

Study

$1+2=3$

BACK TO SCHOOL

Building Learning Organizations

Learn

$E=mc^2$

research



Objectives

Explain What is a Learning Organization

Define a Learning Organization

Explain Why Build a Learning Organization

Explain List the Characteristics of a Learning Organization

Explain Corrective Learning

Explain Transformational Learning

Describe the Various Aspects of Learning Organization

Describe Steps to Build a Learning Organization

Describe The Building Blocks of a Learning Organization

Explain the Factors Driving Learning in an Organization



Introduction

XYZ Inc. is a leading eLearning development firm. It holds a large clientele base that is spread across several countries.



Introduction

The company produces different forms of eLearning products such as Web-based Training (WBT), Computer-based Training (CBT) etc.



Introduction



XYZ's employee base consists of several highly experienced and efficient instructional designers and graphic designers.



Introduction



Off late, XYZ started losing on several clients' projects.



Introduction



60%

XYZ was finding it increasingly difficult to bag new projects, to such an extent that the projects decreased by nearly 60%.



Introduction

The company's top management knew that if things were to continue the same way, they would have to close shop.



Introduction

People from different strategic departments were gathered for a discussion to understand the reason for losing projects to its competitors.



Introduction



Most people view that XYZ's high pricing was the chief reason that the clients were choosing competitors for their projects.



Introduction



However, the top management knew that something was amiss. Suddenly, the pricing could not have become the problem.



Introduction

Dinesh, a marketing executive who liked to remain updated about his industry had a completely different view.



Introduction

**Dinesh felt that XYZ
lacked a learning
culture.**



Introduction



Most clients wanted their eLearning projects to be developed using a new powerful software that had recently launched in the market.



Introduction



However, XYZ was still developing its projects in the old-fashioned way in a standard format.



Introduction

The new software allowed the eLearning courses to be made more interactive and attention-grabbing for the learner.



Introduction



Hence, all clients wanted to ensure that their courses be developed using the new software.



Introduction



Management found that, the clients had refused to work with XYZ as it did not have the new software nor the technical expertise to work with it.



Introduction

XYZ realized that to remain competitive among the cut-throat market, learning should be inculcated as a crucial part of the company's culture.



Introduction



Hence, you can see how failing to learn and failing to develop a learning culture can be a crucial pitfall for any organization.



Introduction



Learning Organization

In this course, you will learn about how and why companies should build a learning organization.



Introduction

In this course, you will learn about how and why companies should build a

Let's learn about **'Building a Learning Organization'** in detail.

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What is a Learning Organization?

- A 'Learning Organization' is an organization that is adept at generating, adopting, and transmitting knowledge, and changing its behavior to reflect the newly acquired knowledge and insights.
- Such an organization continuously strives to provide its employees access to relevant, practical information.



What is a Learning Organization?

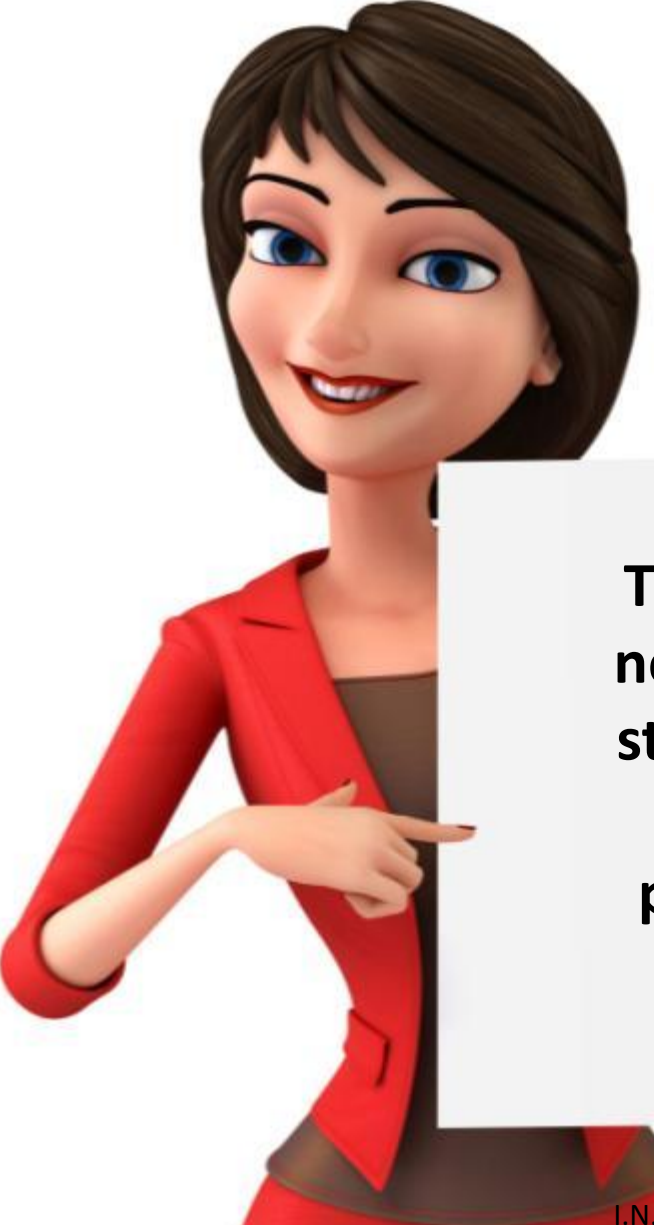


- These kind of relevant, practical information can empower them to improve both their individual as well as organizational performance.
- In a ‘Learning Organization’, learning happens at the whole organization level and involves creating a culture where learning is implanted, communicated and understood by all that there is a place to seek information.

Did you know?

Roll your mouse over the icon, to learn more.

Did You Know?



The concept of a learning organization is not a new one. It flourished in the 1990s, stimulated by Peter M. Senge's, *The Fifth Discipline* and countless other publications, workshops, and websites.

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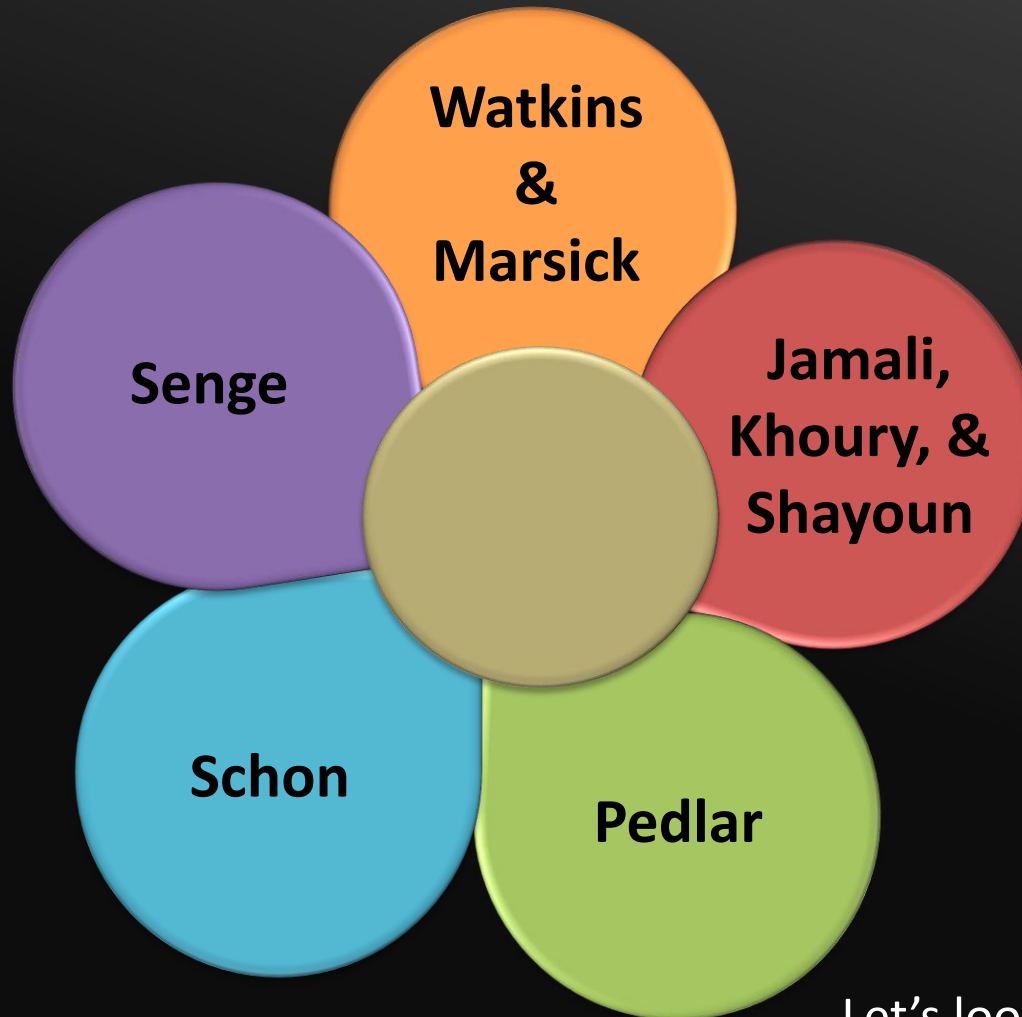
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Definition

