## **Contents**

Preface	6
A Message of Management in the School of Learning	8
Consultancy as an aspect of learning	9
A New Attitude toward Management	10
Message to Coming Generation	11
Acknowledgments	12
CHAPTER 1	15
Introduction	15
1-1 Preamble	16
1-2 Background and Scope of the Book	19
1-3 Sharing as a Measure of Effectiveness of Interventions	21
1-4 Missions of the Book	22
1-5 Contents of the Chapters of this book	22
CHAPTER 2	24
Learning and Disciplines of Learning Organization	24
2-1 Introduction	25
2-2 Essence of Learning	26
2-3 Individual Learning	27
2-4 Single and Double Loop Learning Model	28
2-4-1 Lewin Model	30
2-4-2 Kim's Model in Individual Learning	31
2-5 Organizational Learning and Learning Organizations	31
2-5-1 Models of Organizational Learning	34
2-6 Disciplines of Learning Organization	36
2-6-1 Discipline of Personal Mastery (PM)	37
2-6-1-1 Principles of Personal Mastery	38
2-6-1-2 Personal Mastery and Learning Organization	39
2-6-2 Discipline of Mental Models (MM)	39
2-6-2-1 Principles of Mental Models	41
2-6-2-2 Mental Models Management	42
2-6-2-3 Mental Models and Learning Organization	43
2-6-3 Discipline of Shared Vision	44
2-6-3-1 A Strategy for Building Shared Vision	46
2-6-3-2 Principles of Shared Vision	48
2-6-3-3 Shared Vision and Learning Organization	49
2-6-4 Discipline of Team Learning	49
2-6-4-1 Characteristics and Definition of Team Learning	50
2-6-4-2 Principles of Team Learning	52
2-6-4-3 Team Learning and Learning Organization	55
2-6-5 Discipline of Systems Thinking	55
2-6-5-1 Principles of Systems Thinking	57
2-6-5-2 Systems Thinking and Learning Organization	59
2-7 Summary of Chapter 2	60
CHAPTER 3	61
Intervention and Cognitive Map	61
3-1 Introduction	62
3-2 Intervention in Literature	65
3-2-1 Types of Intervention Activities	67

3-2-2 Intervention Activities from Point of System View	67
3-2-3 Contribution of Author's Experience in Consultation Approach	68
3-3 Cognitive Map in Literature	70
3-3-1 Cognitive map Definition	73
3-3-2 Cognitive Map Components	74
3-3-3 Cognitive Map Applications	75
3-3-3-1 Some Aspects of Cognitive Map	77
3-3-4 Utilization of Cognitive Map in Organizational Management	78
3-3-5 Types of Cognitive Map	79
3-3-5-1 Causal Cognitive Map	79
3-3-6 Analysis of Cognitive Maps using software	81
3-3-7 Added Value in Cognitive Mapping Approach by author of this Book	81
3-3-8 Author's Recommendations on using Cognitive Mapping Approach	84
3-4- Summary of Chapter 3	85
CHAPTER 4	86
Design of a Managerial Intervention Framework	86
4-1 Introduction	87
4-2 Limitations and Constraints of the Work and the Processes	88
4-3 Development of a Managerial Intervention Framework	89
4-3-1 Steps Toward a Managerial Intervention Framework	91
4-3-1-1 A Scientific Definition for a Team	93
4-3-2 Aims and the Main Activities of Each Period of the Intervention Framework	93
4-3-2-1 Contents and Processes of Each Period	94
4-4 Sources of Data and Data Elicitation Methods	99
4-4-1 Approach of Mental Model Mapping	100
4-4-2 The Changes Observation Approach	101
4-5 Evaluation of the Intervention Framework by means of the Changes	102
4-6 Summary of Chapter 4	103
CHAPTER 5	105
Pillars and Basic Concepts of the Intervention Framework	105
5-1 Introduction	106
5-2 Action Plan	107
5-3 Format of Systems Archetype "Eroding Goals"	114
5-3-1 Articulation of the Intervention Framework	117
5-4 Summary and Remarks: Author's Personal Ideas and Experiences in Consultancy Field	121
5-4-1 Establishment of Management Career Based on Sharing through an Intervention Framework	121
5-4-1-1 Development of the Intervention Framework	121
5-4-1-2 Articulating the Intervention Framework	122
5-4-1-3 Purpose and Focus of Activity of Each Period of the Intervention Framework	123
5-4-1-4 Contents and Processes of Each Period	124
5-4-1-5 Sources of Data and Data Elicitation Methods	127
5-4-1-6 Evaluation Method of the Intervention Framework	128
5-4-2 Provision of Basis for Management Thinking in a Hierarchy Order	128
5-4-3 Mental Model Management: A Standard for Sharing Process such as ISO Award Process	133
5-4-4 Establishment of Intervention Framework as an efficient tool for Change Management	133
5-4-5 Evolution of Management Thought	134
5-5 Future Path: Where to go from Here	136
5-5-1 Shared Vision Matrix	136
5-5-2 Precedence of Process of Shared Vision	137
5-5-3 Level of Management in an Organisation	137

5-6 Summary of Chapter 5	138
APPENDIX	139
Change Management	139
Change	140
Change Cycles	141
Levels of change	141
Participative change	142
Directive change	142
Is there a "best" strategy for change?	143
Advantages/disadvantages of change cycles	144
References	146