Leading through Change

Begin by Sculpting the Learning Organization

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A learning organization is...

...an organization of people that provide learning at the individual, group and organizational level with the ultimate goal of inducing innovation and change within the organization.

-- Watkins & Marsick, 1993
Organizational Learning is...

...the process by which an organization obtains and uses new knowledge, tools, behaviors, and values.

-- Bennis and Nanus, 1985
Promote inquiry and dialogue
Create continuous learning opportunities
Encourage collaboration and team learning
Empower people toward a collective vision
Create systems to capture and share learning
Provide strategic leadership for learning
Connect the organization to its environment

Global
Organization
Teams
Individuals
Create continuous learning opportunities

“Learning designed into work so that people can learn on the job: opportunities are provided for ongoing education and growth.”

--Watkins, Marsick & O’Neil, 1997
In my organization,

- People openly discuss mistakes in order to learn from them.
- People can get money and other resources to support their learning.
- People view problems in their work as an opportunity to learn.

Almost Never          Almost Always

A __________________  B ___________________ C ____________________  D_____________________

Almost Never                     Almost Always

Create continuous learning opportunities

Individuals
Promote inquiry and dialogue

“People gain productive reasoning skills to express their views, and the capacity to listen and inquire into the views of others; the culture supports questioning, feedback and experimentation.”

--Watkins, Marsick & O’Neil, 1997
In my organization,

- People listen to others’ views before speaking.
- People are encouraged to ask “why” regardless of rank.
- Whenever people state their view, they also ask what others think.

A       B       C       D
Almost Never  Almost Always

Promote inquiry and dialogue
Create continuous learning opportunities

Individuals
Encourage collaboration and team learning

“Work is designed to use groups to access different modes of thinking; groups are expected to learn together and work together; collaboration is valued by the culture and rewarded.”

--Watkins, Marsick & O’Neil, 1997
In my organization,

- Teams focus both on the group’s task and on how well the group is working.
- Teams are rewarded for their achievements as a team.
- Teams are confident that the organization will act on their recommendations.
Establish systems to capture and share learning

“Both high and low technology systems to share learning are created and integrated with work; access is provided and systems are maintained.”

--Watkins, Marsick & O'Neil, 1997
My organization...

- Uses two-way communication on a regular basis, such as suggestion systems, electronic bulletin boards, or town hall/open meetings.
- Maintains an up-to-date data base of employee skills.
- Measures the results of the time and resources spent on training.
Empower people toward a collective vision

“People are involved in setting, owning and implementing a joint vision; responsibility is distributed close to decision making to motivate people to learn that for which they are accountable.”

--Watkins, Marsick & O’Neil, 1997
My organization...

Empower people toward a collective vision
Create systems to capture and share learning

- Recognizes people for taking initiative.
- Invites people to contribute to the organization’s vision.
- Gives people control over the resources they need to accomplish their work.
- Supports employees who take calculated risks.

A __________ B __________ C __________ D __________

Almost Never                Almost Always
Connect the organization to its environment

“People are helped to see the impact of their work on the entire enterprise; people scan environment and use information to adjust work practices; organization is linked to community.”

--Watkins, Marsick & O’Neil, 1997
My organization …

• Considers the impact of decisions on employee morale.
• Encourages people to get answers from across the organization when solving problems.
Use leaders who model and support learning at the Individual, Team and Organizational level

“Leaders model, champion and support learning; leadership uses learning strategically for business results.”

--Watkins, Marsick & O’Neil, 1997
In my organization, …

- Leaders share up to date information with employees about competitors, industry trends, and organizational directions.
- Leaders mentor and coach those they lead.
- Leaders ensure that the organization’s actions are consistent with its values.

A ______________ B ______________ C ______________ D ______________
Almost Never                                           Almost Always
Global

Provide strategic leadership for learning
Connect the organization to its environment

Organization

Empower people toward a collective vision
Create systems to capture and share learning

Teams

Encourage collaboration and team learning

Individuals

Promote inquiry and dialogue
Create continuous learning opportunities