



Being Part of a Learning Organization

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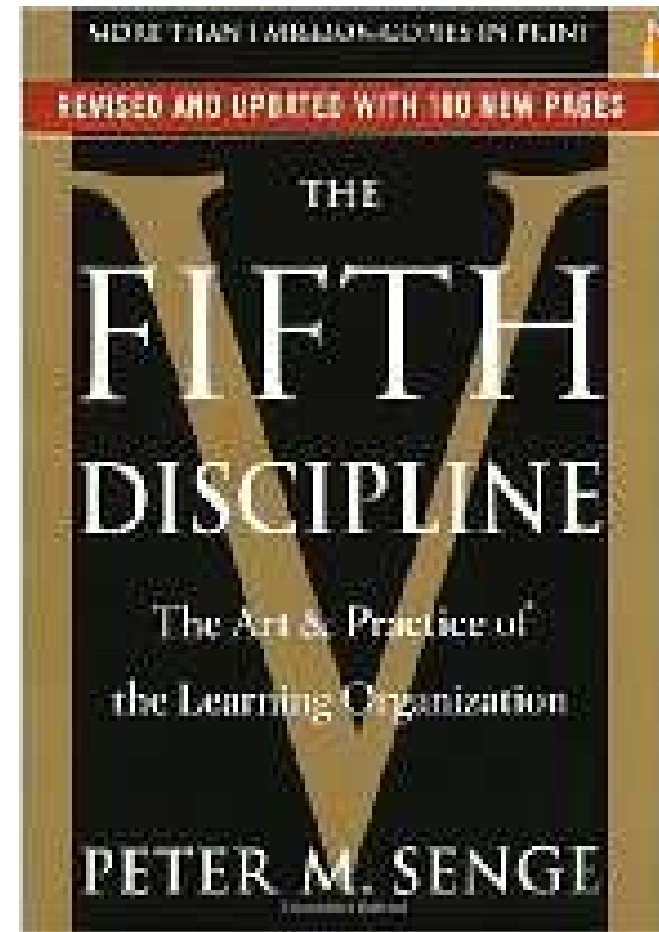
Learning Organization—Defined

- An organization that facilitates the learning of all its members,...and continuously and consciously transforms itself,...and its context.



Learning Organization—Defined

- An organization where people continually **expand their capacity** to create the results they truly desire, where new and **expansive patterns of thinking** are nurtured, where **collective aspirations** are set free, and where people are **continually learning to learn together.** *Senge*



A Learning Organization...

- Facilitates the learning of its members and continuously transforms itself
- Develops as a result of pressures facing modern organizations
- Enables/maintains competitiveness in the business environment



In other words,...

