

Contents

<i>Contributors</i>	<i>page</i> vii
<i>Foreword by Douglas K. Smith</i>	xix
Introduction	1
<i>John Seely Brown and Estee Solomon Gray</i>	
 Part I Perspectives on a changing world	
1 Leading and learning with nobody in charge	19
<i>Harlan Cleveland</i>	
2 Our world as a learning system: a communities-of-practice approach	35
<i>William M. Snyder and Etienne Wenger</i>	
3 Developing talent in a highly regulated industry	59
<i>Karen Kocher</i>	
4 The invisible dogma	71
<i>Mitch Ratcliffe</i>	
5 Looking back on technology to look forward on collaboration and learning	89
<i>David Grebow</i>	
6 Using measurement to foster culture and sustainable growth	103
<i>Laurie Bassi, Karen L. McGraw, and Dan McMurrer</i>	
 Part II Adaptive approaches to organizational design	
7 Innovative cultures and adaptive organizations	123
<i>Edgar H. Schein</i>	

vi	Contents
8 A relational view of learning: how who you know affects what you know <i>Rob Cross, Lisa Abrams, and Andrew Parker</i>	152
9 Improved performance: that's our diploma <i>Wendy L. Coles</i>	169
10 The real and appropriate role of technology to create a learning culture <i>Marc J. Rosenberg</i>	186
11 The agility factor <i>Eileen Clegg and Clark N. Quinn</i>	208
12 Tools and methods to support learning networks <i>Dori Digenti</i>	224
Part III Expanding individual responsibility	
13 Envisioning a learning culture: history, self-governing citizens, and no dancing elephants <i>Brook Manville</i>	245
14 Individual competencies and partnerships: the primary cultural influencers <i>Brenda Wilkins</i>	263
15 Learning culture in a global context <i>Gunnar Brückner</i>	282
16 Learning in the company of maniacs <i>Garry O. Ridge</i>	302
17 Trust, identity, reputation, and learning in organizations <i>Cliff Figallo</i>	314
Afterword <i>Marcia L. Conner and James G. Clawson</i>	326
<i>Index</i>	339