Developing a learning organization


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Abstract: This introductory guide describes how organisations can improve their potential for learning through a competence-based approach and provides practical strategies for managers to use in helping their organisations develop into 'learning organisations'. The author examines how to organise the learning environment, make use of flexible learning materials, develop systems and procedures, use techniques from quality management, and establish a learning resource centre. The guide includes short case studies and checklists, and demonstrates how various competence-based standards such as...

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To develop a learning organization, a culture of learning and teaching is a prerequisite. External trainers can impart some knowledge and skills, but they need to be assimilated and disseminated. Teaching a new skill or knowledge to others is the best way of retaining learning. Secondly, newly learned skills must be tried out and captured for future reuse. This needs a process oriented culture as against a departmental or functional silo structure. Developing a Learning Organisation du Plessis, du Plessis & Millett. 73. The concept of a learning organisation is an idealised model of coping with organisational change (Starkey 1996; Redding 1997). This approach "engages employees' hearts and minds. in a continuous, harmonious, productive change, designed to achieve results they genuinely care about, and that the organisations stakeholders want" (Nayak, Garvin, Maira & Bragar. 1995). The process of building a learning organisation unleashes individual creativity, and fosters collective learning which is crucial for encourage