



# Peter Senge

Presented by Jennie Phillips DGC 2003 | Systems Thinking Presentation

*We tend to blame outside circumstances for our problems. 'Someone else' – the competitors, the press, the changing mood of the marketplace, the government – did it to us. Systems thinking shows us that there is no outside; that you and the cause of your problems are part of a single system. The cure lies in your relationship with your 'enemy'*

*(Senge, 1990)*

**SENGE THEORY: There is NO Blame!**



idealistic pragmatist  
change advocate  
spiritual  
socially aware

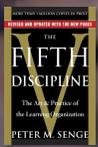
# ...Who is Peter?

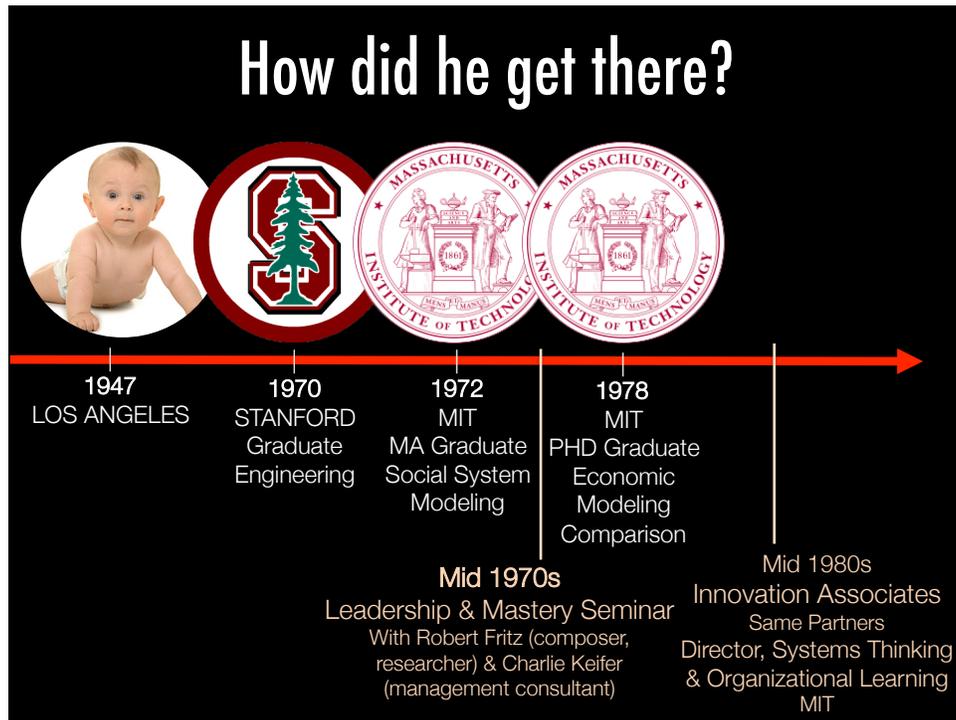
management academic  
management consultant

MANAGEMENT GURU

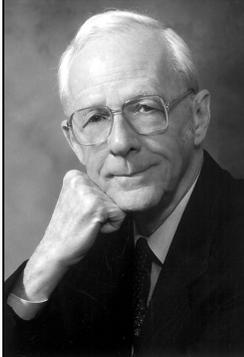


## What is he known for?





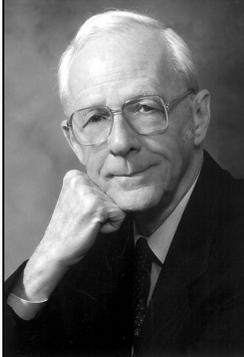
**Chris Agyris**  
Concept of  
Organizational Learning