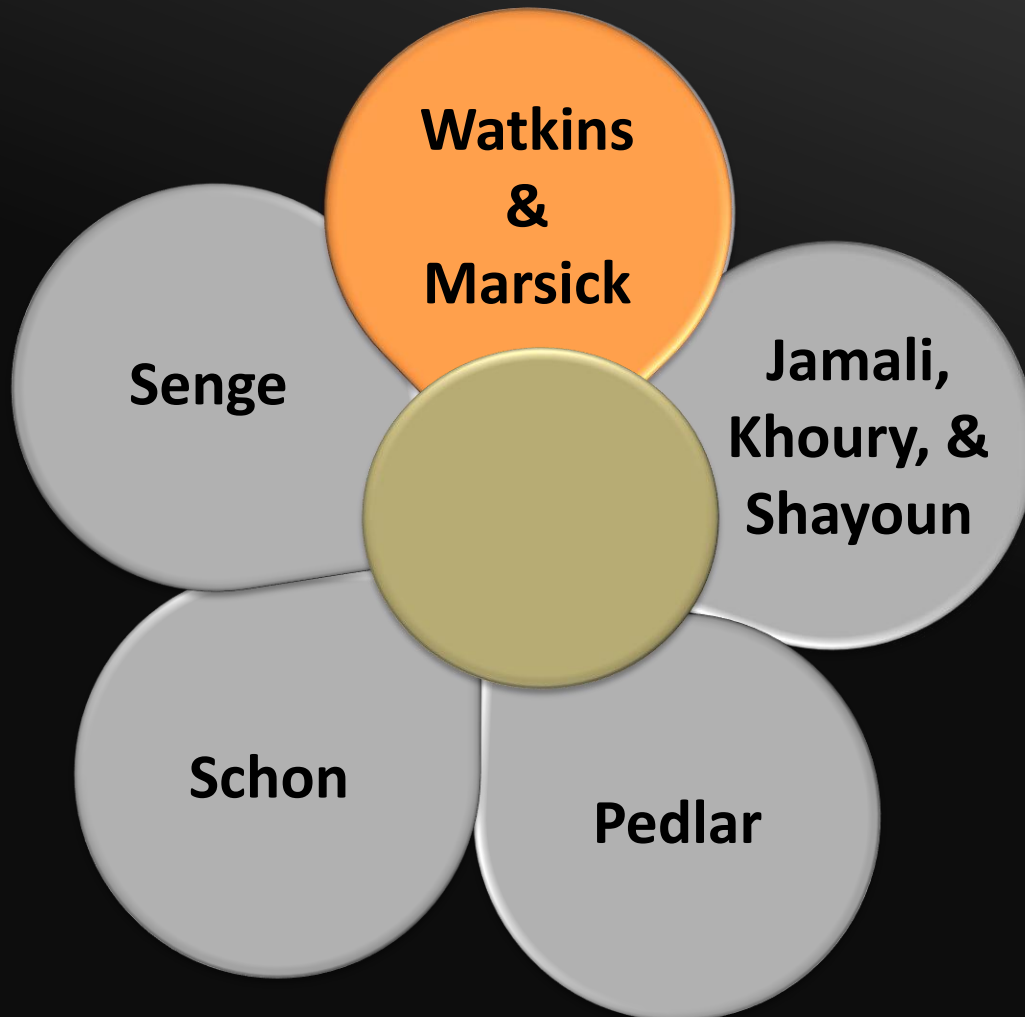
The 'Learning Organization' has been defined in several different ways by various scholars. Some of the definitions given by scholars are as follows:



Let's look at each in detail.

Definition

The 'Learning Organization' has been defined in several different ways by various scholars. Some of the definitions given by scholars are as follows:



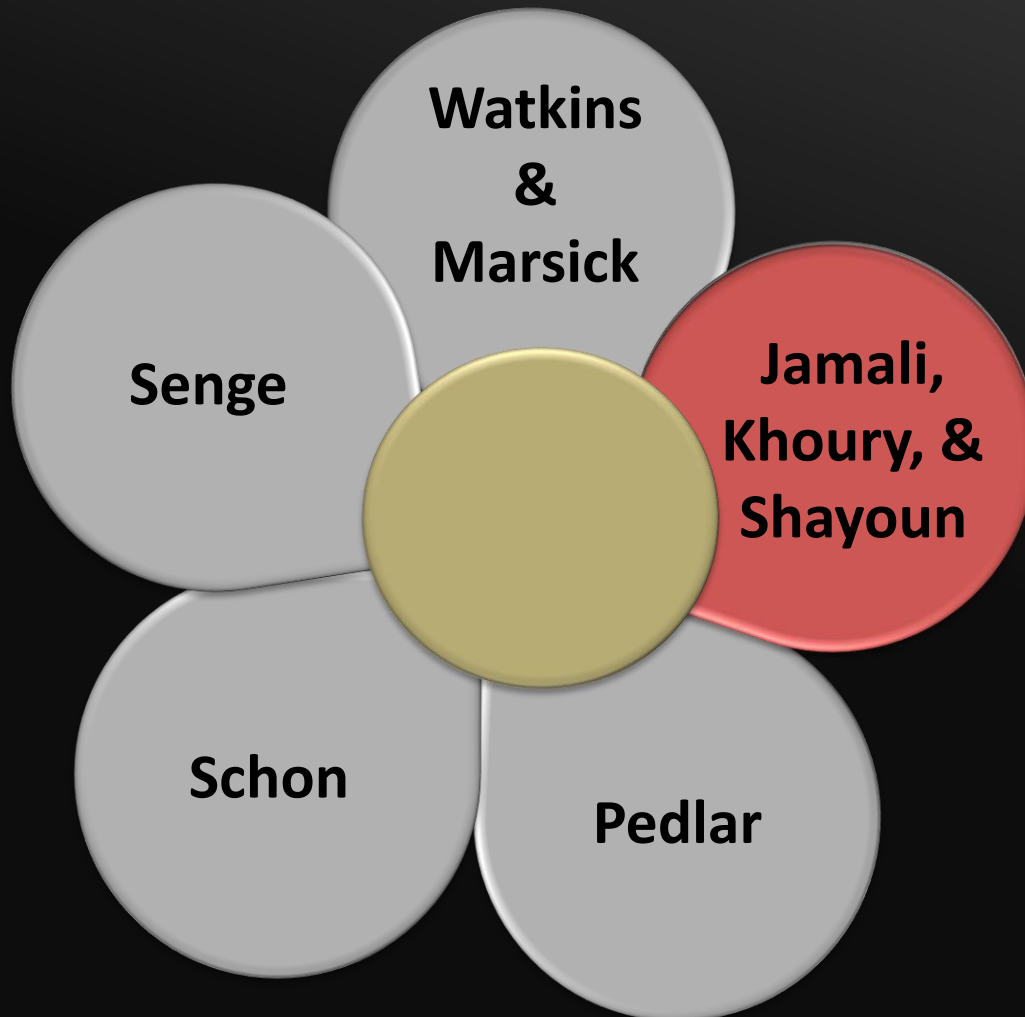
Watkins & Marsick defines a 'Learning Organization' as follows:

- **"Learning organizations are characterized by total employee involvement in a process of collaboratively conducted, collectively accountable change directed towards shared values or principles."**

Let's look at each in detail.

Definition

The 'Learning Organization' has been defined in several different ways by various scholars. Some of the definitions given by scholars are as follows:



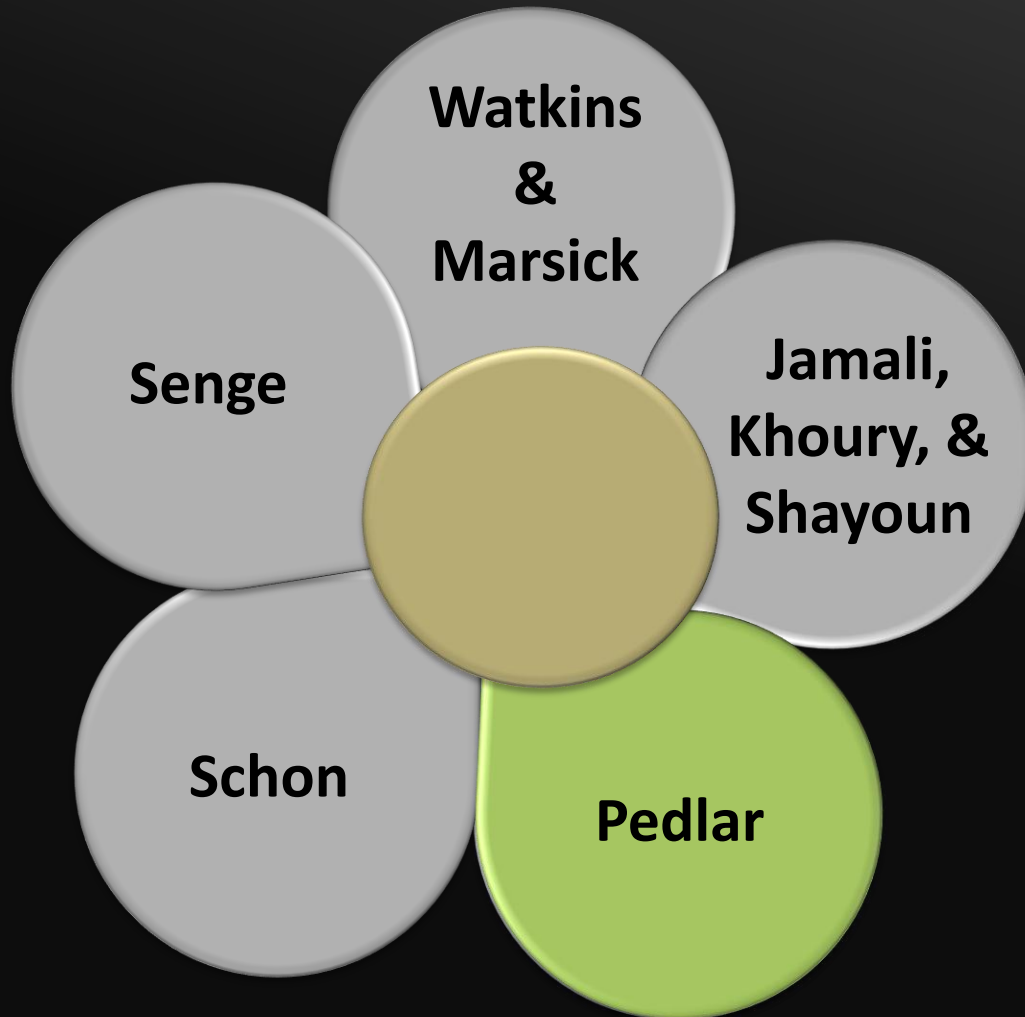
Jamali, Khoury, & Shayoun (2006) defines a 'Learning Organization' as follows:

- **"A type of organization that promotes continual organizational renewal by weaving/embedding a set of core processes that nurture a positive propensity to learn, adapt, and change."**

Let's look at each in detail.

