

## **LEARNING IN ORGANISATIONS**

A learning organization has the capability and mechanism to collect, analyse and process information and using them in making decisions, and judgments, enabling the organisation to

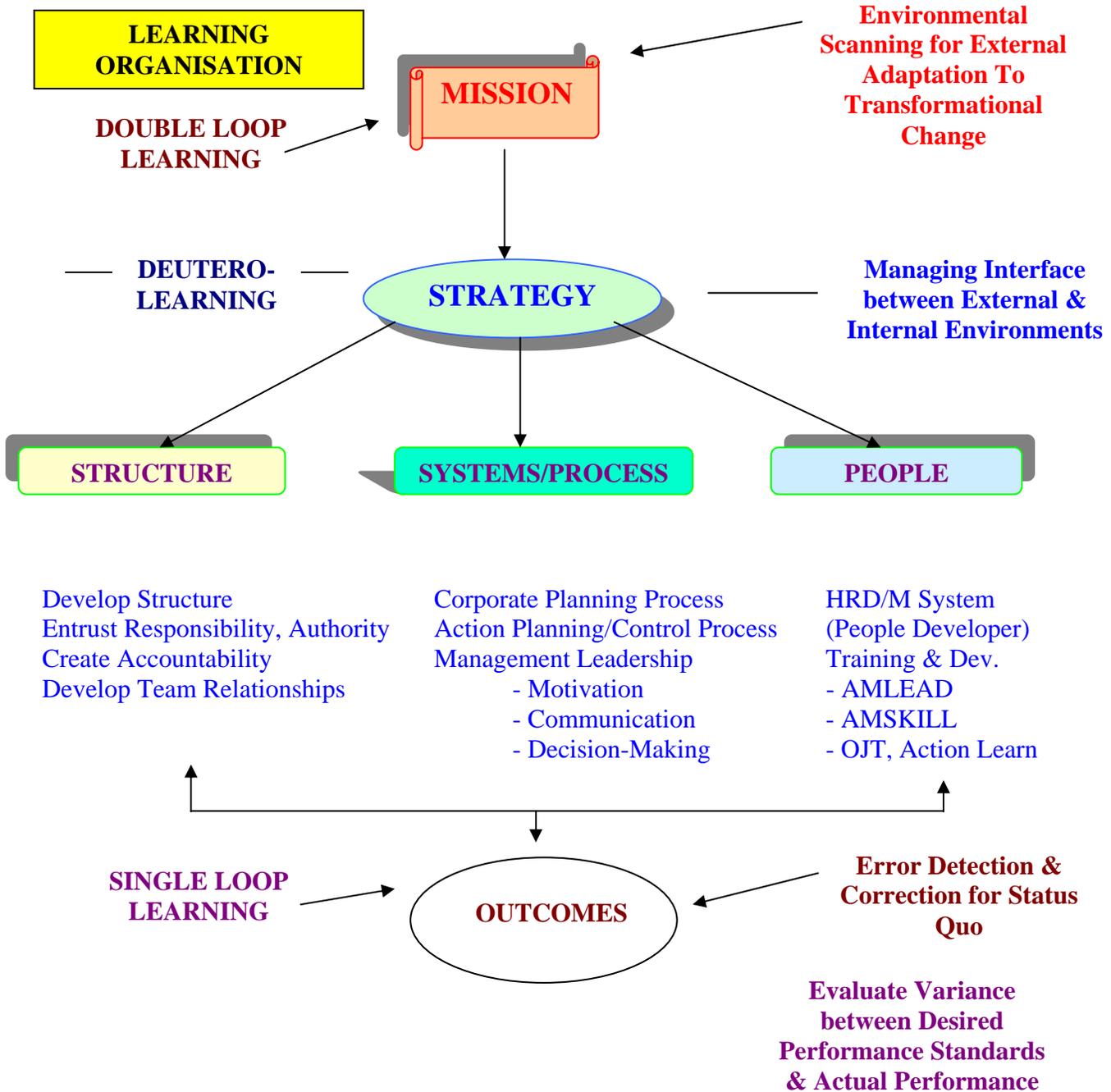
1. detect and correct error (variances and exceptions) and maintain the status quo. These include mechanisms for establishing performance standards, measuring and reporting actual performance, evaluating performance and bringing actual performance to be in line with established performance standards (correcting performance). This is essentially an ability to sustain consistently good performance against established benchmarks of good practice, calls for single loop learning.
2. scan the environment to identify changes which may affect its business success, read and understand consumer needs and demands, endanger its mission and cause it to be out of step with the needs of the market place in terms of its organizational purpose, results, work and competence. The mechanisms to be put in place will essentially be its planning mechanisms to ensure that it can mount a quick transformation for continual external adaptation to external changes in its operating environment. This calls for double loop learning ability.
3. make strategic choices to ensure fit and alignment between its mission and the internal environment of its structures, systems, processes, staff and skills. It requires the management of the interface between its external and its internal environments, what Chris Argyris calls deutero learning
4. collectively it is about an organisation's ability to make and integrate purpose, processes and people decisions strategically

Organizations that fully understand the nature and process of organizational learning will build the following components into its corporate level planning:

1. Establishing the purpose and mission of the organization base on a comprehensive environment scanning exercise to identify future conditions and events and the needs and opportunities associated with them. This critical re-examination of the macro environment within which it conducts its business must of necessity be a double loop learning affair, facilitating a transformational change to ensure continuing adaptation to relevant external factors impinging on the company's business. At its basic, such a mission must provide information and guide the company's top management in determining what its purpose, its customer/client, its product/service and geographical scope commitments will be, spelt out in measurable terms.
2. Determining the strategic intent in such a manner as to ensure there is fit and alignment between the company's mission and the subsequent structures, systems, and competences needed to effectively achieve its given purposes and objectives. Deuteron learning mechanisms facilitate this process of fit and alignment.
3. Emphasis on careful execution and implementation according to plan such that efficiency and effectiveness measures are achieved in socially and culturally

acceptable ways and means. A focused commitment to a single loop learning process should characterize this phase of organizational efforts.

**CORPORATE PLANNING AND THE LEARNING ORGANISATION**



<b>LEARNING ORGANISATION</b>	<b>FOCUS</b>	<b>COMPONENT</b>	<b>REVIEW</b>
<b>DOUBLE LOOP LEARNING</b>	<b>TRANSFORMATION</b>	<b>MISSION, VISION, VALUES</b>	<b>ENNVIRONMENTAL REVIEW</b>
<b>DEUTERO LEARNING</b>	<b>ALIGNMENT</b>	<b>SYSTEMS, STRUCTURE, STAFF/SKILLS</b>	<b>STRATEGY REVIEW</b>
<b>DEUTERO LEARNING</b>	<b>FITNESS</b>	<b>EFFECTIVENESS, EFFICIENCY, ACCEPTABILITY</b>	<b>OPERATIONS REVIEW</b>
<b>SINGLE LOOP LEARNING</b>	<b>EXECUTION, IMPLEMENTATION MAINTENANCE</b>	<b>OUTCOMES</b>	<b>PERFORMANCE MANAGEMENT REVIEW</b>