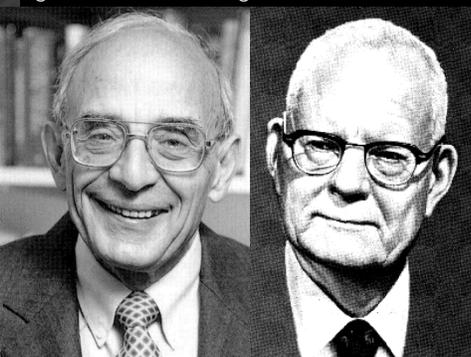
**David Bohm**  
*Bohm Dialogue*



**Jay Forrester**  
Founder System Dynamics,  
Contributor to idea of  
Supply Chain Management



**W. Edwards Deming**  
Founder Total Quality  
Management



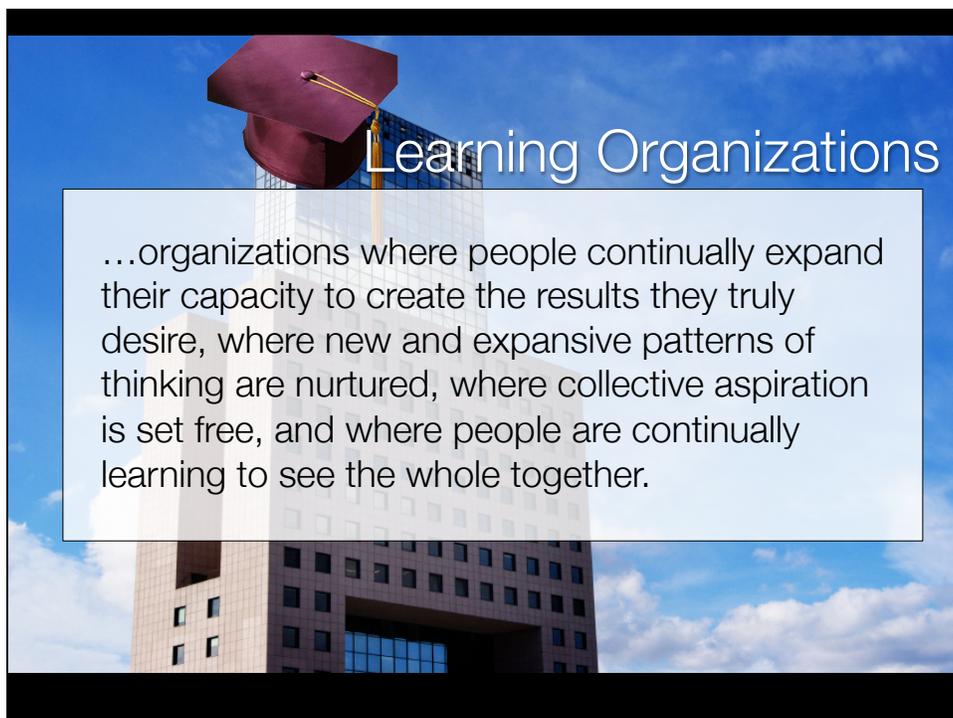


Senior Lecturer  
Sloan School of Management, MIT

Author  
The Fifth Discipline (1990)  
*In collaboration.:*  
The Fifth Discipline – Fieldbook (1994)  
Dance of Change (1999)  
Schools that Learn (2000)  
Presence (2005)

