



Organisational Learning

How do you create an effective organisation that learns?



Contents

What makes a team work?

Why it is important to sustainability!

Co-operation and collaboration



Learning as a Process



Learning Organisations

- "A Learning Organisation is one in which people at all levels, individuals and collectively, are continually increasing their capacity to produce results they really care about."
- An organisation that learns and encourages learning among its people. It promotes exchange of information between employees hence creating a more knowledgeable workforce. This produces a very flexible organisation where people will accept and adapt to new ideas and changes through a shared vision.

A company that needs to learn...



- Your employees seem **unmotivated** or **uninterested** in their work?
 - Does your workforce **lack the skill** and **knowledge** to adjust to new jobs?
 - You seem to be **the only one** to come up with all the ideas?
 - And does your **workforce** simply **follow orders**?
 - your teams **argue** constantly and **lack real productivity**?
 - Or **lack communication** between each other?
 - And when the "guru" is off do things get **put on hold**?
 - Are you always the last to hear about **problems**?
 - Or worst still the first to hear about customer **complaints**?
 - And do the **same problems** occur over and over?
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THE
FIFTH
DISCIPLINE

The Art & Practice of
the Learning Organization

PETER M. SENGE

Five Disciplines

1. Systems thinking

- Systems theory's ability to comprehend and address the whole, and to examine the interrelationship between the parts provides.

2. Personal mastery

- 'Organizations learn only through individuals who learn. Individual learning does not guarantee organizational learning. But without it no organizational learning occurs'

The other three!

1. Mental models

- These are ‘deeply ingrained assumptions, generalizations, or even pictures and images that influence how we understand the world and how we take action’.

2. Building shared vision

- ‘The capacity to hold a share picture of the future we seek to create’.

3. Team learning

- Such learning is viewed as ‘the process of aligning and developing the capacities of a team to create the results its members truly desire’

Core Learning Capabilities for systemic change

1. Seeing Systems
2. Creating Desired Futures
3. Collaborating Across Boundaries



Reflect

- What do you personally look like in a sustainable future?
- What structure would your business have in a sustainable future? Hierarchical or lateral?
- What would your employees look like in a sustainable future?

The purpose is to move away from the same thinking that created the problems.

“No problem can be solved from the same level of consciousness that created it.” Albert Einstein
