

LEARNING ORGANIZATION

1. What is learning organization?

- Learning organization is an organization that facilitates the learning of all its members and continuously transforms itself. (Pedler et al. 1991: 1)
- Learning organization has developed the continuous capacity to adapt and change.

2. Why do we want learning organizations?

- Because we want superior performance and competitive advantages
- For customer relations
- To avoid decline
- To improve quality
- To understand risks and diversity more deeply
- For innovation
- For our personal and spiritual well being
- To increase our ability to manage change
- For understanding
- For energized committed work force
- To expand boundaries
- To engage in community
- For independence and liberty
- For awareness of critical nature of interdependence
- Because the times demand it

3. Why we so bother about learning organization?

- Its more fun to work in learning organization
- Learning organizations give people hope that things can be better

- Learning organizations provide a playground for creative ideas
- Learning organization provide a safe place to take risks with new ideas and behaviors and the challenge needed to stretch beyond perceived limit
- In learning organizations everyone's opinions are valued and amount the people can contribute is not determined by position in the organization
- Learning institution should be learning otherwise dead

4. What are the barriers to learning?

- Defensive routines
- Dynamic complexity of systems
- Inadequate and ambiguous outcome feedback
- Misperceptions of the feedback
- Poor interpersonal and organizational inquiry skills

5. What are the characteristics of a learning organization?

- Have shared vision everyone agrees
- Discard old ways and standard routine for solving problem or doing their jobs
- Accept organization-environment interactions a system of interrelationship
- Communicate openly with each other across vertical or horizontal boundaries
- Suppress personal or fragmented departmental interests to work together for shared vision

6. Tools for change management; SWOT analysis

- Strength, Weakness, Opportunity and Threat.
- SWOT analysis focuses on the following questions:

- What are our objectives?
- What do our customers want?
- How do we distinguish ourselves from competitors?
- How can we improve our services?
- How can we distinguish internal framework conditions (strength and weakness) from external framework conditions (opportunity and threat)

| Items | Definition | Typical example |
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| Strength | <p>Any internal asset (know-how, motivation, technology, finance business link) which will help to meet demands and to fight of threats</p> <p>Key questions:</p> <ul style="list-style-type: none"> - What are we good at? - How are we doing competitively? - What are our resources? | <ul style="list-style-type: none"> - Well trained man-power - Well established knowledge base - Good contact to target group - Technology, etc |
| Weakness | <p>Internal deficits hindering the organization in meeting demands</p> <p>Key questions:</p> <ul style="list-style-type: none"> - What are we doing badly? - What annoys our customers most? | <ul style="list-style-type: none"> - Lack of transport - Low reputation - Problems in distribution of services or products - Lack of motivation |
| Opportunity | <p>Any external circumstances or trend that favors the demand for an organization's specific competence</p> <p>Key questions:</p> <ul style="list-style-type: none"> - What changes of demand do you expect to see over the next years? | <ul style="list-style-type: none"> - Increasing purchasing power - Development of new markets for high quality products - New technologies that favor our product |
| Threat | <p>Any external circumstances or trend which will decrease the demand for the organization's competence</p> | <ul style="list-style-type: none"> - Establishment of strong competitors - Lack of cash at |

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| | <p>Key questions:</p> <ul style="list-style-type: none"> - What do other people do that we don't do? - What future changes will affect our organization? | <p>household level.</p> <ul style="list-style-type: none"> - Governmental regulation that limit distribution of our products |
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- For organization to grow it must change in its environment from time to time

7. Planned change

- Change activities that are intentional and goal oriented
 - Reception
 - Resistant
 - Strategy in implementation
- Types of change
 - 1st order change
 - Linear and continuous
 - 2nd order change
 - Multidimensional
 - Multilevel
 - Discontinue
 - Radical
- Change agent
 - Person who act as catalyst and assume the responsibility of managing change activities
 - Internal
 - From top to down – it mean the change is initiated by Boss to the staff.
 - From bottom to up – it mean the change is initiated by the staff to the Boss
- What can change?

- Organizational structure
- Technology
- Physical setting
- People