Definition

The 'Learning Organization' has been defined in several different ways by various scholars. Some of the definitions given by scholars are as follows:



Pedlar defines a 'Learning Organization' as follows:

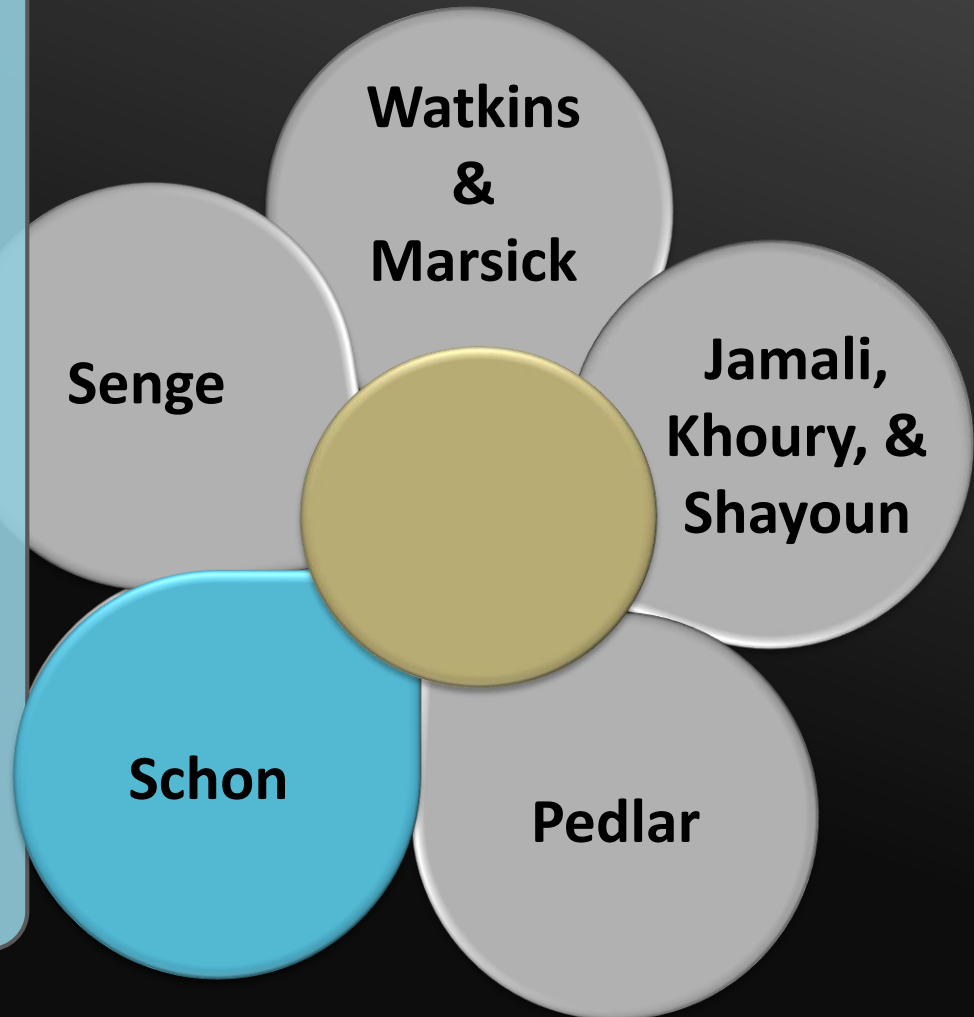
- **"An organization which facilitates the learning of all its members and continuously transforms itself."**

Let's look at each in detail.

Definition

Schon defines a 'Learning Organization' as follows:

- “We must, in other words, become adept at learning. We must become able not only to transform our institutions, in response to changing situations and requirements; we must invent and develop institutions which are ‘learning systems’, that is to say, systems capable of bringing about their own continuing transformation.”



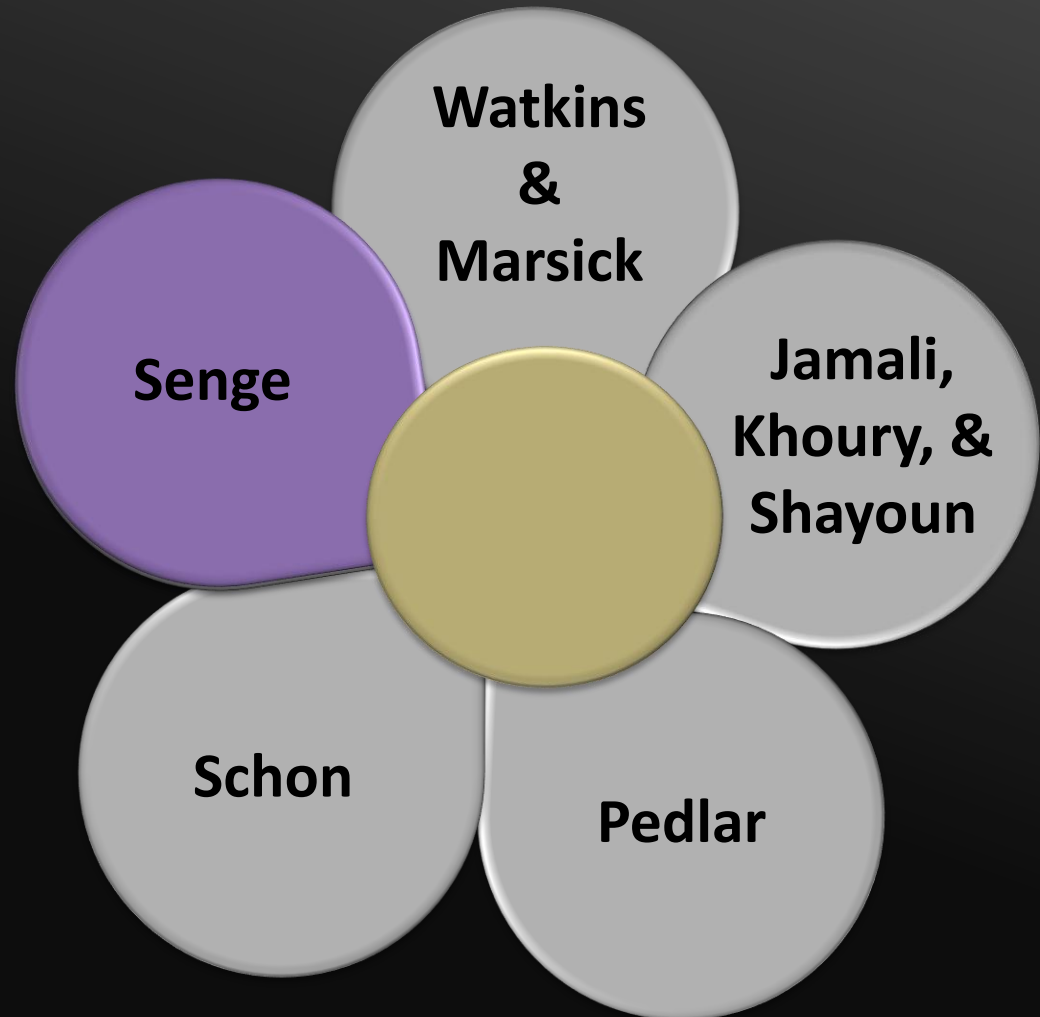
Let's look at each in detail.

Definition

The 'Learning Organization' has been defined in several different ways by various scholars. Some of the definitions given by scholars are as follows:

Senge defines a 'Learning Organization' as follows:

- "Organizations where people continually expand their capacity to create 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."



Let's look at each in detail.

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Why Build a Learning Organization?

The main benefits of building a learning organization are:



1

A learning culture can help an organization to encourage its employees to innovate, seek out novel ideas and concepts and, experiment.



2

A learning culture can also help an organization to quickly adapt to changes and manage change effectively.

Why Build a Learning Organization?

The main benefits of building a learning organization are:



3

A learning culture can help an organization to maintain a competitive advantage in times of rapid changes in the market.



4

A continuous and sustained learning culture can help an organization encourage its workforce to achieve greater results and improve quality.

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Characteristics of a Learning Organization

So, what makes an organization, a 'Learning Organization'?

Some of the typical characteristics that are found in a 'Learning Organization' are as follows:

A learning organization is ready to research and ask questions, seek answers, discuss its weaknesses openly, and has the vision to adjust itself to changes.

A learning organization regularly challenges its basic assumptions about how things are done.

Characteristics of a Learning Organization

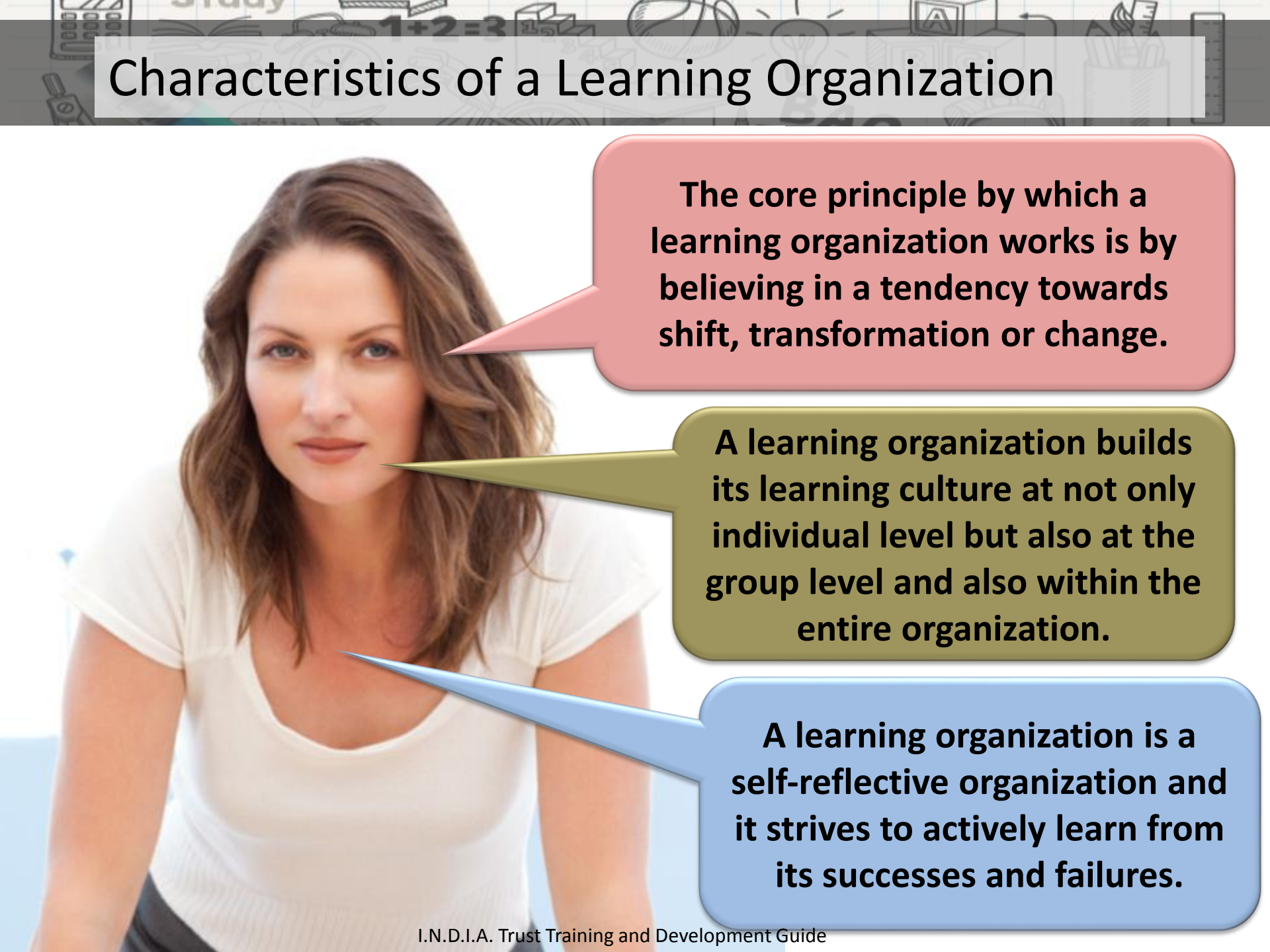
A learning organization follows an ideal prescriptive model where it helps individuals learn.