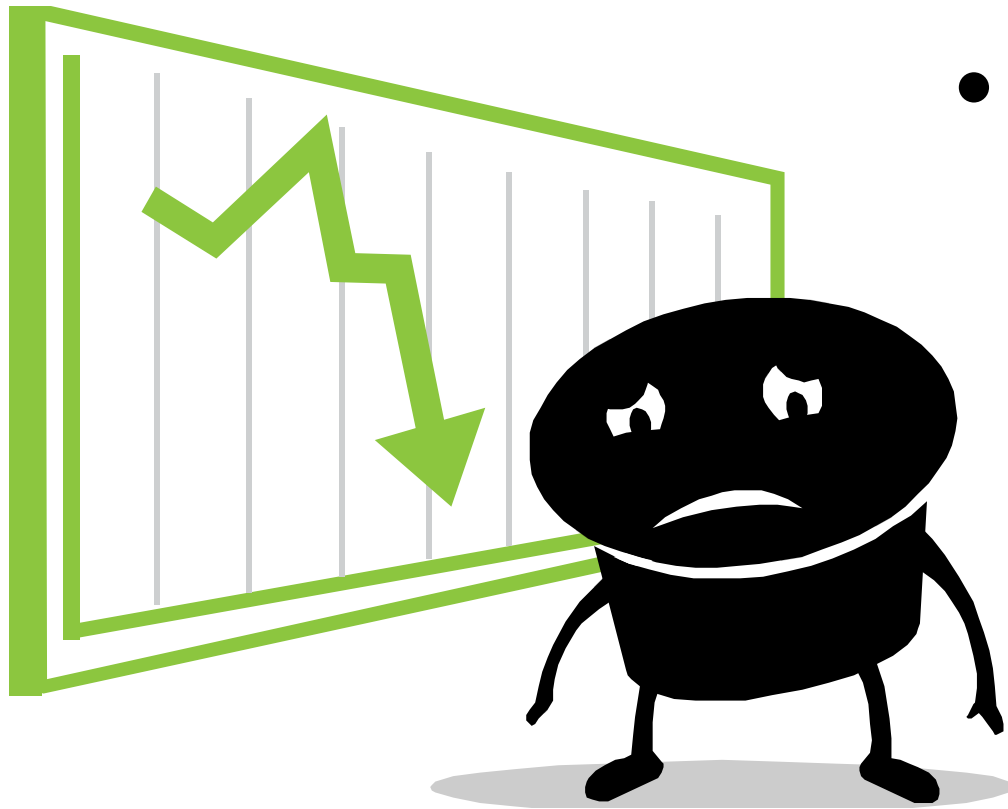
**Status quo is
not good enough!**

Development – Factors Prompting Change

- With growth can come a loss of capacity to learn, as company structures and individual thinking become rigid.



Development – Factors Prompting Change



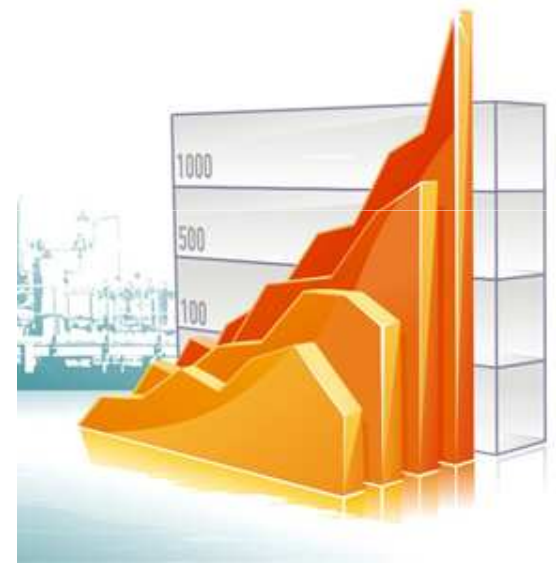
- When problems arise, proposed solutions often turn out to be only short-term → problems re-emerge in the future.

Development – Factors Prompting Change

- To remain competitive, many organizations have restructured → with fewer people, those that remain must work more effectively.
- To create a competitive advantage, companies need to **learn faster** than their competitors and to develop a customer-responsive culture.

Development – Factors Prompting Change

- This requires **cooperation** between individuals and groups, **free and reliable communication**, and a **culture of trust**.



Development – Factors Prompting Change

Organizations need to:

- Maintain knowledge about **new** products and processes
- Understand what is happening in the **outside** environment
- Produce **creative** solutions using the **knowledge and skills of all** within the organization



Benefits

- Maintaining levels of innovation and remaining competitive
- Being better placed to respond to external pressures
- Having the knowledge to better link resources to customer needs

Benefits

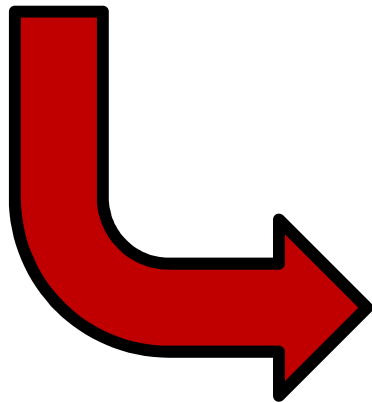
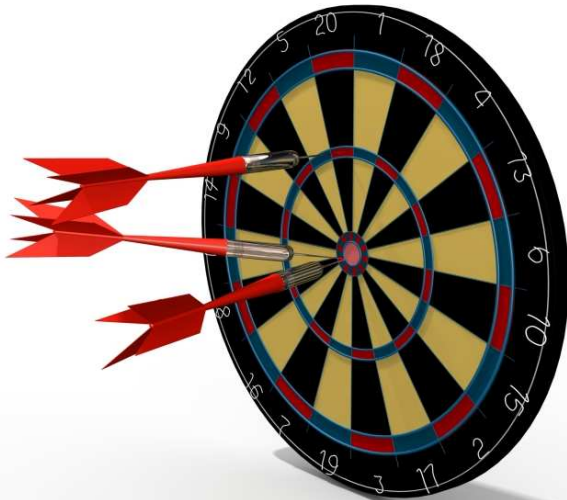
- Improving quality of outputs at all levels
- Improving corporate image by becoming more people-oriented
- Increasing the pace of change within the organization

Disciplines/Characteristics of the Learning Organization



- Personal Mastery
- Mental Models
- Building Shared Vision
- Team Learning
- Systems Thinking

