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Photograph by Tom Sobolik

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Art Kleiner is a writer, lecturer and editorial consultant with a background in management, interactive media, corporate environmentalism, scenario planning, and organizational learning. His column, "Culture and Change," appears in *Strategy & Business*, the business quarterly for general readers published by Booz Allen Hamilton. He is a co-author (with Peter Senge et al) of the best-selling *Fifth Discipline Fieldbook* (1994), *The Dance of Change* (1999), and *Schools That Learn* (2000) -- a multiple-author trilogy published by Doubleday, focusing, respectively, on organizational learning, sustaining change in business, and the education system.

Kleiner's book *The Age of Heretics* (1996, Doubleday/Currency), is a history of the thinkers and practitioners who sparked the modern organizational change movement; it was a finalist for the Edgar G. Booz award for most innovative business book of 1996. His forthcoming book *The Core Group* is an exploration of the hidden purposes of organizations in action.

Since 1992, he has taught a scenario-based course called The Future of the Infrastructure at New York University's Interactive Telecommunications Program, part of the Tisch School of the Arts (and the "academic home" for New York's "Silicon Alley"). Past scenarios and research from this course is available online to the public at <http://fargo.itp.tsoa.nyu.edu/~scenario/>. His speaking and scenario practice clients include BP, Time Warner, Linkage Incorporated, Royal Dutch/Shell Group Planning, the Arizona Republic newspaper, Excite Europe, AmeriTrade, the LensCrafters retail chain, Global Business Network, the Canadian Energy Research Institute, and many educational organizations.

Kleiner is currently a principal (focusing on research and reflection) with the Dia•Logos Consulting firm in Cambridge, MA, whose work has pioneered the development sustainable long-term change, particularly across organizational boundaries. In this work, and in *The Dance of Change*, he has helped a number of organizations meet the challenges of profound change. He is also the co-developer (with MIT researcher George Roth) a pioneering form of corporate oral history, the "learning history." A regular series of learning histories, edited by Kleiner and Roth, is published by Oxford University Press; two volumes, *Car Launch* and *Oil Change*, are in print. Kleiner has also been a consulting editor for Peter Senge, Peter Schwartz, Noel Tichy, Harriet Rubin, Mitch Kapor, Arie de Geus, and Kenichi Ohmae; he has been described by journalist Stuart Crainer as one of the top three business ghostwriters. Kleiner's own articles have appeared in the *New York Times Magazine*, *7 Days*, *Wired*, *Tikkun*, *Discover*, *Popular Science*, *Across the Board*, *Grolier's Encyclopedia*, *Marketing Week*, and a variety of computer and telecommunications magazines.

A former editor of the Whole Earth Catalog and a longstanding expert on computer conferencing, Art Kleiner has been writing about telecommunications and computer technology for the general public since 1979. He was involved with the development of the Electronic Information Exchange System (EIES), WELL, and ECHO computer conferencing systems. He holds a Bachelor of Arts degree from the State University of New York at Albany (1975) and a Master's in Journalism from the University of California at Berkeley (1986). He has also written extensively about corporate environmentalism, and for three years reported regularly on that subject in a series for Garbage Magazine. Kleiner is a research member of the Society for Organizational Learning and a network member of Global Business Network. He lives outside New York City.