

Facilitator's Body of Knowledge Research Project

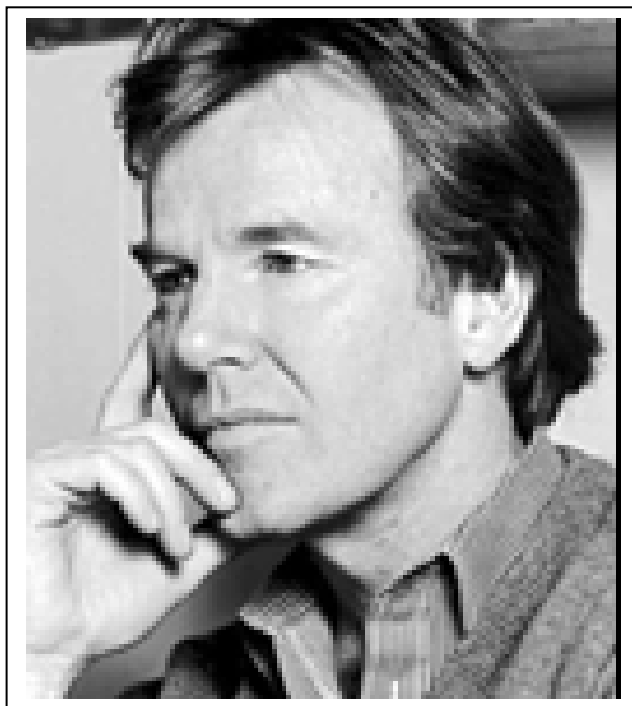
Peter M. Senge, Ph.D.

Peter M. Senge received a B.S. in engineering from Stanford University, an M.S. in social systems modeling and Ph.D. in management from MIT. He lives with his wife and their two children in central Massachusetts.

He is the Director for the Center for Organizational Learning and Senior Lecturer at the Massachusetts Institute of Technology Sloan School of Business. He is also Chairman of the Society for Organizational Learning (SoL), a global community of corporations, researchers, and consultants dedicated to the "interdependent development of people and their institutions."

Peter Senge is a founding partner of Innovation Associates, Inc., a management consulting and training firm. He has lectured extensively throughout the world, including Sweden, Australia, England, Singapore, Germany, South Africa, Brazil, the Netherlands and Argentina, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. His areas of special interest focus on decentralizing the role of leadership in organizations so as to enhance the capacity of all people to work productively toward common goals. Dr. Senge's work articulates a cornerstone position of human values in the workplace; namely, that vision, purpose, reflectiveness, and systems thinking are essential if organizations are to realize their potentials. He has worked with leaders in business, education, health care and government.

Senge's basic themes have attracted sellout audiences worldwide, in part because of the universal quality of his message -- which is applicable not only to



businesses and organizations but to virtually any system. Since the learning method is not based on a particular culture -- but can accommodate different ones -- it provides a fundamental approach that is both innovative and practical, crossing ethnic, cultural and national boundaries.

In many ways, the intellectual cornerstone of Senge's work is the systems perspective. Given the growing significance of the global community -- and the enormous challenges implicit in such a system -- such perspective holds particular significance now. As Senge notes:

"Deep within us is a tremendous longing to understand how wholes work. And the inability to understand wholes is damaging and dangerous. Think of our biggest problems: the international arms race, environmental decay, the international drug crisis... What are all these except systemic crisis? There is no single cause, not a person or thing to get rid of to solve the problems.

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Today, the major threats to our survival as a species are slow, gradually developing systemic processes. The capacity to reflect and to see patterns of interdependency is critical and that is what systems thinking is all about.”

He is the author of the widely acclaimed book, *The Fifth Discipline: The Art and Practice of The Learning Organization* (1990) and, with colleagues Charlotte Roberts, Rick Ross, Bryan Smith and Art Kleiner, co-author of *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization* (1994) and a new fieldbook *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations* (March, 1999), also co-authored by George Roth.

The Fifth Discipline hit a nerve deep within the business and education community by introducing the theory of learning organizations. Since its publication, more than 750,000 copies have been sold. In 1997, *Harvard Business Review* identified it as one of the seminal management books of the past 75 years. There have been feature articles in *Business Week*, *Fortune*, *Fast Company* and other leading business periodicals regarding the work of Dr. Senge and his colleagues at MIT and SoL.

The Fifth Discipline Fieldbook (over 270,000 copies sold) was developed in response to questions from readers of *The Fifth Discipline* who wanted more help with tools, methods and practical experiences in developing enhanced learning capabilities within their own companies. *The Dance of Change* is based on more recent experiences of companies developing learning capabilities over many years, and the strategies leaders develop to deal with the many challenges this work entails. Dr.

Senge has also authored many articles published in both academic journals and the business press on systems thinking in management.