

Action Item

Your March issue on leadership was outstanding. I think that a number of authors finally realize that traditional executive development and succession programs have had major problems.

New thinking, which your articles articulated, is important to the future of most companies.

I will use some of the key messages in my new book that explains how the student learning crisis in American public

schools can be fixed. The book will be published next spring.

Keep up the good work. Some of us really take action after we read your great articles.

*Jack E. Bowsher
San Diego, California*

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Letter of the Month

"Beauty" Is in the Eye of the Beholder

Every once in a while, I open a book or magazine to find just the words my soul needs to hear. The other night, while trotting along on the treadmill in the company gym (an apt metaphor for my state of mind at the moment), I read Geoffrey Bellman's "Discovering the Beauty of the Organizational Beast" (May). It's been a long time since I've read such simple, compelling words. Treadmill notwithstanding, they stopped me dead in my tracks.

Bellman reminded me of what I thought I already knew but somehow forgot. The essential struggle is not with the monster I know (the one with whom I signed the contract) but rather the mother of the beast, which may be my own internal struggle to find meaning and purpose in my life. And that's none of the organization's business. That's my job. If I'm to help transform my organization, I must first transform myself. Part of my own process of renewal is to begin looking for the beautiful possibilities within the undisciplined, dysfunctional, vibrant, successful organization I joined.

For the past 18 months, I've been trying to force my vision onto an organization that has seemed largely uninterested. Now I can see why. And I have a new starting point. Thanks, Geoffrey, for writing the article, and thanks, *T&D*, for printing it.

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It's a Free Agent World

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A Year in the Life of a WBT Project

In the departments...

The U.S. government's move to e-learning

How to market your online learning

How to know whether your organization is ready for knowledge management

and much more