It tries to achieve results but at the same time also strives to understand how it achieves results.

It understands that strategic change is the key to continuous learning and transformation.



Characteristics of a Learning Organization



The core principle by which a learning organization works is by believing in a tendency towards shift, transformation or change.

A learning organization builds its learning culture at not only individual level but also at the group level and also within the entire organization.

A learning organization is a self-reflective organization and it strives to actively learn from its successes and failures.

Characteristics of a Learning Organization

A learning organization strives to build its IQ but also strives to build its EQ as well.

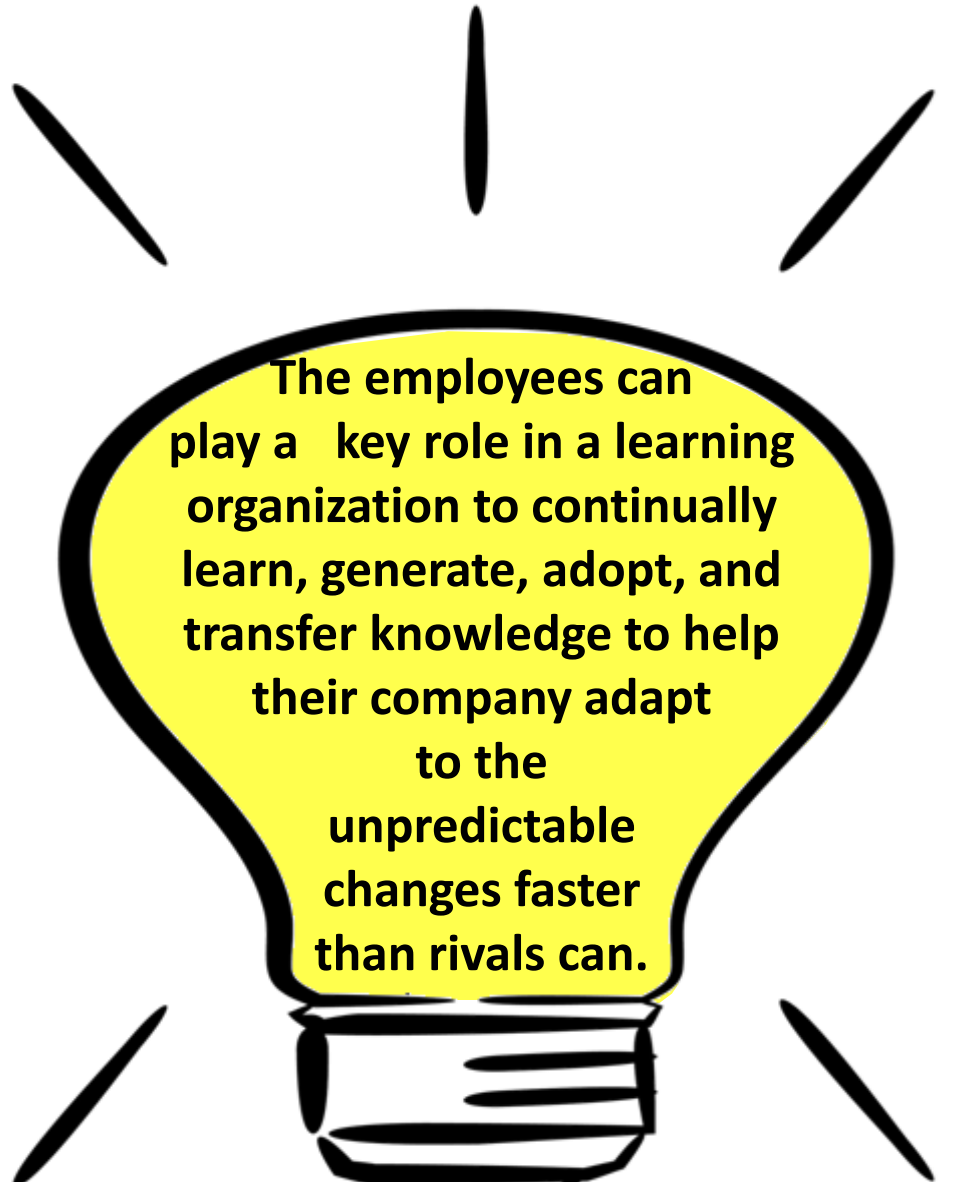
It continuously strives to overcome regular pattern behavior, overcome routine processes, and skilled incompetence.

It strives to foster deep change that takes continuous sustained effort for years, through continuous executive support, and a well-developed plan.

TIP

Roll your mouse over the icon, to learn more.

Tip!



The employees can play a key role in a learning organization to continually learn, generate, adopt, and transfer knowledge to help their company adapt to the unpredictable changes faster than rivals can.

Types of Organizational Learning

Researchers have identified two types of learning in a learning organization:



Let's look at each in detail.

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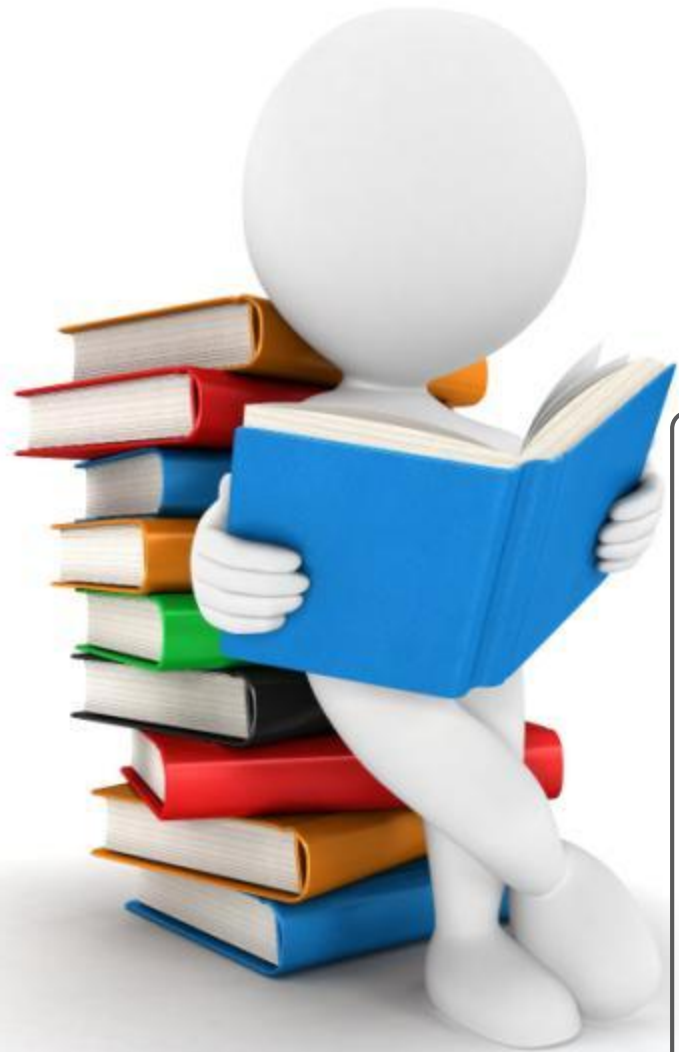
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Corrective Learning



- **‘Corrective Learning’ is also referred to as ‘Single-loop Learning’.**
- **Such a learning primarily focuses on corrections by discovering and rectifying faults, mistakes or errors of any kind that affects the organization.**

Corrective Learning



- Obviously, the purpose of such learning is to find such errors and then correct them and also make improvements to existing processes and procedures so that such errors do not get repeated.
- You should bear in mind that this type of learning takes organizational structures, procedures, processes, or practices for granted and works within them.

organization.

Corrective Learning

- It does not intend to question them. Corrective Learning can be a key to the success of any organization including learning organizations.
- This type of learning can help an organization propel efficiency and quality within its structures, procedures, processes, systems, or practices help overcome the defects within them.

Corrective Learning

organization.

