People, Thinking, Organization, Vision, Team, Reality, Learning, Personal Mastery, Knowledge, Teaching, Innovation, World, Creating, Mean, Structure, Years, Heart, Commitment, Discipline, Unique

A learning organization is an organization that is continually expanding its capacity to create its future.

~Peter Senge

You cannot force commitment, what you can doâ€lYou nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create.

~Peter Senge

All great things have small beginnings.

~Peter Senge

The organizations that will truly excel in the future will be the organizations that discover how to tap people's commitment and capacity to learn at all levels in an organization.

~Peter Senge

The world is made of Circles And we think in straight Lines

~Peter Senge

Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing †patterns of change rather than static †snapshots.'

~Peter Senge

The key to success isn't just thinking about what we are doing but doing something about what we are thinking.

~Peter Senge

The gap between vision and current reality is also a source of energy. If there were no gap, there would be no need for any action to move towards the vision. We call this gap creative tension.

A shared vision is not an idea...it is rather, a force in people's hearts...at its simplest level, a shared vision is the answer to the question 'What do we want to create?

~Peter Senge

Mental models are deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action.

~Peter Senge

Don't push growth; remove the factors limiting growth.

~Peter Senge

I often say that leadership is deeply personal and inherently collective. That's a paradox that effective leaders have to embrace.

~Peter Senge

In dialogue, individuals gain insights that simply could not be achieved individually.

~Peter Senge

We learn together in teams. This involves a shift from a spirit of advocacy to a spirit of enquiry.

~Peter Senge

Learning is all about connections, and through our connections with unique people we are able to gain a true understanding of the world around us.

~Peter Senge

When all is said and done, the only change that will make a difference is the transformation of the human heart.

When there is genuine vision(as opposed to the all-too-familiar vision statement), people excel and learn, not because they are told to, but because they want to.

~Peter Senge

Over the long run, superior performance depends on superior learning.

~Peter Senge

Like a pane of glass framing and subtly distorting our vision, mental models determine what we see.

~Peter Senge

Courage is simply doing whatever is needed in pursuit of the vision ~Peter Senge

In great teams, conflict becomes productive. The free flow of conflicting ideas is critical for creative thinking, for discovering new solutions no one individual would have come to on his own.

~Peter Senge

The further human society drifts away from nature, the less we understand interdependence.

~Peter Senge

Knowledge is constructed, not transferred

~Peter Senge

Personal mastery is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively.

~Peter Senge

The discipline of personal mastery...starts with clarifying the things that really matter to us (and) living our lives in the service of our highest

aspirations.

~Peter Senge

Leadership is about creating new realities.

~Peter Senge

Small changes can produce big results - but the areas of highest leverage are often the least obvious.

~Peter Senge

Scratch the surface of most cynics and you find a frustrated idealist â€" someone who made the mistake of converting his ideals into expectations.

~Peter Senge

Through learning we re-create ourselves. Through learning we become able to do something we were never able to do.

~Peter Senge

An accurate, insightful view of current reality is as important as a clear vision.

~Peter Senge

If you want real, significant, sustainable change, you need talented, committed local line leaders. If the line manager is not innovating, then innovation is not going to occur.

~Peter Senge

Business and human endeavors are systems...we tend to focus on snapshots of isolated parts of the system. And wonder why our deepest problems never get solved.

~Peter Senge

Structures of which we are unaware hold us prisoner.

~Peter Senge

In some ways clarifying a vision is easy. A more difficult challenge comes in facing current reality.

~Peter Senge

The easy way out usually leads back in.

~Peter Senge

Learning cannot be disassociated from action.

~Peter Senge

It takes courage and skill to be unambiguous and clear.

~Peter Senge

All human beings are born with unique gifts. The healthy functioning community depends on realizing the capacity to develop each gift.

~Peter Senge

In the Machine Age, the company itself became a machine - a machine for making money.

~Peter Senge

If people don't have their own vision, all they can do is 'sign-up' for someone else's.