Personal Mastery



Personal Mastery

- Commitment by an individual to the process of learning
- Staff training and development provided,...
- But individual motivation to learn is necessary

Personal Mastery

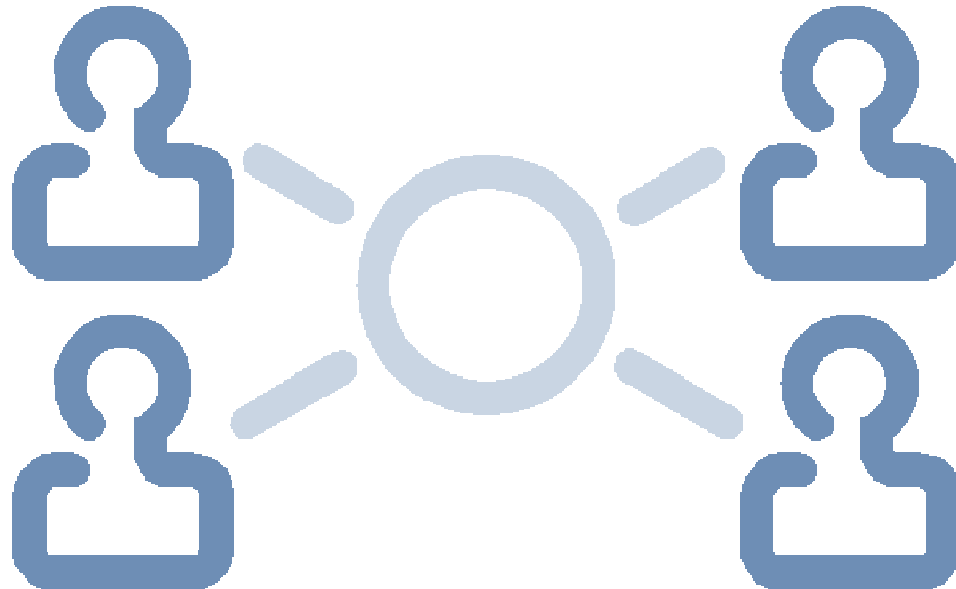
- Culture where personal mastery is practiced in daily life is more beneficial than forced, formal training
- A quick-learning workforce provides competitive advantage

Go after the
missing pieces.