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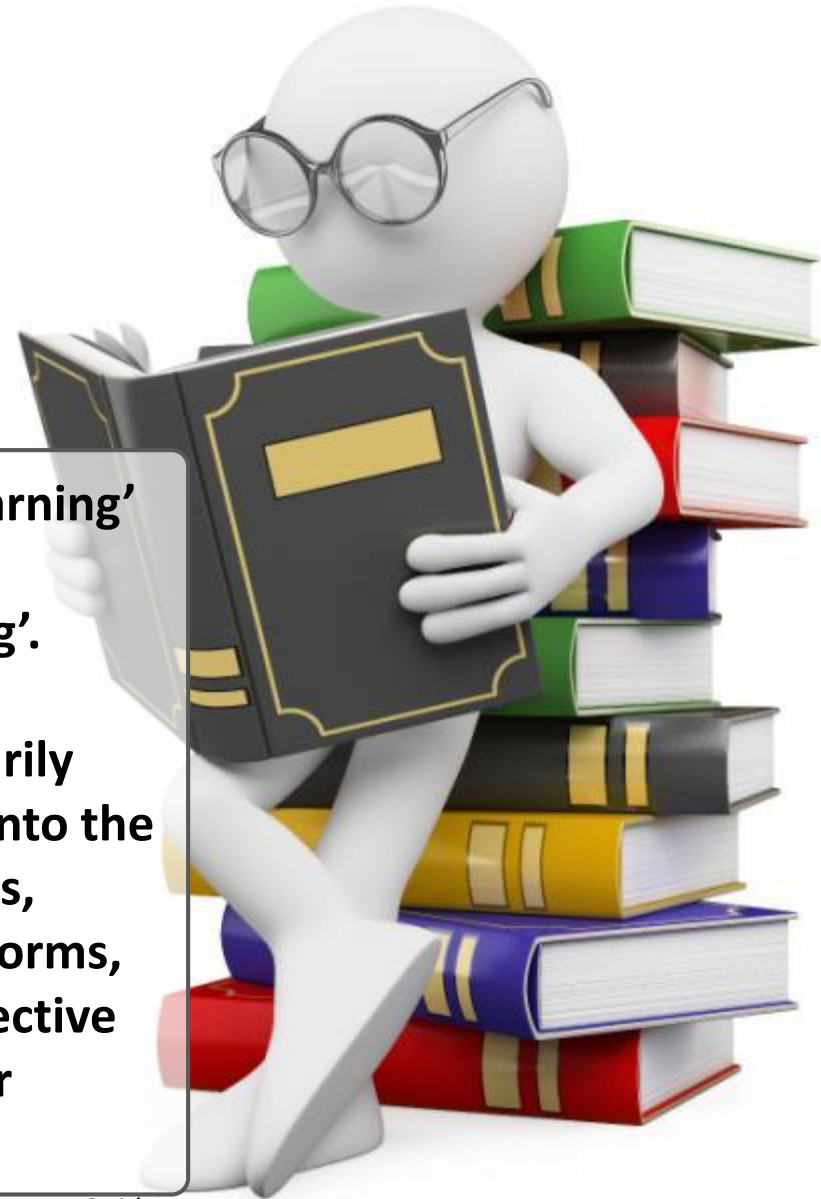


Transformational Learning



Transformational
Learning

- **‘Transformational Learning’ is also referred to as ‘Double-loop Learning’.**
- **Such a learning primarily focuses on inquiring into the structures, procedures, processes, systems, norms, or practices that corrective learning had taken for granted.**



Transformational Learning



Transformational Learning

- This type of learning also involves a kind of correction but at the practical level. It helps an organization to take a reflective look at and analyze the most ingrained features of the organizational culture and improve them.
- As transformational learning questions an organization's deeply ingrained and firmly held opinions and beliefs; most organizations find it difficult to adopt transformational learning wholeheartedly.

Transformational Learning

Transformational Learning

- TL:
- This is the reason that very few organizations use transformational learning in their organization.
- However, in order to take full advantage of a learning culture, organizations should find ways to break down their barriers and adopt such reflective learning.

... organizations find it
... transformational learning
... ready.

MCQ

Q. 'Corrective Learning' is also referred to as:

- One-loop Learning
- Ace-loop Learning
- Single-loop Learning
- Unity-loop Learning

Click on the radio button to select the correct answer!

MCQ

Good! That's Right!



Correct Answer:

'Corrective Learning' is also referred to as 'Single-loop Learning'.

Click here to
continue!

MCQ

That's Not Quite Right!



'Corrective Learning' is also referred to as 'Single-loop Learning'.

Click here to
continue!

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Aspects of the Learning Organization

There are three chief aspects of any 'Learning Organization' as follows:



Let us look at each in detail.

Individual Aspect

1



Individual Aspect:

- One of the first aspects that comes to the fore about a 'Learning Organization' is the individual aspect that it needs to take care of.
- A 'Learning Organization' should foster continuous learning for the individuals in the organization by providing a conducive environment and supporting leadership.

Individual Aspect

1

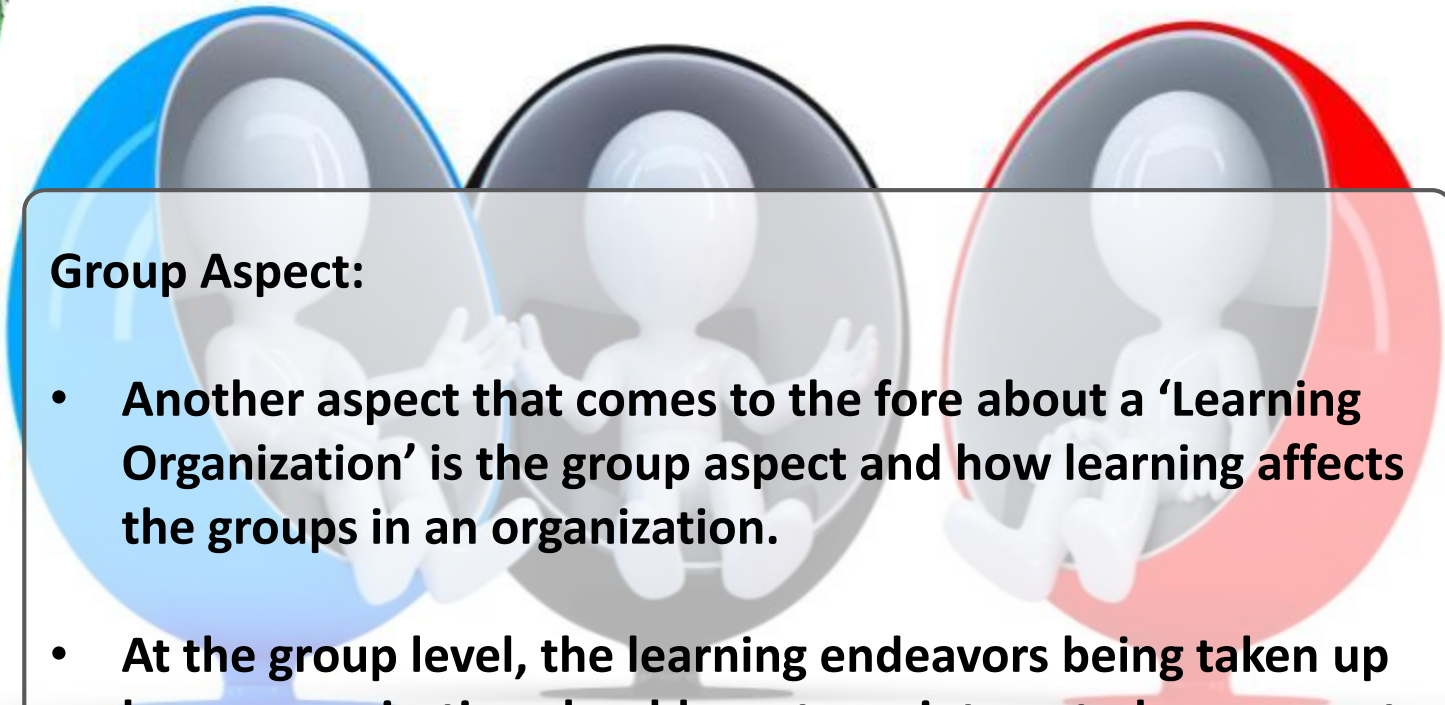
Individual Aspect

- Hence, for the employees of a 'Learning Organization', the workplace is similar to a learning institution like a university college or school where they can pursue continuous learning and enhance their skills for furthering their individual careers.
- In a 'Learning Organization', for the individuals, learning becomes a habit. Also, their managers support such learning endeavors and the organization also supports the managers in supporting employee learning.

leadership.

Group Aspect

2



Group Aspect:

- Another aspect that comes to the fore about a 'Learning Organization' is the group aspect and how learning affects the groups in an organization.
- At the group level, the learning endeavors being taken up by an organization should create an integrated movement of knowledge and experience across the organization.

Group Aspect

2

Group Aspect

- Knowledge here should include both explicit and demonstrated knowledge but also implicit knowledge such as emotional intelligence.
- At the group level, a 'Learning Organization' can strive to foster learning through open discussions among its employees, team discussions, exploration of novel ideas, using mistakes as an opportunity to learn, celebrating both team and individual achievements and continuously improving at the individual as well as group level.

of knowledge and exper...

Organizational Aspect

3



Organizational Aspect

- The third and final aspect that a 'Learning Organization' needs to take care of is the organizational aspect.
- It is but natural that all the efforts towards learning that are made in a 'Learning Organization' should be directed towards connecting learning to organizational transformation.

Organizational Aspect

3

Organizational Aspect

- This is because the ultimate goal of any 'Learning Organization' is to achieve development and betterment of the organization through learning and transformation.
- Hence, it is crucial that the learning efforts in a 'Learning Organization' should be well-integrated and be a part of its daily processes and strategies rather than working on a stand-alone basis.

Did you know?

Roll your mouse over the icon, to learn more.

Did You Know?



The role of the knowledge worker as a change agent involves at least one or more of the following skills and competencies:

- **Facilitating**
- **Consulting**
- **Influencing**
- **Planning**
- **Visioning**
- **Communicating**
- **Strategizing**
- **Researching**

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Steps to Build a Learning Organization

You should always keep in mind that in order to build a learning organization, you would need carry out consistent and ongoing change management.

Also, you would need proper and continuous communication strategies before, during, and after implementation.

Steps to Build a Learning Organization

The following are the steps to be followed for building a learning organization:

1

2

3

4

5

6

7

Let's look at each in detail.

Step 1: Conducting an Organizational Assessment

1

- **Step 1: Conducting an Organizational Assessment**
 - **The first step towards building a learning organization is to conduct a thorough organizational assessment.**
 - **The primary objective for carrying out such an assessment is to understand and analyze the leadership, culture, and, the organization's tolerance for change.**

Step 2: Creating a Strategic Plan

2

- **Step 2: Creating a Strategic Plan**
 - **The second step towards building a learning organization is to create a well-defined strategic plan.**
 - **This strategic plan should be aligned with the organization's mission, vision, and values.**

Step 2: Creating a Strategic Plan

Step 2: Creating a Strategic Plan

2

- Step 2
 - The current position of the organization is to reach, define the gap between where the organization is now and where it wants to be and to guide decision making throughout implementation and also in the future.
 - This is to guide decision making throughout implementation and also in the future.

