BUILDING A LEARNING CULTURE

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Systems Today
The Learning Organization

Three key components:
System-level, continuous learning

In order to create and encourage knowledge outcomes

That lead to improvement in the organization’s effectiveness, and ultimately its value, as measured through both financial & non-financial [intellectual] capital

Watkins and Marsick (1993) define the learning organization as “one that learns continuously and transforms itself... Learning is a continuous, strategically used process — integrated with and running parallel to work” (p.8).
A Learning Organization - 7 Dimensions

Global

Provide strategic leadership for learning
Connect the organization to its environment

Organization

Empower people toward a collective vision
Create systems to capture and share learning

Encourage collaboration and team learning

Teams

Toward

Continuous Learning and Transformation

Individuals

Promote inquiry and dialogue
Create continuous learning opportunities

Watkins and Marsick, 1999
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Sum</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous Learning</td>
<td>20</td>
<td>3.29</td>
</tr>
<tr>
<td>Dialogue &amp; Inquiry</td>
<td>24</td>
<td>4.00</td>
</tr>
<tr>
<td>Team Learning</td>
<td>22</td>
<td>3.67</td>
</tr>
<tr>
<td>Embedded Systems</td>
<td>11</td>
<td>1.83</td>
</tr>
<tr>
<td>Empowered People</td>
<td>17</td>
<td>2.83</td>
</tr>
<tr>
<td>System Connection</td>
<td>22</td>
<td>3.67</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>19</td>
<td>3.17</td>
</tr>
<tr>
<td>Financial Performance</td>
<td>18</td>
<td>3.00</td>
</tr>
<tr>
<td>Knowledge Performance</td>
<td>19</td>
<td>3.17</td>
</tr>
</tbody>
</table>

Graphing Your Results

![Graph showing dimensions and their corresponding averages]
Typically the average falls between 3 and 5
Notice the patterns among the dimensions
Pay attention to the highest and the lowest scores
It might be helpful to chart frequency distributions for each of the items and standard deviations to show how respondents answered differently
<table>
<thead>
<tr>
<th>#</th>
<th>LO Dimension</th>
<th>Sample Item</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continuous Learning</td>
<td>In my organization, people are rewarded for learning.</td>
<td>3.12</td>
<td>1.51</td>
</tr>
<tr>
<td>2</td>
<td>Dialogue &amp; Inquiry</td>
<td>In my organization, people spend time building trust with each other.</td>
<td>4.17</td>
<td>1.16</td>
</tr>
<tr>
<td>3</td>
<td>Team Learning</td>
<td>In my organization, teams/groups revise their thinking as a result of group discussion or information collected.</td>
<td>4.49</td>
<td>1.10</td>
</tr>
<tr>
<td>4</td>
<td>Embedded Systems to Capture &amp; Share Learning</td>
<td>My organization makes its lessons learned available to its members.</td>
<td>4.71</td>
<td>1.17</td>
</tr>
<tr>
<td>5</td>
<td>Empowering People</td>
<td>My organization recognizes people for taking initiative.</td>
<td>4.27</td>
<td>1.24</td>
</tr>
<tr>
<td>6</td>
<td>Making Systemic Connections</td>
<td>My organization works together with external partners to meet mutual needs.</td>
<td>5.11</td>
<td>.94</td>
</tr>
<tr>
<td>7</td>
<td>Providing Leadership for Learning</td>
<td>In my organization, leaders continually look for opportunities to learn.</td>
<td>4.57</td>
<td>1.11</td>
</tr>
</tbody>
</table>
What is the learning culture in participants’ organization?

<table>
<thead>
<tr>
<th>Areas of Strategic Leverage</th>
<th>Areas of Strategic Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Interpreting your scores

- One of the best ways to understand these data is to think about what might be going on at the local level that would lead to a high or a low score.
- Looking at the areas of strategic advantage—why would this item or dimension be high in your context?
- Looking at the areas of strategic leverage—what is happening in your context that might lead people to score this low?
- What could you do to influence this score?
- Discuss your responses with the people from your region.
DLOQ across multiple studies

Teach to Reach Compared
But How Do You Create A Learning Culture?
Enhancing Capacity for Change

- Creating a learning culture ensures a long-term enhanced capacity to adapt.
- It also creates at least the possibility of more rapid responses.
- It is fostered by an interdependent leadership culture.
The importance of leaders’ behaviors in improving organizational performance is again clear in this study.

Regression coefficients at diverse levels indicate that certain leader behaviors have a stronger effect on organizational outcomes than others.

The leader’s role in coaching and mentoring was significantly correlated with all three performance variables.

Innovation and adaptation call on leaders to be learners themselves and to walk the talk.
Learning From Mistakes

• Think about a time when you or another person in your unit made a mistake.
• What happened?
• How did the organization handle it?

• Share your reflections with the person next to you.
• What does the way organizations respond to mistakes tell you about the learning culture?
Conclusion

- A learning culture is formed in the *karma in the walls and halls, the interstices and intersections where people come together to accomplish work for which they must learn their way through*. 
Conclusions Continued

• Organizations can and do create systems that encourage learning—particularly more informal systems that encourage human creativity and invention.
Conclusion Cont’d

• This knowledge performance is critical to the long-term sustainability of organizations and systems
Questions?
THANK YOU!