

29<sup>th</sup> March 2016

# Learning organisation – continual organisational development

Peter Senge, the promoter of continual organisational development, defines "*Learning organisation*" as an organisation "*where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together.*"

Therefore, it can be considered that this term is given to a company that facilitates the learning of its members and continuously transforms itself. Main target of a learning organisation is a continual development of the organisation. The company enhances regularly its capability to steer into a successful future where it is vital to adapt on the ongoing conditions of the market. So a change within the organisation is nothing unexpected, but it's something regular and positive.

Continual learning process implicates several advantages, such as:

- Enhanced problem-solving skills
- Appreciation of the human capital
- Improved creativity
- Reduction of risk in decision-making
- Rising team satisfaction

The challenge, here, is not about collecting or sharing knowledge, it is about transferring it in a way that it can generate a transcendent improvement of the current situation and use of the learning process itself.

There are five disciplines that can be found in the most innovative learning organisations:

- Systems thinking: deep and interconnected communication on organisational level;
- Personal mastery: proper management of own attitudes and behaviors to embrace change;
- Mental models: beliefs, values and mind-sets that shape the workplace in order to create a shared vision;
- Shared vision: common understandings and commitments to mutually agree on the path to follow;
- Team learning: open communication, dialogue and discussion to promote collective learning.

To unleash the whole potential of “learning organisation”, it is crucial to find the right balance of the five disciplines.

The continual organisational development can be a challenging and sometimes even daunting process. However, individual and collective learning is a must-have asset when facing the ongoing changes and the complexity of current companies.

Zulla Consulting & Partners with its strategic foresight and multiple years of experience will support your company by developing tailor-made solutions based on a wide series of methods and best practices to make use of the different advantages of continual organisational development.

We will analyse the current situation in your company and offer tailored and sustainable concepts and strategies to enhance your daily business in the long run.

For additional information and an initial consultation, feel free to contact Daniele Zulla at [zulla@zulla-consulting.com](mailto:zulla@zulla-consulting.com)

Sources:

- <http://infed.org/mobi/the-learning-organisation/>
- <https://hbr.org/1993/07/building-a-learning-organisation>