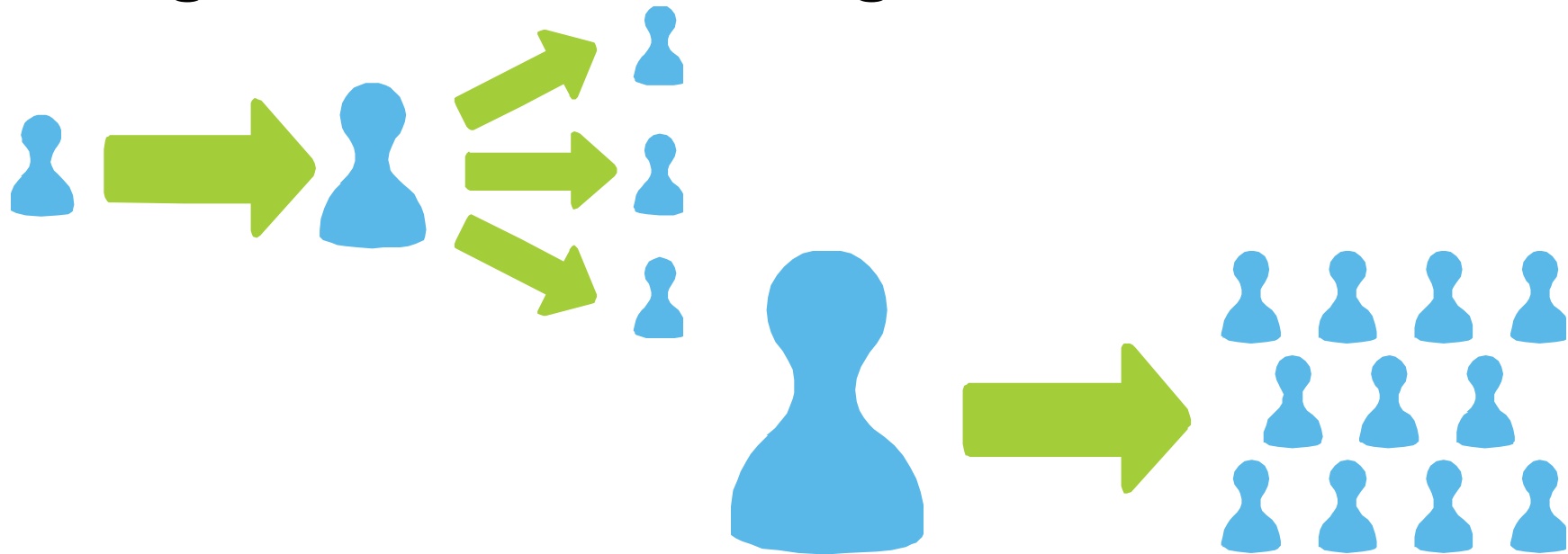
Personal Mastery

- Learning organization = sum of individual learning



Personal Mastery

- Requires mechanisms for individual learning to be transferred into organizational learning



Mental Models

- Assumptions held by individuals and organizations
- Individuals espouse theories—what they intend to follow, and theories-in-use—what they actually do.
- Similarly, organizations tend to have ‘memories’ which preserve certain behaviors, norms, and values.



Mental Models

- A learning organization challenges its models.



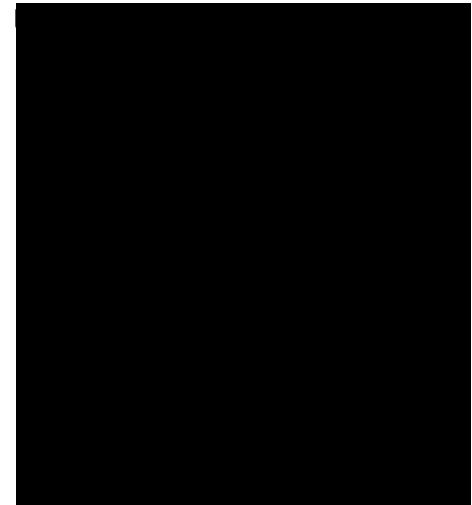
Mental Models

- It is important to replace confrontational attitudes with an open culture that promotes inquiry and trust.



Mental Models

- Learning organizations need mechanisms for locating and assessing organizational theories of action.
- Unwanted values need to be discarded in a process called 'unlearning.'



Shared Vision

- Important in motivating staff to learn, as it creates a common identity that provides focus and energy for learning
- Builds on individual visions of employees at levels of the organization



What do you see?

Shared visions
should encompass
long-term goals that
are intrinsic within
the company.

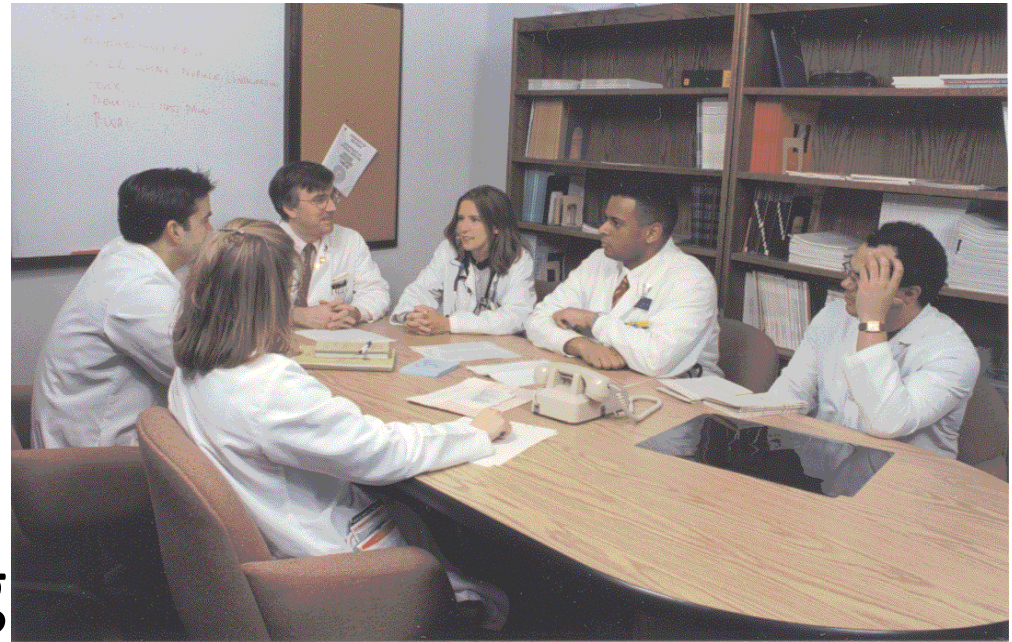


Team Learning



Team Learning

- Accumulation of individual learning — shared learning
- Requires individuals to engage in dialogue and discussion—team members must develop open communication, shared meaning and shared understanding



Team Learning

- Benefit—
problem-solving
capacity of the
organization is
improved through
better access to
knowledge and
expertise



Team Learning



- Learning organizations have structures that facilitate team learning with boundary-crossing and openness.

