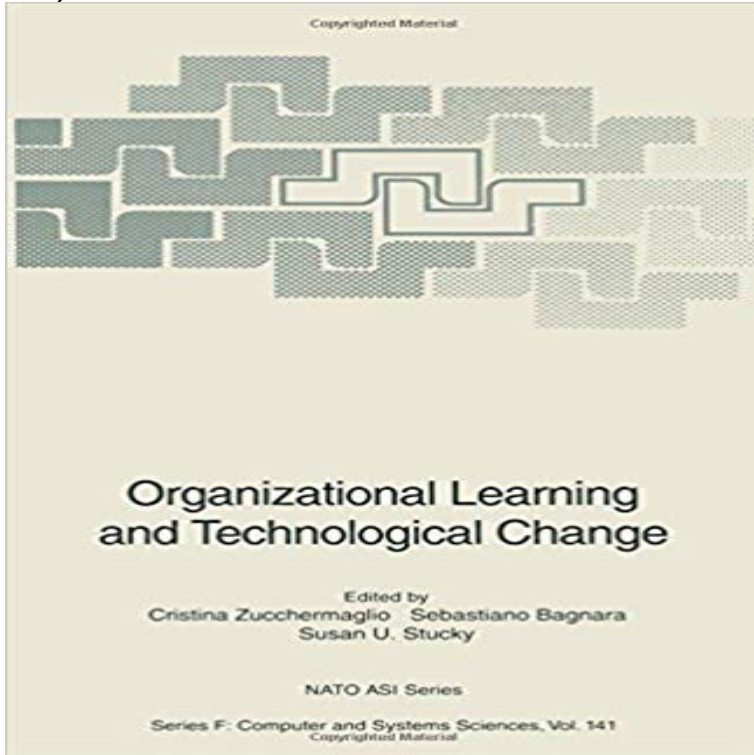


Organizational Learning and Technological Change (Nato ASI Subseries F:)



What the Book Is About This book is about the problem of organizational learning, that is the analysis of organizations conceived as learning systems. In order to survive in a period of a rapid change, organizations must innovate and then to develop and exploit their abilities to learn. The most innovative organizations are those that can respond with great efficiency to internal and external changes. They respond to and generate technological change by acting as effective learning systems. They maximize the learning potential of ongoing and normal work activities. The organizational structure and the technology allow members to learn while the organizations itself learns from its members. So organizations reach high levels of innovation when structured to take advantage of the social, distributed, participative, situated processes of learning developed by its members in interaction with the technological environment. Organizations should consider learning as an explicit productive objective. They must create integrated learning mechanisms, that encompass technological tools, reward and incentive systems, human resource practices, belief systems, access to information, communication and mobility patterns, performance appraisal systems, organizational practices and structures. The design of efficient learning organizations requires cognitive, technological and social analyses. All the computer-based technologies (e. g. office automation, communication and group decision support) not only those devoted to and used in training activities, have to be considered as tools for organizational learning and innovation.

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