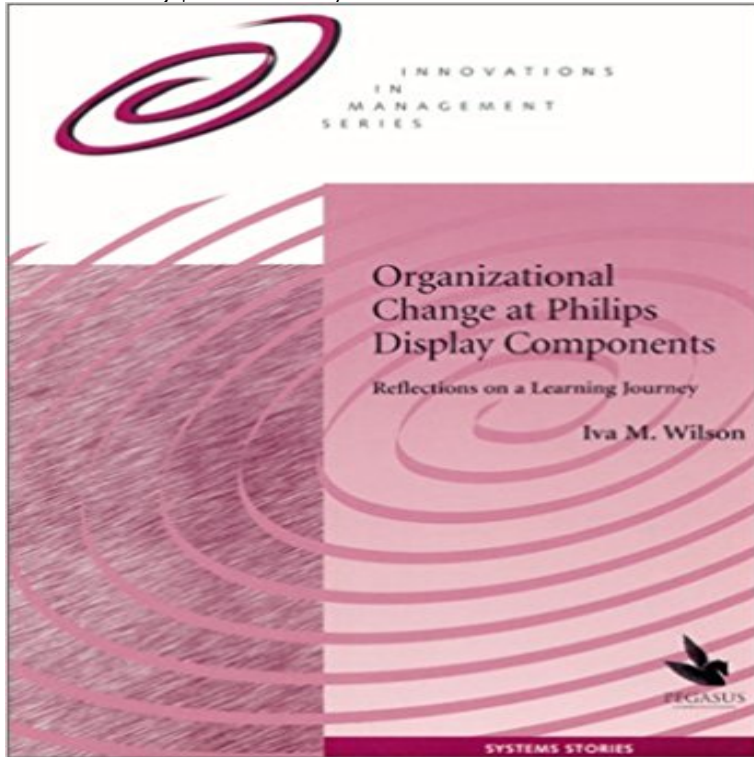


## Organizational Change at Philips Display Components: Reflections on a Learning Journey



Anyone seeking to successfully manage a business today faces enormous challenges. As just one example, there are multiple stakeholders-not just shareholders and investors-who have different and sometimes competing interests. Customers, suppliers, and employees are all crucial participants in any business operation, and their needs and capabilities for contribution must be reflected in any business plan. Likewise, for a company to survive and thrive in the ever-shifting business landscape, everyone involved needs to actively engage in an intentional process of organizational learning. A deep understanding of and commitment to this goal must permeate the organization. In this volume, Iva Wilson recounts the story of organizational learning at Philips Display Components U.S. To do so, she reflects on her experiences as president of the company, and describes her and others efforts to create a new culture at Philips-one that would respect the needs of all the companys stakeholders and thus make Philips a more humane and productive place to work. Over the course of this learning journey, Philips experienced resounding success in some areas, and painful failure in others. The author shares her insights about how the principles of organizational learning helped her and Philips to work toward their goals, and suggests ways in which Philips story may help other change leaders facing similar challenges.

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