
The view of the organization as a system that ‘processes’ information or ‘solves’ problems is at odds with the dynamics of change associated with the development and use of IS in an organization. A significant consequence of this mismatch is in training that does not meet the needs of either the user or management communities, giving rise to sub-optimal organization performance and inertia. We explored such issues by examining recent research into organizational development and training. The particular challenges presented in the development and implementation of large-scale enterprise systems were explored to reveal a discontinuity in the constructs underpinning a development. A theoretic model that bridged some of the gaps between the bodies of research was developed and a brief empirical study provided a proof of concept for the model. The paper concludes with a discussion of the model’s implications for theory and practice.