Team Learning

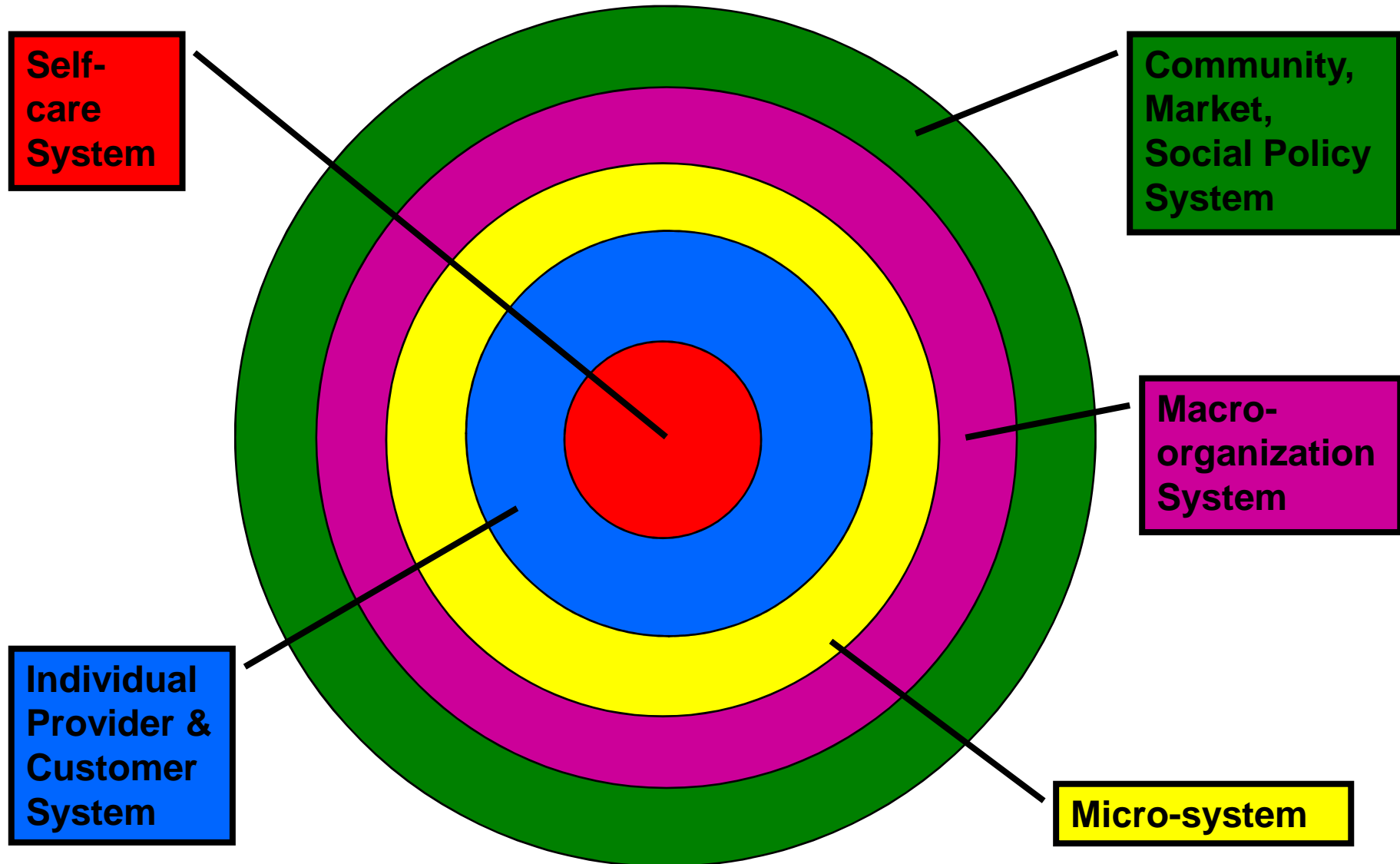
- Learning organizations have excellent knowledge management structures, allowing creation, acquisition, dissemination, and implementation of this knowledge in the organization