Step 3: Documenting Knowledge

3

- **Step 3: Documenting Knowledge**
 - **The third step towards building a learning organization is to properly and thoroughly document all the acquired information and knowledge through job audits or other collection methods such as team meetings, group discussions, surveys, employee forums etc.**

Step 4: Designing Procedures and Instructions

4

- **Step 4: Designing Procedures and Instructions**
 - **The fourth step towards building a learning organization is to design Standard Operating Procedures (SOPs) and work instructions.**

Step 4: Designing Procedures and Instructions

Step 4: Designing Procedures and Instructions

4

- Step 4
 - This is the work
 - Proper designing and defining of such processes helps to ensure that the knowledge is portable can be transferred to each employee of the organization in a standard manner and that each employee receives the same information without any miscommunication or dilution.

Step 5: Aligning Knowledge and Skills

5

- **Step 5: Aligning Knowledge and Skills**
 - **The fifth step towards building a learning organization is to adjust and align the performance and training initiatives so that they map to the employee's job roles.**
 - **This alignment can help each employee to improve his/her skills and knowledge and contribute more fully to the organization.**

Step 6: Implementing Supporting Technology

6

- **Step 6: Implementing Supporting Technology**
 - **The sixth step towards building a learning organization is to enforce and implement supporting technology throughout the organization.**
 - **Such technology can be of any form such as websites, learning portals, discussion forums, web-based training sites etc.**

Step 6: Implementing Supporting Technology

Step 6: Implementing Supporting Technology

6

- **Step 6**
 - **Th**
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thr
 - **Suc**
lea
site
- **Such technologies can help learning be easily and quickly accessible to all employees at the same time and also make it easy for the organization to make any changes to its contents in the future.**
- tion is
- es,
ning

Step 7: Evaluating and Realigning

7

- **Step 7: Evaluating and Realigning**
 - **The seventh step towards building a learning organization is to ceaselessly measure and evaluate the organization's progress toward its defined strategic objectives.**

Step 7: Evaluating and Realigning

Step 7: Evaluating and Realigning

7

- **Step 7**
 - The main aim of measuring the progress is to identify the gaps between the current and desired position of the organization and make changes to the existing processes and methods so that it helps build a holistic learning culture throughout the organization.

MCQ

Q. Which of the following is the first step towards building a learning organization?

- Creating a Strategic Plan
- Designing Procedures and Instructions
- Aligning Knowledge and Skills
- Conducting an Organizational Assessment

Click on the radio button to select the correct answer!

MCQ

Good! That's Right!



Correct Answer:

'Conducting an Organizational Assessment' is the first step towards building a learning organization.

Click here to continue!

MCQ

That's Not Quite Right!



'Conducting an Organizational Assessment' is the first step towards building a learning organization.

Click here to continue!

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The Building Blocks of a Learning Organization

There are three critical building blocks of any learning organization. It is absolutely crucial that if an organization wants to build a learning organization, it would need to work upon all these three critical building block. The three building blocks of a learning organization are:

- **Encouraging Learning Environment**
- **Well-defined Learning Processes**
- **Leadership that Supports & Rewards Learning**

Let us look at each in detail.

Encouraging Learning Environment

- **Encouraging Learning Environment**

Offer Mental Security

**Admire Differences of
Opinions**

Be Open to Novel Ideas

**Encourage Thoughtful
Contemplation**

There are four main factors that an organization should bear in mind to build an encouraging learning environment. The encouraging learning environment should be such that it should:



Let us look at each in detail.

Encouraging Learning Environment

- **Encouraging Learning Environment**

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment. The encouraging learning environment should be such that it should:

Offer Mental Security:

- **The learning environment should ensure that the employees feel safe and secure and do not fear being alienated or derogated when they express their views points or offer suggestions for improvements.**

Let's look at each in detail.

Encouraging Learning Environment

- Encouraging Learning Environment

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment.

- Employees should feel free to openly voice their doubts, queries, admit to their mistakes and be comfortable about taking up new responsibilities or skill learning without fearing failure.

improvements.

Let us look at each in detail.

Encouraging Learning Environment

- Encouraging Learning Environment

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment. The encouraging learning environment should be such that it should:

Admire Differences of Opinions:

- The learning environment should encourage people to express their opposing ideas and viewpoints freely in front of their peers as well as seniors.

Let's look at each in detail.

Encouraging Learning Environment

- Encouraging Learning Environment

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment.

- Also, each and every employee including the senior employees should listen to the differences with an unbiased attitude and accept the fresh thinking of other employees.

Let us look at each in detail.

Encouraging Learning Environment

- **Encouraging Learning Environment**

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment. The encouraging learning environment should be such that it should:

Be Open to Novel Ideas:

- The learning environment should not only improve the current processes and approaches but also help employees to come up with new and novel ideas.

Let's look at each in detail.

Encouraging Learning Environment

- Encouraging Learning Environment

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment.

- The learning environment should open up the employees' minds to innovate, experiment and try our novel ideas.

Let us look at each in detail.

Encouraging Learning Environment

- **Encouraging Learning Environment**

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that an organization should bear in mind to build an encouraging learning environment. The encouraging learning environment should be such that it should:

Encourage Thoughtful Contemplation:

- The learning environment should encourage the organization to not only look at the productivity but also the quality of work delivered by their employees.

Let's look at each in detail.

Encouraging Learning Environment

- Encouraging Learning Environment

Offer Mental Security

Admire Differences of Opinions

Be Open to Novel Ideas

Encourage Thoughtful Contemplation

There are four main factors that create an encouraging learning environment.

- Also, it should offer the employees some time where they can take time to reflect upon a task that they completed and learn from their mistakes and improve upon whatever they did well in the current task.
- Hence, the learning environment should allow time for a pause in the action and encourage thoughtful review of the organization's processes.

Let us look at each in detail.

Well-defined Learning Processes

- **Well-defined Learning Processes**

- Another critical building block of any learning organization are the well-defined learning processes within the organization.
- Such learning processes are defined by creating, collecting, translating, and spreading of information throughout the organization. Information can be gathered by experimenting with new ideas, processes and products, keeping track of customer, competitor, or technological trends in the market.



Well-defined Learning Processes

- **Well-defined Learning Processes**

- Another critical element is that any learning process is well-defined and takes place within the organization.

- Such learning processes are defined and translated into information that the organization can gather and use to keep up with new ideas and challenges in the market.

- **This information is then further analyzed and interpreted to help develop well-defined learning processes.**

- **Once the learning processes have been defined, the next logical step is to ensure that this knowledge is shared in systematic and clearly defined ways.**

- **Knowledge sharing can happen internally through post-project audits between the employees working on a project or externally by gathering information from customers to gain their perspectives on the organization's activities or challenges.**

Leadership that Supports & Rewards Learning

- **Leadership that Supports & Rewards Learning**

- The last but not the least building block of a learning organization is a leadership effort to support and reward learning at each level in the organization.
- It is the behavior and attitude of the leaders of the organization that can truly help an organization fully integrate a learning culture holistically throughout the organization.



Leadership that Supports & Rewards Learning

- **Leadership that Supports & Rewards Learning**

- The last block of leadership rewards organizations

- It is the leaders truly he integrat holistic organization

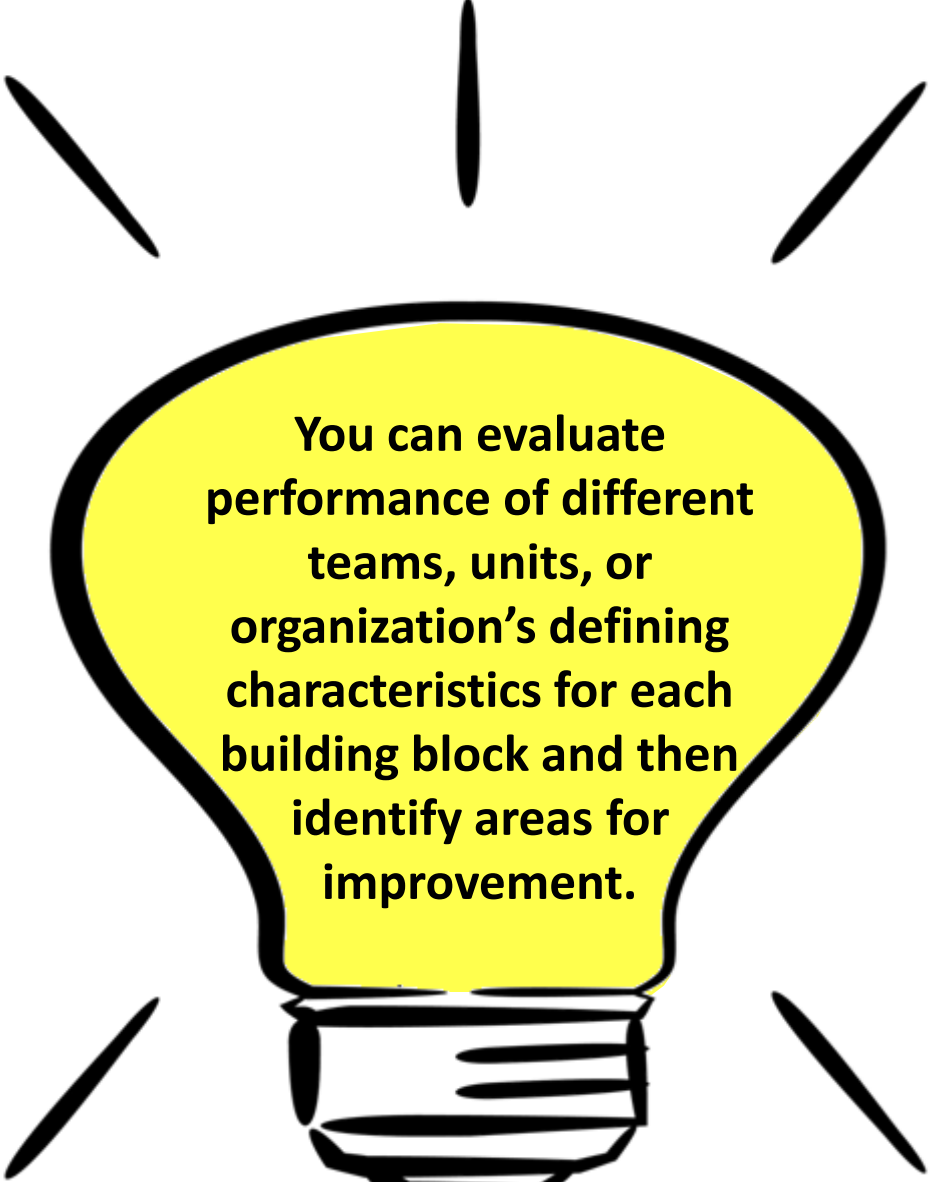
- **Leaders should encourage open discussions and a culture of questioning, experimentation, reflective post-audits, innovation, spending time on problem identification, and inquisitiveness among the employees.**

- **Such attitude of leaders will help encourage employees to offer new ideas and options and offer their alternative points of view.**

Roll your mouse over the icon, to learn more.



