

Learning Organisation



What is a Learning Organisation?

Peter Senge in *The Fifth Discipline* wrote, learning organisations are: "...organisations 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."

Characteristics of a Learning Organisation:

Information is shared and accessible.

People are expected to **learn constantly**.

Mistakes or failures are not punished.

Learning is emphasized and valued.



What do learning organisations do?

Continuous learning to improve programs, services and effectiveness of the organisation.

Promote, facilitate and reward collective learning.

Integrate evaluation into all aspects of organisational and program planning **and implementation.**

In the **ASTD 2012** State of the Industry Report sponsored by Skillsoft and Eagle's Flight, **461** organisations representing a diverse sample of industries, sizes, and locations report on their commitment to learning and development (L&D)

The average direct expenditure per employee decreased in **2011 to \$1,182** from a peak expenditure of **\$1,228** in 2010

SuccessFactors, a **SAP** company, was recognized as the Top Learning Organisation in the world for **2013** by **Elearning!**

In **2012**, U.S. companies spent an average of **\$706** per learner

Mature companies spend **34 percent** more on training

High-performance learning organisations also are **eight** times more likely to be viewed as strategically valuable by executives and **three** times more likely to align

learning-and-development initiatives with overarching corporate goals, according to the study

Benefits

- Promotes innovation
- Free flow of information
- Employees' ideas and perspectives are appreciated
- Allows the organisation to attract and retain the best talent
- Improved social interaction and interpersonal skills in employees
- Promotes sense of ownership and appreciation among employees
- Members are encouraged to improve their personal skills and qualities

The Golden Rules

Thrive on Change

- Learning Organisations feed on change
- Committed, focused
- Know objectives; plan



Encourage Experimentation

- Reward individual input
- Encourage throughout the company

Facilitate Learning from Employees

- Encourage participation and experimentation
- Invest in training
- Remove hierarchy



Reward Learning

- Boost morale
- Set benchmarks for performance appraisal
- Reward employees

Communicate Success and Failure

- The Learning Cycle Diagram
- Monitor, review, conclude, change

Facilitate Learning from the Surrounding Environment

- Find internal and external sources of information
- Learn from experience of other companies
- Discuss customer needs



Sources:

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