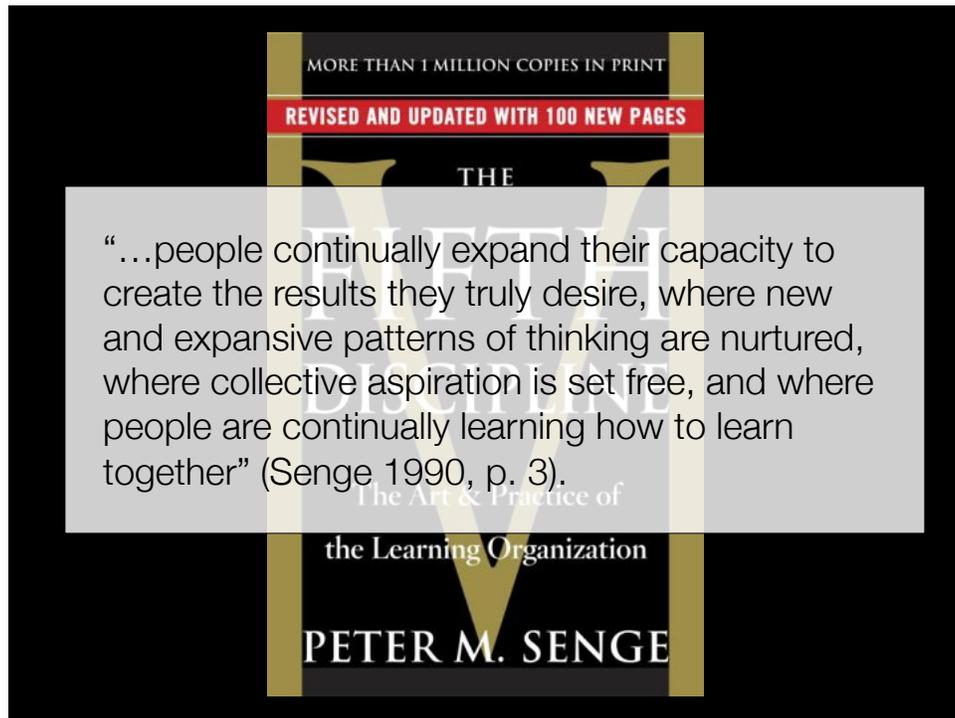
Society for Organizational Learning (SoL)  
Intl Organization for academics, consultants and leaders

Innovation Associates



## Learning Organizations

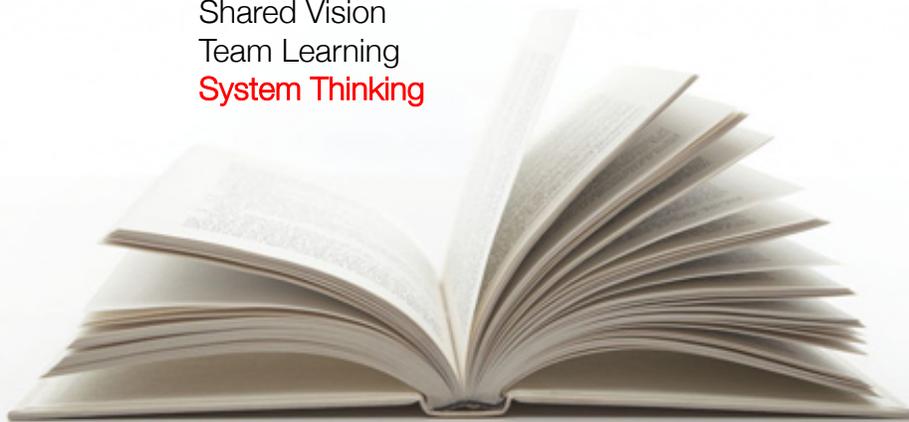
...organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.