Tip!



You can evaluate performance of different teams, units, or organization's defining characteristics for each building block and then identify areas for improvement.

MCQ

Q. Which of the following is NOT one of the building blocks of a learning organization?

- Evaluating and Realigning
- Leadership that Supports & Rewards Learning
- Encouraging Learning Environment
- Well-defined Learning Processes

Click on the radio button to select the correct answer!

MCQ

Good! That's Right!



Correct Answer:

'Evaluating and Realigning' is NOT one of the building blocks of a learning organization.

Click here to continue!

MCQ

That's Not Quite Right!



'Evaluating and Realigning' is NOT one of the building blocks of a learning organization.

Click here to continue!

Real Life Example

*Let us now look at a
real life example to
understand the
Building Blocks of
Learning Organization.*

Real Life Example



Tristar Pharmaceuticals is a leading manufacturer of pharmaceutical drugs especially for the cardiovascular system.

Real Life Example



For several years now, Tristar has enjoyed monopoly in the cardiovascular drug market.

Real Life Example



Now, Tristar wanted to expand into newer geographic areas.

Real Life Example



After carrying out an assessment, it found that as compared to its rival companies, it greatly lacked openness to experimentation, new ideas and information transfer.

Real Life Example



The management at Tristar knew that if it wanted to achieve its strategic goals of expansion, they would need to focus heavily on changing the organization's established culture.

Real Life Example

- 
- Encouraging Learning Environment
 - Well-defined Learning Processes
 - Leadership that Supports & Rewards Learning

Let's now look at how Tristar builds a strong learning organization by focusing on the three building blocks of a learning organization:

Real Life Example



In order to build an encouraging learning environment Tristar established a new policy of 'open doors'.

Real Life Example



Encouraging Learning Environment

Under this policy, the managers and senior management people were encouraged to adopt an open door policy where they were open to employees' views and opinions, open to novel ideas and experimentation.

Real Life Example



Encouraging Learning Environment

Employees were also encouraged to follow a policy of 'blameless viewpoints' where they could report about any flaws in the system, people or processes without fear of reporting and without sounding blaming.

Real Life Example



Encouraging Learning Environment

Impact of Encouraging Learning Environment:
When Tristar adopted the new policy that established an encouraging learning environment, it brought with it several benefits such as:

- **Employees became more open to experimentation, to take risks and explore unknown options.**

Real Life Example



Encouraging Learning Environment

- **Employees became more open in expressing their viewpoints and felt comfortable in disagreeing with others, accepting their mistakes, asking questions, and presenting novel ideas.**
- **Employees became more involved in reviewing organizational processes and how to improve them.**

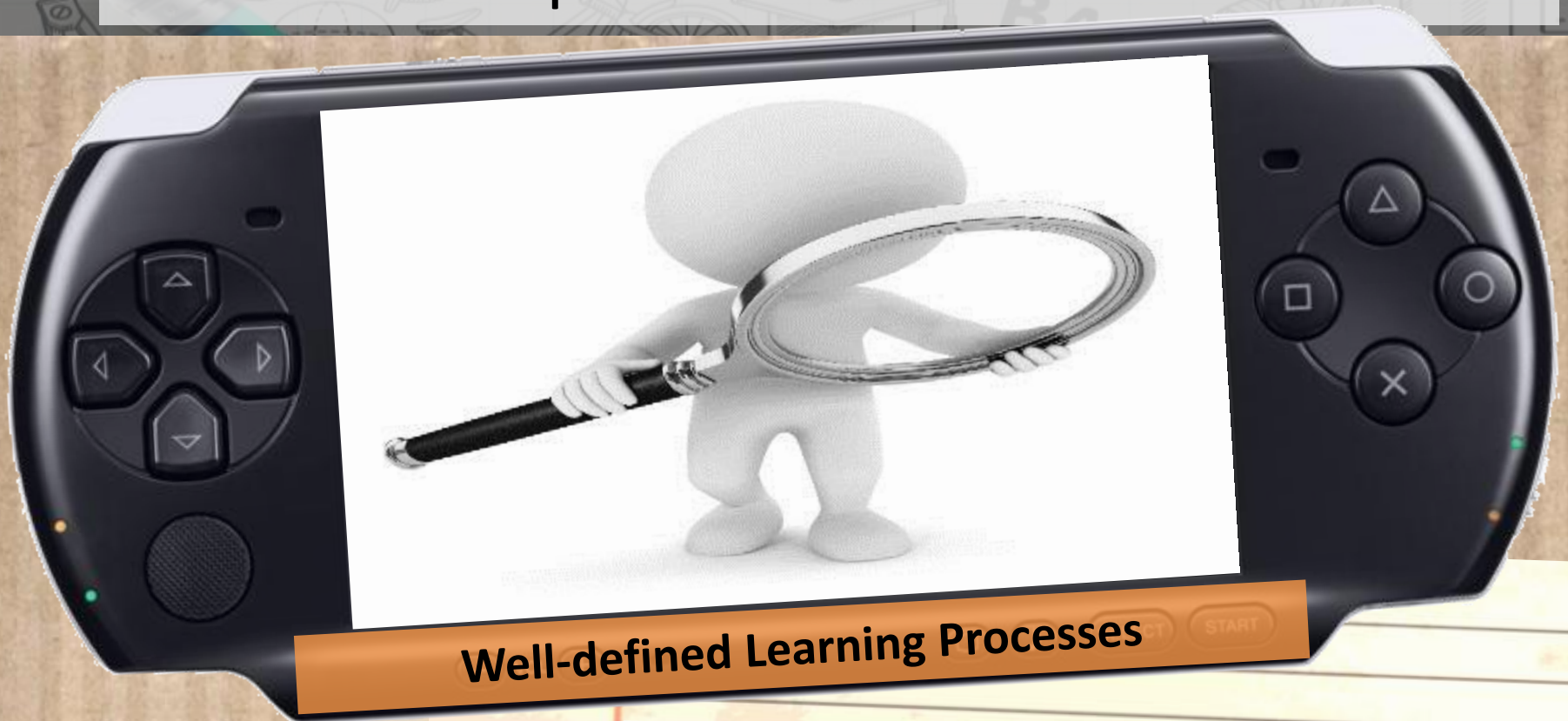
Real Life Example



Encouraging Learning Environment

- **Employees started reporting flaws and weaknesses in the system, people or processes more openly and amicably without sounding blameful and spreading animosity among themselves.**
- **Employees, managers as well as senior management understood the value of opposing ideas.**

Real Life Example



Well-defined Learning Processes

In order to build well-defined learning processes, Tristar started conducting a thorough and systematic analysis and examination after every mission, project, or critical activity.

Real Life Example

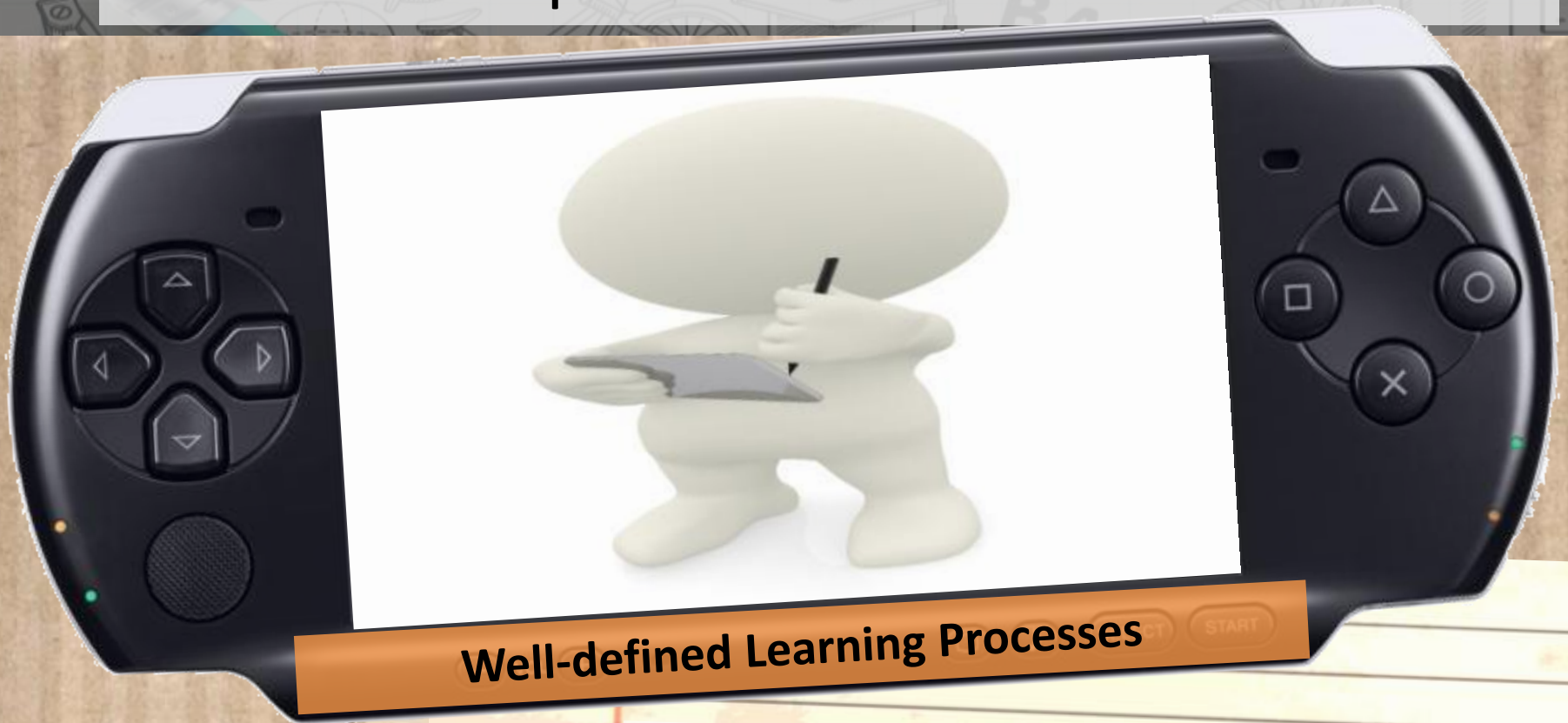


Well-defined Learning Processes

The parties involved in such tasks were asked to properly document their views on the particular activity pertaining to questions such as:

- What had you set out to do in this particular mission, project or activity?
- What actually happened? Why?
- What can you do better next time?