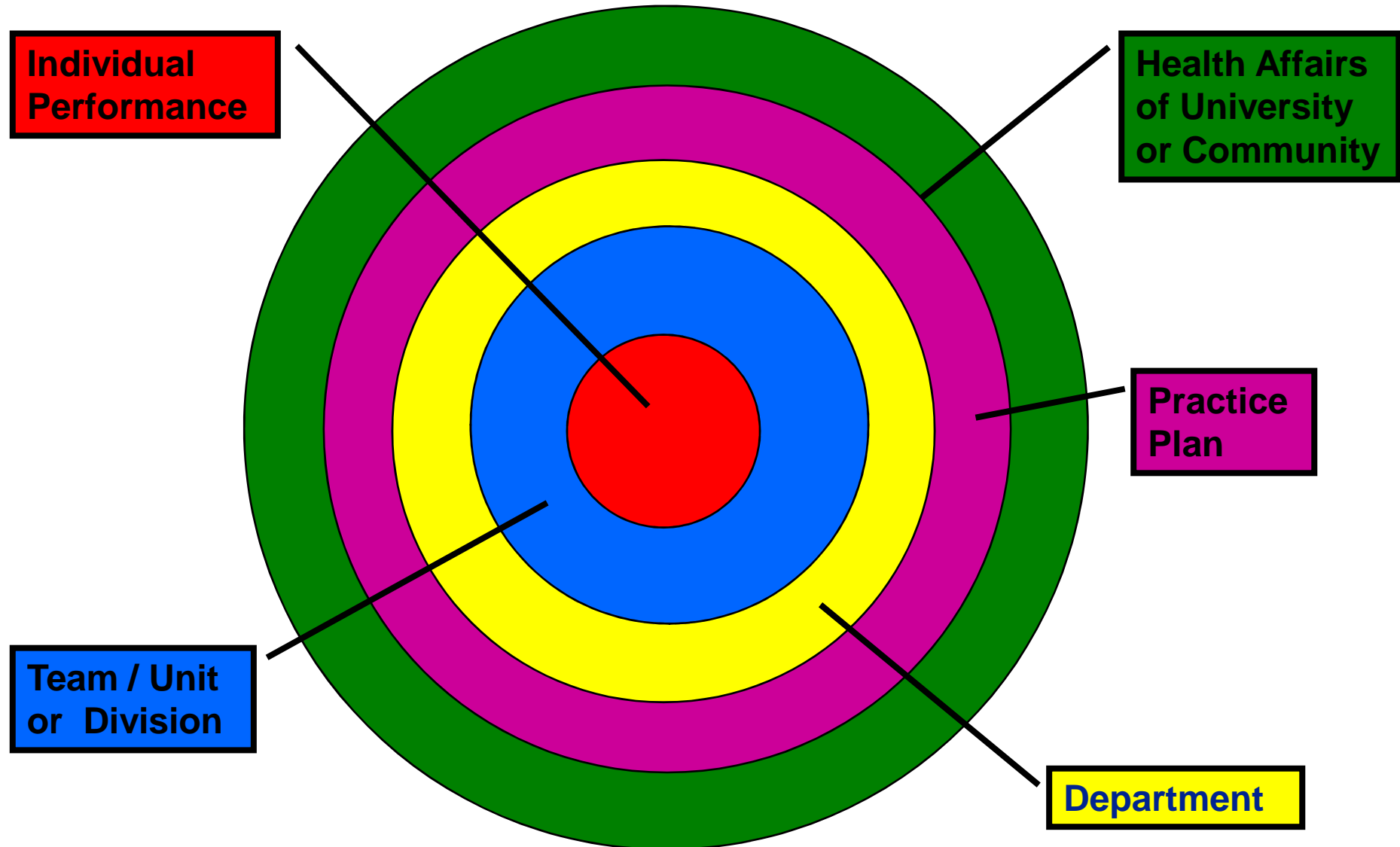
Systems Thinking— “The Fifth Discipline”

- The process of understanding how things influence one another within a whole
- An approach to problem-solving, by viewing “problems” as parts of an overall system, rather than reacting to specific parts, outcomes or events, and potentially contributing to further development of unintended consequences

Healthcare Systems



Organization System Levels



Which system is the unit of
practice, intervention,
measurement?

PB Batalden, MD

Learning Organization

- All the characteristics must be apparent at once in an organization for it to be a learning organization
- Characteristics of a learning organization are factors that are gradually acquired, rather than developed simultaneously.

