

The Learning Organization

The concept of Learning Organization

- Is about continuous adaptation and change for organizations to remain relevant and perform in a changing environment

"A learning organization discovers how to tap people's commitment and capacity to learn at all levels...where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together." (Peter Senge)

Principles of Learning Organization

- **Shared Vision** – What do we want to create together?
 - Everyone is committed and willing to contribute to the mutually desired situation.
- **Mental Models** – beliefs, values, mindsets and assumptions that guide the way people think and act.
- **Personal Mastery** – how much do we know about ourselves and the impact our behaviour has on others.

Principles of Learning Organization

- **Team Learning** – thinking together – sharing experiences, insights, knowledge and skills on how to do things better.
- **Systems Thinking** – seeing interrelationships that underlie complex interactions.

How to build a Learning Organization

- Supportive learning environment
 - Psychological safety
 - Appreciation of differences
 - Openness to ideas
 - Time for reflection
- Concrete learning processes and practices
 - Sharing knowledge
 - Allowing experimentation
 - Education and training to develop new capabilities

How to build a Learning Organization

- Leadership that reinforces learning
 - Listen and prompt dialogue
 - Entertain alternative points of view