Real Life Example



Well-defined Learning Processes

The findings from all the documented views of all parties are then collaborated into a proper report. This report is then further analyzed and examined by the people through the chain of command.

Real Life Example



Well-defined Learning Processes

The results of the analysis are then used to improve the next mission, project, or critical activity. In this way, Tristar strived to continuously improve upon its processes.

Real Life Example



Well-defined Learning Processes

Impact of Well-defined Learning Processes:
When Tristar adopted the review policy that helped establish well-defined learning processes, it brought with it several benefits such as:

- **It helped identify and solve problems that may be hampering the success of an activity.**

Real Life Example



Well-defined Learning Processes

- It helped in coming up and experimenting with new and tangential activities, opportunities and offerings.
- It helped employees become more responsible and diligent towards their individual tasks in a particular project or activity.
- It helped in developing employees' analysis, interpretation and strategic thinking skills.

Real Life Example



Well-defined Learning Processes

- It helped in creating, gathering, understanding, and spreading of crucial information about each project or activity to all the parties involved and through the chain of command.
- It helped in gathering crucial information on competitors, customers, and technological trends in the market.

Real Life Example



Leadership that Supports & Rewards Learning

In order to foster a leadership that supports and rewards learning, Tristar decided to start at the top of the organization.

Real Life Example



Leadership that Supports & Rewards Learning

Robert Clooney, the CEO of Tristar, encouraged his managers to think creatively and out-of-the-box.

Real Life Example



Leadership that Supports & Rewards Learning

He asked each employee of Tristar to challenge themselves before doing any task by asking themselves questions like:

- What other choices/options have you considered for performing the task?
- What are your assumptions about this task?
- How can you improve yourself in this task than the last one?

Real Life Example



Leadership that Supports & Rewards Learning

Such questions helped employees create an open-minded approach towards each task which is critical to learning.

Real Life Example



Leadership that Supports & Rewards Learning

**Impact of Leadership that Supports & Rewards Learning:
When Tristar strived to foster a leadership that supports and rewards learning, it brought with it several benefits such as:**

- **It helped each employee to understand the crucial relevance of spending time on problem identification, knowledge transfer, and thoughtful contemplation.**

Real Life Example



Leadership that Supports & Rewards Learning

- It also showed the organization's and the manager's openness and willingness towards novel and alternative viewpoints and ideas.
- It encouraged each individual to engage in active questioning and listening with other parties involved in a project.

Real Life Example



Leadership that Supports & Rewards Learning

Hence, you can understand how Tristar built a sustaining learning organization based on the three critical building blocks of any learning organization.

Objectives

Explain What is a Learning Organization

Define a Learning Organization

Explain Why Build a Learning Organization

Explain List the Characteristics of a Learning Organization

Explain Corrective Learning

Explain Transformational Learning

Describe the Various Aspects of Learning Organization

Describe Steps to Build a Learning Organization

Describe The Building Blocks of a Learning Organization

Explain the Factors Driving Learning in an Organization



Factors Driving Learning in an Organization

There are a few factors that drive and foster learning in any organization including a learning organization such as:



Employees

Information Technology

Competitiveness

Indefinite Change

Let us look at each in detail.

Employees

Employees

- **The employees of an organization are the knowledge workers who have to constantly remain abreast of the latest trends, technology and developments in their respective field and markets.**
- **Hence, such employees have to undergo continuous learning in order to remain competent and skilled to do their jobs.**



Employees

Employees

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organizatio
workers w
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field and

Such employees who work in a world of perpetually evolving technology, rapid change, and need for creation of new knowledge are hungry to learn and avoid becoming incompetent.

- Hence, s
undergo
order to
skilled to do their jobs.

Hence, it is crucial that organizations build and foster a learning culture that caters to the learning needs of such knowledge workers.

Information Technology

Information Technology

- Information Technology is the primary driver of this knowledge age.
- Also, information technologies are continuously evolving and so technological adjustments and changes have become a part of everyday organizational life.
- To adopt these technological changes, the organization needs knowledge workers who are trained on the new technologies and can adapt to them quickly.



Information Technology

Information Technology

- Information Technology is the primary driver of change.

- Also, information technologies are continuously changing and evolving.

- To adopt new technologies, knowledge workers must be trained on the new technologies and can adapt to them quickly.

So, a learning culture can help an organization's workforce to evolve as the technology evolves and hence do their jobs well. Earlier, learning was seen as something that was done before getting into an organization to get a job.

However, today learning is seen as a part of the work itself. The efficiency, success, competitiveness and the capacity to change all depend on continuous organizational learning of the learning organization itself.

Competitiveness

Competitiveness

- In today's highly competitive world, organizations face cut-throat competition.
- Continuous sustainable learning is the only source of competitive advantage that organizations can bank on.
- Organizations need to understand the need to continuously learn and use the learning to mold new systems, norms, practices, structures, and processes in order to flourish and prosper.



Competitiveness

Competitiveness

- In today's highly competitive world, organizations face a throat competition.
- Continuous learning is the only sustainable advantage that organizations can bank on.
- Organizations must address the need for learning and use various learning systems, norms, practices, structures, and processes in order to flourish and prosper.

Organizational adaptability can be the key that can save an organization from extinction.

In order to learn and adapt from the learning, organizations need to collect, analyze, and integrate humongous amounts of information to remain competitive.

It is also crucial that the learning and the findings from the information are translated into proper, well-defined and effective actions.

Indefinite Change

Indefinite Change

- As the saying goes, the only thing constant in life is change. These indefinite waves change are felt in any organization just as in an individual's life.
- An organization may see many changes in its daily business such as downsizing, government policy changes, technological changes, management changes, mergers, privatization, etc.
- Hence, change does not go away and is an essential dimension of organizational life.



Indefinite Change

Indefinite Change

- As the saying goes, the only thing constant in change. These indefinite changes in any organization or individual

- An organization changes in as downs changes, manage privatiz

- Hence, change does not go away and is an essential dimension of organizational life.

A learning organization should be flexible and see the change as an opportunity to learn and adapt to the change in the best possible way that benefits the organization to the fullest.

In fact the lack of adapting to change can prove to be damaging to an organization.

A learning organization should use the learning to make changes to the technology, organizational systems, procedures, structures, practices or procedures to adapt to the change as quickly as possible.

Practice

*Let us now practice all
that you have learned
about Building a
Learning Organization.*

Practice

Carry out a research study. Look at a few organizations and choose a learning organization. Research thoroughly about this learning organization. Then, based on your research, answer the following questions:

- What kind of a learning culture does the organization have?
- How does the learning culture help the organization remain competitive?
- How is the learning spread across the complete organization?

Case Study

Howard Gotham works as a Project Manager at Leonard Inc.

Howard heads a team of 12 people and is responsible for having preliminary discussions with clients and managing the projects.

- 1. How can Howard ensure open communication to foster learning in his team?**
- 2. How can Howard use learning from each project to adapt to upcoming changes?**

Summary

- A 'Learning Organization' is an organization that is adept at generating, adopting, and transmitting knowledge, and changing its behavior to reflect the newly acquired knowledge and insights.
- Researchers have identified two types of learning in a learning organization:
 - Corrective Learning
 - Transformational Learning
- There are three chief aspects of any 'Learning Organization' as follows:
 - Individual Aspect
 - Group Aspect
 - Organizational Aspect

Summary

- The following are the steps to be followed for building a learning organization:
 - Step 1: Conducting an Organizational Assessment
 - Step 2: Creating a Strategic Plan
 - Step 3: Documenting Knowledge
 - Step 4: Designing Procedures and Instructions
 - Step 5: Aligning Knowledge and Skills
 - Step 6: Implementing Supporting Technology
 - Step 7: Evaluating and Realigning
- The three building blocks of a learning organization are:
 - Encouraging Learning Environment
 - Well-defined Learning Processes
 - Leadership that Supports & Rewards Learning

Glossary

Click each alphabet to learn more.



Glossary

Click each alphabet to learn more.

- **Adapt -**

-

Adapt means to make fit for, change or conform oneself to new or different conditions to suit a new purpose.

- **Access -** Access is the right to obtain or make use of or take advantage of something

A

C

L

O

S

Glossary

Click each alphabet to learn more.

- **Culture** - Culture means the attitudes and behavior that are characteristic of a particular social group or organization.
- **Communication** - Communication means the activity of communicating or the activity of conveying information.

A

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S

Glossary

Click each alphabet to learn more.

- **Learning** - Learning is the cognitive process of acquiring skill or knowledge.
- **Leader** - Leader is a person who rules, guides or inspires others.

A

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S

Glossary

Click each alphabet to learn more.

- **Organization** - Organization is a group of people who work together.
- **Opportunity** - Opportunity means a possibility due to a favorable combination of circumstances.

A

C

L

O

S

Glossary

Click each alphabet to learn more.

- **Structure** - Structure means the manner of construction of something and the arrangement of its parts.
- **Strategy** - Strategy is an elaborate and systematic plan of action.

A

C

L

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S

*You have Successfully Completed
the Module on
Building Learning Organizations!*

Congratulations