in which assumptions built in to corporate measurement systems can handcuff learning initiatives; and the almost unavoidable misunderstandings between "true believers" and nonbelievers in a company.

Filled with individual and team exercises, in-depth accounts of sustaining learning initiatives by managers and leaders in the field, and well-tested practical advice, **The Dance of Change** provides an insider's perspective on implementing learning and change initiatives at such corporations as British Petroleum, Chrysler, Dupont, Ford, General Electric, Harley-Davidson, Hewlett-Packard, Mitsubishi Electric, Royal DutchShell, Shell Oil Company, Toyota, the United States Army, and Xerox. It offers crucial advice for line-level managers, executive leaders, internal networkers, educators, and others who are struggling to put change initiatives into practice.

The Dance of Change: The challenges to sustaining momentum in a learning organization Details

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Robert says

The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations

Peter M. Senge, Art Kleiner, Charlotte Roberts, and George Roth

Currency Press

In this book, Senge and his co-authors focus on three types of challenges when attempting to establish and then develop a “Total Learning Organization”:

The Challenges of Initiating: Not enough time, no help (i.e. mentoring, coaching, constructive criticism), “won’t work,” “tried it last year and it flopped,” not relevant, “not my job,” etc.

The Challenges of Sustaining Transformation which result from fear and anxiety about assessment and measurement; also conflicts between True Believers and Non-Believers

The Challenges of Redesigning and Rethinking issues related to governance, diffusion, strategies, and purpose

Senge and his co-authors provide a cohesive and comprehensive system with which to achieve and then sustain (emphasis on "sustain") "profound change." It is critically important to select with great care what is most appropriate from the abundance of material (especially counsel) provided in this book. The selection process should be unhurried but expeditious. Those involved should include only those who are wholeheartedly committed to achieving "profound change" (i.e. "True Believers"). Moreover, their number should not threaten effective communication and collaboration. Like the construction of a building, building a “Total Learning Organization” requires a "blueprint," sufficient resources, materials of the highest quality, inspiring leaders and effective managers, talented associates, and (most important) a shared commitment. Obviously, each organization will need its own "blueprint." Success or failure when implementing it will depend upon its own people. It cannot be otherwise. View The Dance of Change created by Senge and his co-authors, therefore, as an invaluable resource...and proceed accordingly.

Sergio F. Sosa Sanchez says

Cambio y aprendizaje en las organizaciones.

Nadimuthu says

The 10 challenges to making profound change and the strategies to deal with the challenges are really useful.

Robert says

Follow up to the 5th Discipline. Gives practical advice on how to implement the 5 disciplines.

Bob Wallner says

The Dance of Change is the third Peter Senge book I've listened to on audio, and like the Fifth Discipline and the Fifth Discipline Fieldbook, The Dance of Change is not an abridged audiobook. It's selected text read by a narrator and then interjection by the author.

Since this book was titled, *The Dance of Change for Learning Organizations*, I expected it to be a book on how to implement change within the parameters of a learning organization. What I found; however, was that this book focused on leading change, any change initiative, within an organization.

My first response when I listened to this audiobook was that the authors were making this an overly complex process. Upon reflecting on the book, I realized that trying to change an organization it is complicated. Unlike other books by this author, the *Dance of Change* spends a substantial amount of time discussing what is going on with Japanese organizations. TQM was becoming recognized throughout the world, and Toyota was leading the way.

John Kotter is known as being an expert on change management. I have read or listened to many of Kotter's books. I don't know if the change methods described in this book are better or worse than Kotter's, but Senge is more humble in his approach than Kotter which, for me, makes this a better read.

Denise DeRocher says

An outstanding read on an innovative theory built on a work-relationship-success model. A must read for anyone in any type of business!!!!

Taha Zamirpour says

Elizabeth says

used audiobook

JB Radcliff says

Explores the difficulties surrounding change, and how to overcome the need to fall back on your old habits. Change can be good.

Lawrence Linnen says

Senge et al. present a comprehensive examination of sustaining momentum for making changes in learning organizations. They discuss leadership, challenges, and growth processes of profound change through discussion of key change components and the referencing of from several in-depth corporate examples, such as Shell Oil and the U. S. Army. Profound change describes "organizational change that combines inner shifts in people's values, aspirations, and behaviors with 'outer' shifts in processes, strategies, practices, and systems" (p.15). Whole organization change, as opposed to top-down change, has more potential to succeed. Much attention is paid to the human interactions as they unfold in and effect organizations. Insight is provided on systems that govern, promote, and limit change. The authors suggest an extensive awareness of relevant systems and the ability to work within the systems as being key to profound change. Hubert and Dreyfus propose that skill acquisition takes place in five stages, ranging from novice to expert. Senge et al. extend these stages to systems thinkers. Extensive discussion of various roles people play in making change, including various stages of leadership, is documented with examples from the corporate world.

Rebecca says

This book was required reading in my Management Behavior class, and I thoroughly enjoyed it. Senge is the "inventor" of the "learning organization" and although it is a bit of pie in the sky for an organization to achieve this status, it never hurts to strive for it anyway. His ideas are innovative and workable. A great read for business/psychology of management.

Uma says

The best book I have ever come across for managing Change... This is a book that would be critical for senior leadership teams, managers and change leaders. It talks about the 10 challenges during the various stages of Change.

A brilliant book full of lessons and workshop material - exercises that can be used on the go with your teams to help them learn not just to cope but to embrace change well.

