

What makes a “Learning Organization”

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Instead of talking about “What makes a Learning Organization” Let’s experience it!



Marshal Goldsmith: FeedFORWARD instead of FeedBACK

Pick one behavior you would like to change that would make a significant, positive difference in your work life.

For example "I want to be a better listener"

You have **30 seconds to WRITE:**

- 1) The behavior
- 2) Why this will make a positive difference in your work life

30 Sec.



I'd like to improve:
Because:
Can you give me some FeedFORWARD?



60 Sec.



I'm listening &
taking notes

My two suggestions for the future that might help you achieve a positive change in your selected behavior are



THANK YOU!
for your gift of FeedFORWARD



YOUR WELCOME.
Now we switch roles
and start again.



That was the foundation to a Learning Community

Congratulate yourselves on practicing key aspects of a learning community -> People helping each other. People learning from each other.

This beyond leadership, it is Communityship.

To a large degree you, the participants of this forum, are responsible for making McGill a learning organization.

Reg Revans (2011):

***“The most precious asset of any organization is the one most readily overlooked:
its capacity to build upon its lived experience,
to learn from its challenges and
to turn in a better performance
by inviting all and sundry to work out for themselves
what that performance ought to be.”***

What makes  **McGill** a Learning Organization?

What should you be doing that will make McGill a Learning Organization?



Hint ->

Connecting. Learning. Sharing. <- Hint

Building a Learning Organization

- Shared Vision: What is your vision for McGill? When did you last share it?
- Mental Models: What are your current mental models?
- Personal Mastery: Ever wonder about the impact of your behavior on others?
- Team Learning: When did you last do any team learning?
- Systems Thinking?

What do Middle Managers in a Learning Organizations do?

- Foster an environment that is conducive to learning
- Open up boundaries and stimulate the exchange of ideas

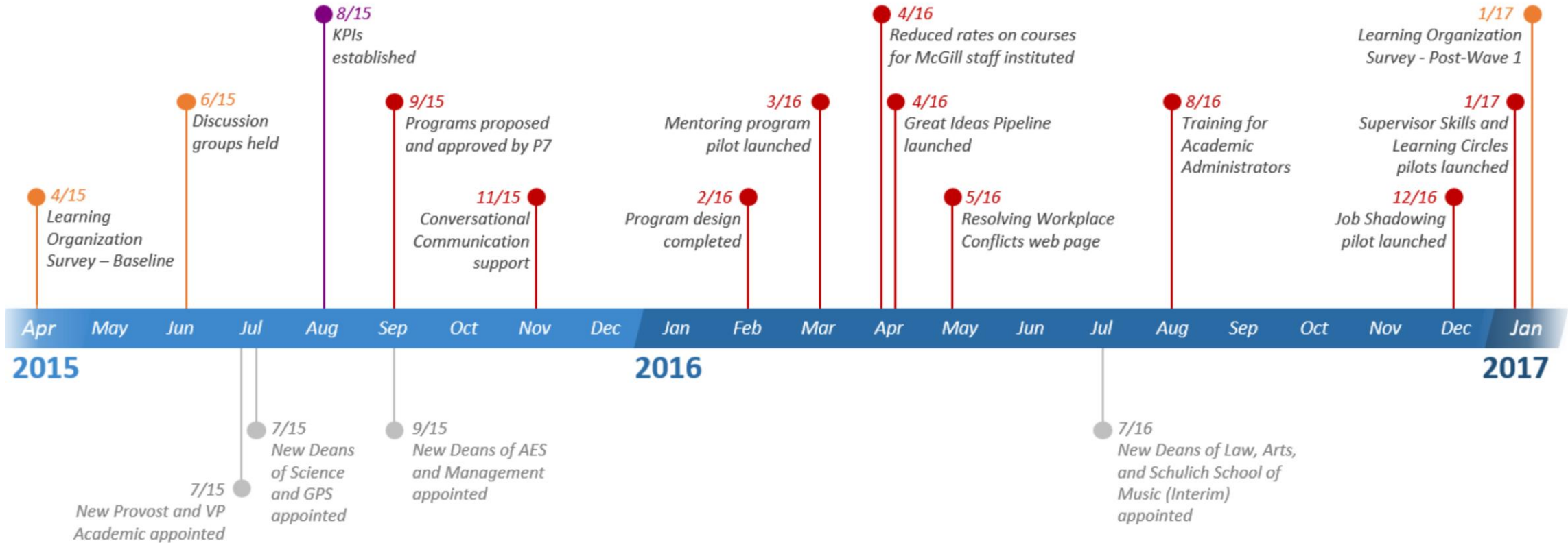
This is happenings all over McGill already. Your objective is to take advantage of what's already happening and multiply.

McGill has a vision

Suzanne Fortier elaborated priorities to create a true learning culture:

- "to create a workplace culture where staff are empowered to use their knowledge and expertise to make McGill a more agile and effective organization, a learning organization.
- It is not simply a matter of improving a few processes, or reorganizing units, or moving around budgets when times are tough financially.
- It is about building communities of engagement, where every person at every level takes advantages of opportunities to learn,
- where people feel connected to their jobs and their colleagues,
- and where people feel a sense of purpose and ownership."

