



Organizational learning

Our organization developing concept is the model of organizational learning. Hennig + Partner develops as a learning organization. Our performance and offers lean on the five disciplines of the learning organization which you can see on our first page. We will shortly describe the main contents and the history of organizational learning. Become a learning organization with us!

In Organizational development (OD), learning is a characteristic of an adaptive organization, i.e., an organization that is able to sense changes in signals from its environment (both internal and external) and adapt accordingly. OD specialists endeavor to assist their clients to learn from experience and incorporate the learning as feedback into the planning process.

The work in Organizational Learning can be distinguished from the work on a related concept, the learning organization. This later body of work, in general, uses the theoretical findings of organizational learning (and other research in organizational development, systems theory, and cognitive science) in order to prescribe specific recommendations about how to create organizations that continuously and effectively learn.

A difference is made between Organizational Learning and Learning Organizations (see Reinhardt 1995). This comes from the fact that the ability of learning does not necessarily result in innovations.

Ideal for organizational learning is if it is a system where there is constant movement. Events are taken as an inspiration and used for development processes, to adjust the basic knowledge to the new needs and give space for action. The fundamentals of this is an open organization which is coined by the individual, which allows and supports an innovative solving of problems. Mechanisms which support such learning processes are (see Frieling, 1993):

- Clear visions, shared goal establishing processes, orientation to the needs of the customer.
- Co-operational and conflict solving abilities, trust and team spirit on both sides.
- Process orientation and self regulation in groups.
- Democratic and participating leadership style, support of new ideas (especially by the management), idea management, integration of personnel and organizational development.
- Rewarding commitment and tolerance for mistakes in risky projects.
- Ability to watch oneself and prognosis (well functioning informational and communicational systems- quick and accurate overview of the effect on the most important processes)

Taken freely from wikipedia.com

Organizational learning according to Senge

Peter M. Senge

was the Director of the Center for Organizational Learning at the MIT Sloan School of Management, and is presently (2005) on the faculty at MIT.

Senge emerged in the 1990's as a major figure in organizational development with his book "The Fifth Discipline" where he developed the notion of a **learning organization**.

He differentiates between five disciplines for the development of **learning organizations**:

1. Personal Mastery

Through the personal development of the members of an organization their abilities will be enhanced. We rely on the Person-Centered Approach (PCA).

The Person-Centered Approach was developed by the American psychologist Carl R. Rogers around the 1940's.

His philosophical and anthropological concepts are:

- °The acceptance of self responsibility and individuality,
- °the trust in a self-regulating ability and the tendency for positive development of a person, as well as
- °the acceptance of the person as a social being in a permanent process of individual and social change.

Carl R. Rogers made psychotherapy and consulting empirically provable with the help of tape recordings. His studies show that processes of human development and growth can be influenced positively by an advancing configuration of relations:

Fundamental to this approach are

Empathy
Acceptance
Congruence

The realization of these advances promotes personal mastery and development of people and results in long-lasting changes.

2. Mental Models

is an explanation in someone's thought process for how something works in the real world. It is a kind of internal symbol or representation of external reality, hypothesized to play a major part in cognition.

3. Shared Visioning

Shared visions develop when all members of the organization understand and internalize the shared goals. Everyone grasps the intended purpose and what his task is, in reaching the shared goal. In general, visions also have strong emotional constituents. One of the best known examples of a vision is the "I have a dream"-speech by Martin Luther King.

4. Team learning

Team learning occurs when the members of a group understand each other by an internal link. Here the team becomes more than the sum of its members...

5. Systems thinking

All of the five disciplines are needed to develop a learning organization. The disciplines support each other and, in a development process, the abilities of the organization are raised step by step. It becomes more powerful and humane!

(according to wikipedia.com)