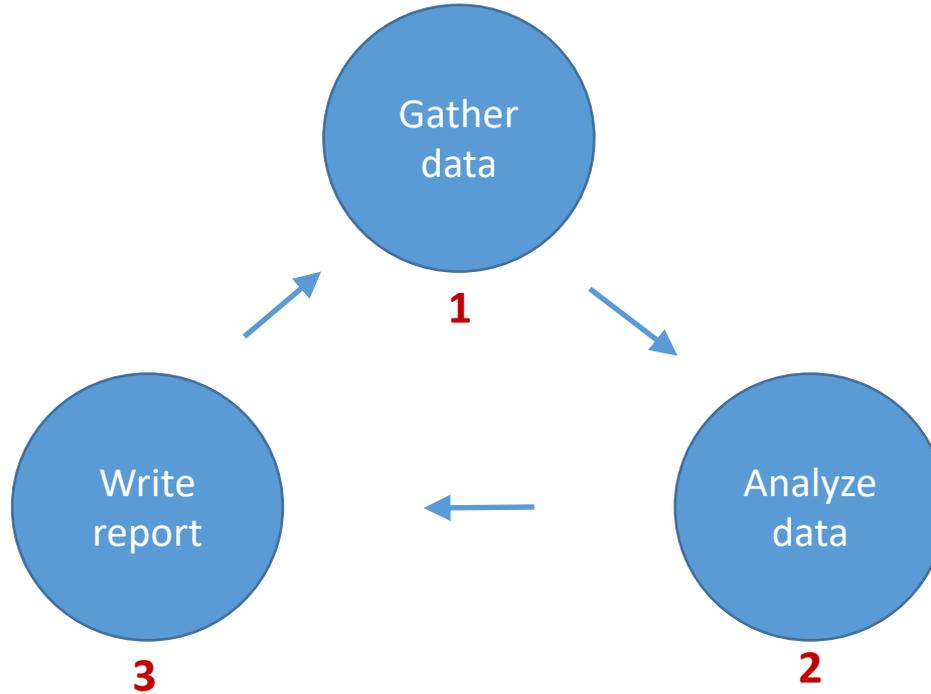


No Learning



Example: Policy analysis unit

Single-Loop Learning



Definition: The ability to detect and correct error in relation to a given set of operating assumptions

Double-Loop Learning



Definition: The ability to learn from doing, question operating assumptions, and improve organizational strategy, structure, and systems

Content of Organizational Learning

- Hard elements

1. Strategy – goal setting, how to achieve goals
2. Structure – legal, managerial
3. Systems – finance, HR, ICT, asset control, quality, communication

- Soft elements

4. Staff
5. Skills – hard and soft
6. Shared values – basis for goals setting and teamwork
7. Style – internal culture

Organizational Learning Capacities

- **Sensing**

- Dialogue with internal and external stakeholders
- Identifying gaps between performance and expectations
- Identifying and prioritizing problems
- Identifying areas of potential expansion / necessary contraction
- Identifying alternative sources of revenue
- Identifying potential partnerships

- **Seizing**

- Mobilization of people and resources
- Design of solutions appropriate to local context
 - Organizational experiments on small-scale
- Catalyzing of collaboration and active participation
- Securing of resources

- **Transforming**

- Alteration of organizational culture
- Creation of shared values
- Legitimizing of experimentation
- Embracing of innovation
- Scaling up of change initiated through sensing and seizing