My Workplace is systematic approach



But the rest is up to you!

“A learning organization is an organization skilled at creating, acquiring, and transferring knowledge,
and at modifying its behavior to reflect new knowledge and insights.”

“New ideas are essential if learning is to take place.”

“Without accompanying changes in the way that work gets done, only the potential for improvement exists.”

You are all pretty good at acquiring new knowledge.

REFLECTION: But how are you at applying it?

For example

The My Workplace 2017 preliminary results showed:

- All three learning organization indicator scores increased, surpassing the My Workplace targets set in 2015.

GREAT!

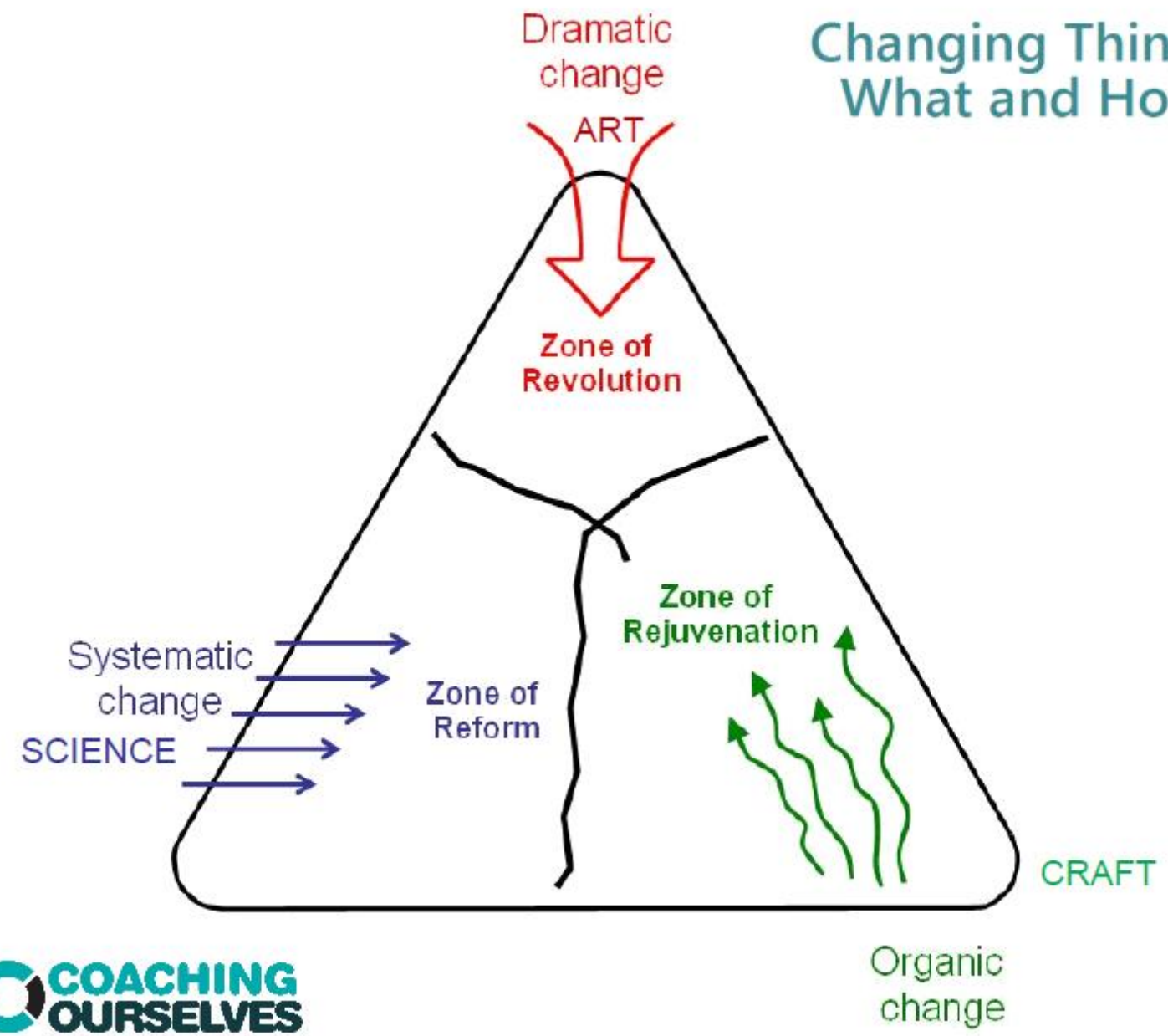
- But “executives and managers were still overall more likely to report that McGill reflects the attributes of a learning organization when compared to non-supervisory managers. And in turn, the latter continue to score higher compared to clerical and technical staff.”

DISCONNECT!

ACTION -> Reflect on where you stand what you are going to do about it?

HOW -> Participate every My Workplace initiative you can, and keep the focus on your day to day realities, and those of your team!

Changing Things: What and How



The Best organizations are communities of engaged human beings, not collections of detached human resources.

Henry Mintzberg, Co-Founder