Barriers



or



Barriers—Resistance to Learning

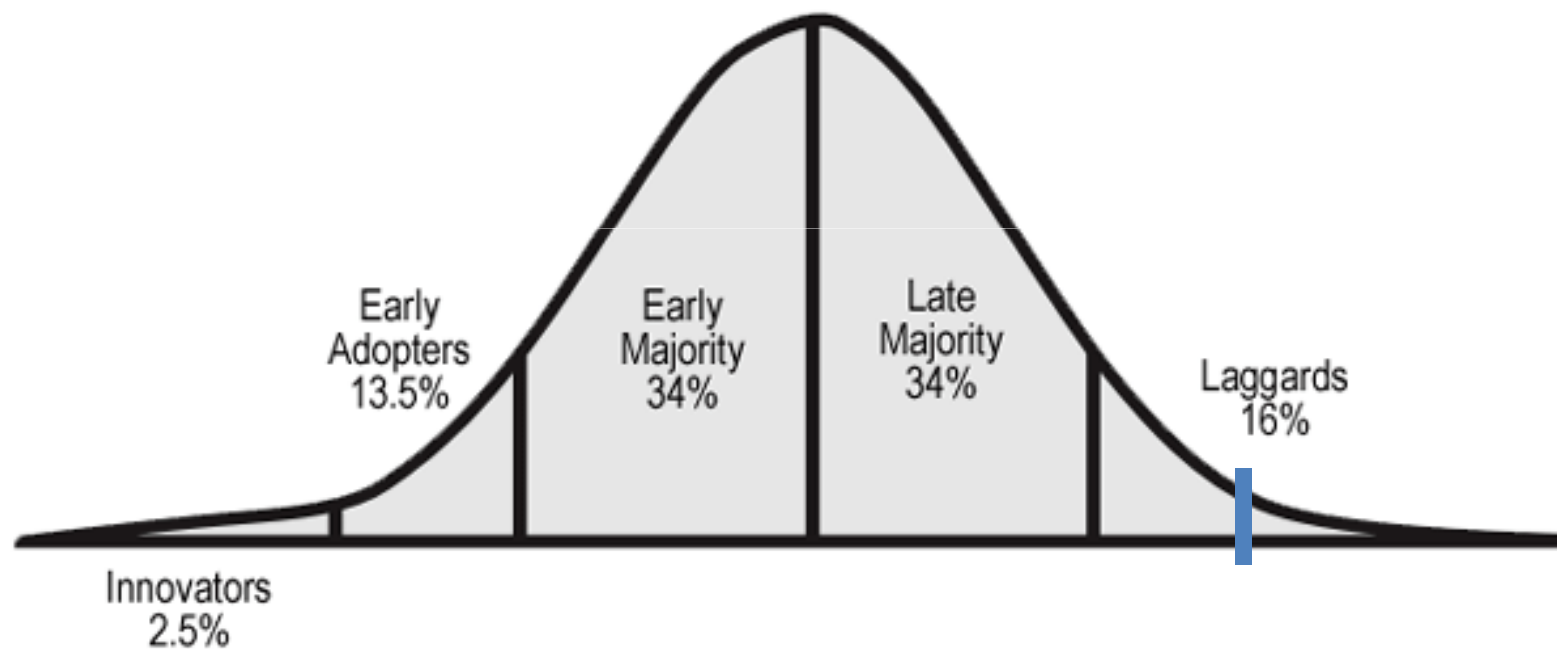
- Not fully embracing all the necessary facets
- Personal mastery not embraced because of being seen as a threat to the organization
 - “To empower people in an unaligned organization can be counterproductive.”
Senge
 - i.e., in the face of a lack of shared vision...

Barriers—Resistance to Learning

- **Insufficient buy-in** at an individual level, especially by people who feel threatened by change or believe that they have the most to lose—closed mind-sets, not willing to engage with mental models.
- **Compulsory training** can be viewed as a form of control, rather than as personal development.