~Peter Senge

Many children struggle in schools... because the way they are being taught is incompatible with the way they learn.

~Peter Senge

Reality is made up of circles but we see straight lines.

Mastery of creative tension brings out the capacity for perseverance and patience. Time is an ally.

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~Peter Senge
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Additional problems are the offspring of poor decisions. When inquiry and advocacy are combined, the goal is no longer 'to win the argument', but to find the best argument.

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~Peter Senge
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Dialogue starts with the willingness to challenge our own thinking, to recognize that any certainty we have is, at best, a hypothesis about the world.

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~Peter Senge
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People with high levels of personal mastery...cannot afford to choose between reason and intuition, or head and heart, any more than they would choose to walk on one leg or see with one eye.

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~Peter Senge
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Collaboration is vital to sustain what we call profound or really deep change, because without it, organizations are just overwhelmed by the forces of the status quo.

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~Peter Senge
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Teams, not individuals, are the fundamental learning unit in modern organizations. This is where the "rubber stamp meets the road"; unless teams can learn, the organization cannot learn.

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~Peter Senge
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When executives lead as teachers, stewards, and designers, they fill roles that are much more subtle and long-term than those of power-wielding hierarchical leaders.

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~Peter Senge
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Dividing an elephant in half does not produce two small elephants.

~Peter Senge

The Industrial Age is not sustainable. Its not sustainable in ecological terms, and its not sustainable in human terms.

~Peter Senge

The most effective people are those who can "hold" their vision while remaining committed to seeing current reality clearly

~Peter Senge

Learning to see the structures within which we operate begins a process of freeing ourselves from previously unseen forces and ultimately mastering the ability to work with them and change them.

~Peter Senge

The rate at which organizations learn may soon become the only sustainable source of competitive advantage.

~Peter Senge

It is a testament to our naÃ-veté about culture that we think that we can change it by simply declaring new values. Such declarations usually produce only cynicism.

~Peter Senge

I do not believe great organizations have ever been built by trying to emulate another, any more than individual greatness is achieved by trying to copy another 'great person'.

~Peter Senge

One possibility for difficulties innovating is that most people really donÕt care about innovation.

By using the systems archetypes we can learn how to "structure― the details into a coherent picture of the forces at play.

~Peter Senge

If you want to see the future of management education you should go to see Team Academy.

~Peter Senge

Personal mastery teaches us to choose. Choosing is a courageous act: picking the results and actions which you will make into your destiny.

~Peter Senge

Few, if any, forces in human affairs are as powerful as shared vision.

~Peter Senge

Theres a lot of American kids think their food comes from the grocery store and the concept of seasonality has no meaning to them whatsoever.

~Peter Senge

Innovation requires resources to invest, and you can see many companies pulling back and going into an intense protective mode in a major extended period of financial distress.

~Peter Senge

You cannot have a learning organisation without a shared vision...A shared vision provides a compass to keep learning on course when stress develops.

~Peter Senge

When teams are truly learning, not only are they producing extraordinary results, but the individual members are growing more rapidly than could have occurred otherwise.

Willpower is so common among highly successful people that many see its characteristics as synonymous with success.

~Peter Senge

When placed in the same system, people, however different, tend to produce similar results.

~Peter Senge

In a sluggish system, aggressiveness produces instability. Either be patient or make the system more responsive.

~Peter Senge

The faster we go, the slower we need to be.

~Peter Senge

We need to be the authors of our own life.

~Peter Senge

Governments, especially democratic ones, are short-term and nationalistic.

~Peter Senge

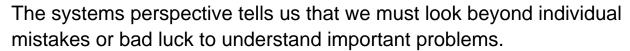
Yet, most every corporate effort to graft this truly innovative practices into their culture has failed because, again and again, people reduce the living practice of AAR's to a sterile technique.

~Peter Senge

The capacity of a human community to shape it's future.

~Peter Senge

The difference between a healthy group or organization and an unhealthy one lies in its members' awareness and ability to acknowledge their felt needs to conform.



~Peter Senge

In great teams conflict becomes productive.

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