



# **Working Wisdom: Timeless Skills and Vanguard Strategies for Learning Organizations (Jossey Bass Business and Management Series)**

*Bob Aubrey, Paul M. Cohen*

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The notion of the learning organization--popularized by management thinkers and extolled by leaders of today's most progressive companies--is finally made practical for modern managers in Working Wisdom. Robert Aubrey and Paul M. Cohen offer a unique blend of historical context and contemporary examples from such worldwide companies as Dun & Bradstreet, LifeScan, Spectra-Physics, and Raychem to demonstrate how the new role of manager as learning guide can help build the capacity for competitive advantage. The authors show managers how to use existing resources and the age-old skills of providing capable guidance and nurturing personal experiences to make the learning organization a reality. Through a wealth of case studies--from international businesses, governments, and nonprofit organizations--and a grounded historical perspective in adult learning and personal development, the authors identify five tactics that wise managers use to trigger and enhance learning experiences at work. They also guide leaders through the organizational initiatives essential to supporting the new role for managers, demonstrating how to establish learning leadership, leverage the wisdom of middle managers, build learning networks, use technology, tackle public policy issues, and create learning alliances.

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