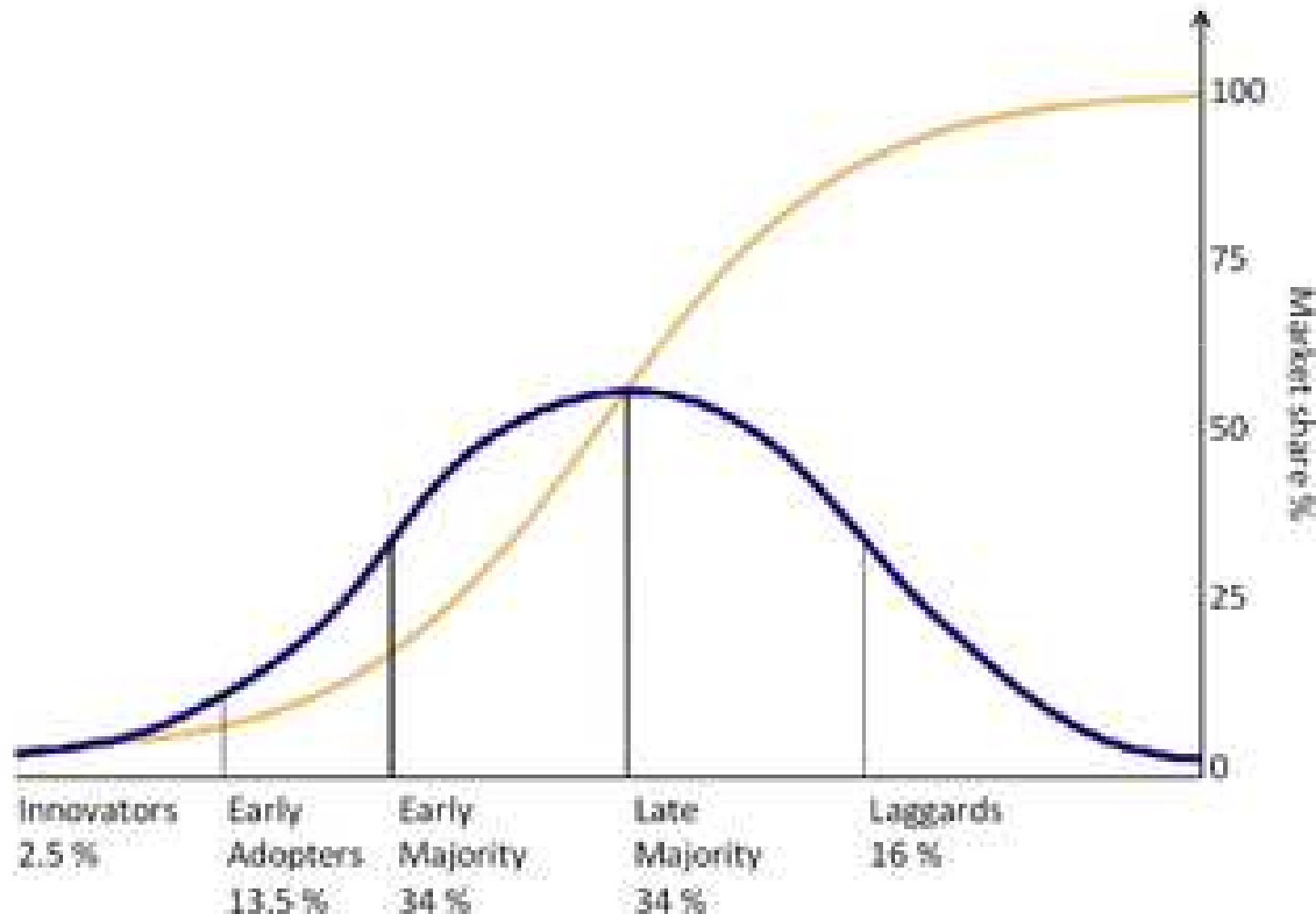
Diffusion of Innovation

Categories of Innovativeness*



*From E.M. Rogers, *Diffusion of Innovations*, 4th edition (New York: The Free Press, 1995)

Diffusion of Innovation → Market Share



A wide-angle photograph of Niagara Falls, showing the massive volume of water cascading over the rocky ledge. The water is a mix of white and turquoise, creating a thick mist at the base. A wooden walkway is visible on the left side of the falls, and a dense forest of green trees covers the top of the cliff. The sky is overcast and grey.

Handling change, transitions

Overcoming Barriers

- An environment must be created where individuals can share learning without it being devalued and ignored, so more people can benefit from their knowledge and the individuals become empowered.
- A learning organization needs to fully accept the removal of traditional hierarchical structures.

Communicating with PEARLS

- P – Partnership
- E – Empathy
- A – Apology
- R – Respect
- L – Legitimization
- S – Support

Overcoming Barriers

- Learning and pursuit of personal mastery needs to be an individual choice, therefore enforced uptake will not work.
- Mental models must be implemented coherently across the organization → shared vision.

Types of Improvement

Institute for Healthcare Improvement

- Reducing defects from the viewpoint of the customer
- Reducing cost, while maintaining or improving quality
- Providing a new product or service, or an old one at an unprecedented level

What can you do?

What will you do?

- Your personal improvement project
- Your professional improvement project
- Leading improvement on your team

Disciplines/Characteristics of the Learning Organization



- Personal mastery
- Mental models
- Building shared vision
- Team learning
- Systems thinking

?

Thank you!