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Designing the Smart Organization: How Breakthrough Corporate Learning Initiatives Drive Strategic Change and Innovation

By Roland Deiser



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Filling a gap in the literature, this book offers an innovative interdisciplinary approach to learning for corporate strategic development, linking the domains of strategy, organizational design, and learning. To demonstrate how this process drives the boundaries of the practice way beyond the established notion of simple training and management education, the book is filled with detailed case studies from leading global organizations, including Siemens, ABB, BASF, the US Army, PricewaterhouseCoopers, EADS, Novartis, and more. These studies reveal how large-scale corporations are using the power of dynamic corporate learning approaches to drive innovation, enhance cultural values, master post-merger integration, transform business models, enhance leadership culture, build technological expertise, foster strategic change processes, and ultimately increase bottom line results.

For any company that wants to compete in the 21st century, *Designing the Smart Organization* offers inspiring perspectives for integrating corporate learning as a core business practice that will create sustainable strategic and organizational capabilities.



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Editorial Review

From the Inside Flap

Designing the Smart Organization

Increased competition in the international marketplace and the volatile and ever-changing economic landscape have put the spotlight on corporate learning as a business function that can help determine and sustain long-term business success.

Written by Roland Deiser—an internationally acclaimed expert on building strategic capabilities into large-scale systems—Designing the Smart Organization outlines an innovative paradigm of corporate learning that can help any organization achieve remarkable results. In this groundbreaking book, Deiser abandons the traditional thinking about corporate learning and redefines it as the core engine for building sustainable "strategic competence" into the DNA of a firm. Thus corporate learning becomes an indispensable enabler of continuous strategic innovation and change.

Designing the Smart Organization provides a framework for a more comprehensive and strategic perspective of the corporate learning agenda that puts special emphasis on integrating learning interventions with the strategic process of the firm. To demonstrate how this process drives the boundaries of the practice way beyond the established notion of simple training and management education, the book is filled with case studies from leading companies and organizations including ABB, EADS, Siemens, Novartis, BASF, Pricewaterhouse-Coopers, and the U.S. Army. These studies reveal how leading large-scale and cutting-edge global corporations are using the power of dynamic corporate learning approaches to drive innovation, enhance cultural values, master post-merger integration, transform business models, build technological expertise, foster strategic change processes, and ultimately increase bottom-line results.

For any company that wants to compete in the twenty-first century, Designing the Smart Organization offers inspiring perspectives for integrating corporate learning as a core business practice that will create sustainable strategic and organizational capabilities.

From the Back Cover

Designing the Smart Organization

How breakthrough corporate learning initiatives drive strategic change and innovation

Roland Deiser

Praise for Designing the Smart Organization

"Without any qualification and only with heartfelt enthusiasm, this book should be read immediately by every leader in every institution. My excitement is based on three profound contributions that Deiser's book offers: 1) the single best argument and summary of 'organizational learning' and its significance, 2) ten brilliant and powerful case studies which illustrate his concepts and tremendously practical action steps, 3) this book is especially useful right now in these times when all organizations are facing uncertainty, chaos,

and crises. What could be more important to organizational systems and their leaders than to learn, adapt, and recover from these setbacks!"

—Warren Bennis, Distinguished Professor of Business at the University of Southern California, author of *On Becoming a Leader*, and coauthor of *Transparency and Judgment*

"A smart, useful book; but it is more than just that. With logic and examples, Roland helps us realize just how much we must regrind our lenses for seeing how deep learning can naturally happen in an organization if we just move beyond traditional notions of corporate training and re-conceive learning as a strategic imperative. I highly recommend this book for any corporate leader who wants to succeed in a rapidly changing world."

—John Seely Brown, independent co-chairman, Deloitte Center for the Edge; former chief scientist of Xerox Corp and director of its Palo Alto Research Center (PARC); and coauthor, *The Social Life of Information* and *The Only Sustainable Edge*

"[This book is] filled with knowledge and insight about the challenges learning organizations face in the transition from a traditionalist mindset to a forward-looking perspective on learning strategy. If learning organizations can't make this leap they are likely to be relegated to the back office."

—Michelle Marquard, director, corporate learning, Cisco Systems, Inc.

About the Author

Roland Deiser is the founder and executive chairman of the European Corporate Learning Forum (ECLF) and serves as a senior fellow at the Center for the Digital Future at the University of Southern California Annenberg School of Communication. He is an internationally recognized expert on strategy, organizational design, and innovation, with a focus on building strategic capabilities into large-scale systems. His professional work is strongly rooted both in both academia and practice.

Users Review

From reader reviews:

Ashley Mansfield:

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Kathryn Sheffield:

This *Designing the Smart Organization: How Breakthrough Corporate Learning Initiatives Drive Strategic Change and Innovation* is great publication for you because the content that is certainly full of information for you who also always deal with world and also have to make decision every minute. This book reveal it details accurately using great arrange word or we can declare no rambling sentences within it. So if you are

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