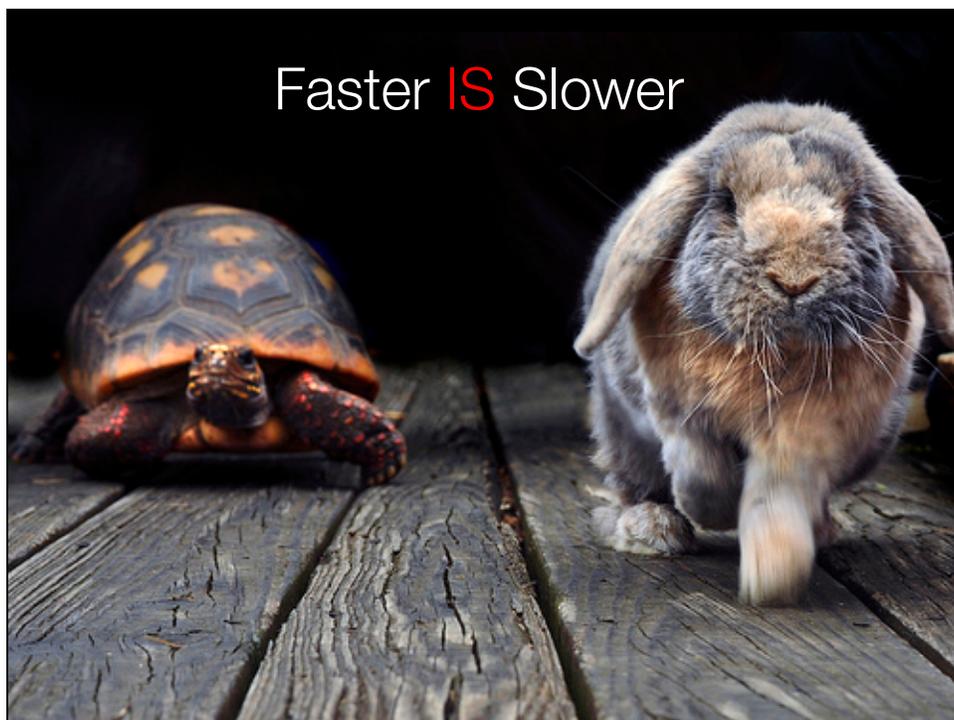


“...people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together” (Senge 1990, p. 3).

## The FIVE Disciplines

Personal Mastery  
Mental Models  
Shared Vision  
Team Learning  
**System Thinking**







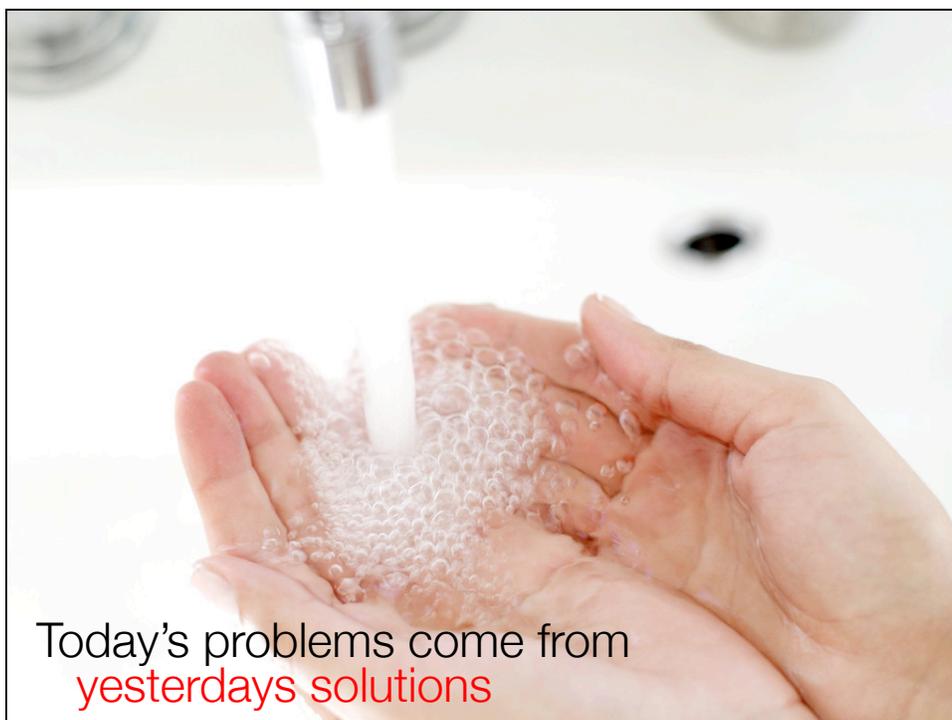
You can have your cake and eat it too  
**but not at once**



Cause and effect are **not**  
closely related in time  
and space



Dividing an elephant in half **does not**  
produce two small elephants



Today's problems come from  
**yesterdays solutions**



