Lecture 51: HRD, Organizational Learning,
and Learning Organization

Okay, so now very good morning and we are moving to the next week that is the 11th week lecture and here we are going to discuss some other issues. You remember in the past we have been talking about interventions, their role in performance and then how we are going to create better value for the organization through different kind of activities and create a index for intellectual capital right.

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Now if you look at some other issues especially not at the individual level, but in organizational level okay. There are two things that is more important okay. Now what we are trying to do here is that how HRD interventions create a process for learning of the individual right. So at the first page we are talking about individual learning and then from individual learning now we are moving to organization learning, that how organizations learn.

So far we have been discussing about various interventions devising and developing training programs, evaluating and affecting and see that how, whether they are effective or not. And all these exercise by HRD people have been done at the individual level okay. So most of the time we have been talking about individual level interventions right in terms of coaching, mentoring, counseling or even learning and development activities.

And the various processes associated with these kind of activities. Now the question is that whether this kind of learning by the individual culminates into certain processes through which you can say that organizations at the macro level learning or not okay. And when they are going to learn whether it is resulting an organization to be effective okay, which is going to continuously improve, innovate and perform well okay.

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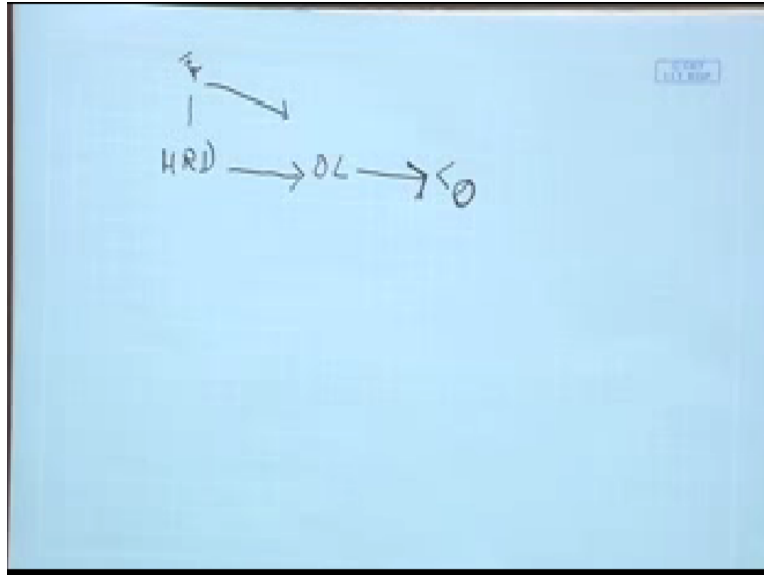
So we are linking all these three activities starting with HRD interventions that we had planned at the individual level moving to what you call organization learning and then resulting in an organization to become well learning organization right. So this is at the individual level which culminates at the organization level and then you are moving to become a learning organization. And learning organizations are else, but which continuously improves and innovates itself in terms of structure processes, products process and these kind of things.

So that it remain viable and competitive in the market right. So this kind of link it to be established, and that is why what we are going to discuss now is another important aspect that is related to learning organization, because you know that HR has implications for learning organizations. So we will start our discussion that what kind of implications has HRD has for implications or what kind of implications organizational learning has for HRD.

And then we will discuss about organizational learning and then we move on to discuss about how to build and develop a learning organization right.

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Introduction

- Environmental change: technology, knowledge economy, globalization, demographic change
- Learning is inevitable and increasingly important to survive changes in today's workplace

So we start our discussion to start with that is why we are talking about learning organizational learning and learning organizations right. You remember in the past also we have been discussing about the changes that is happening in the external environment in terms of technology, knowledge, economy and, you know that we are going through a process of globalization is almost 25 years of globalization that we have completed now.

And the kind of shift that have taken place in the field of demography, it means the ratio of people into same in the male, female ratio, the professionalism okay, the gender ratio, the culture okay, ethnicity and if you look at the composition of the workforce itself had changed drastically right. Now in light of these changes that is happening in the external environment it is very important to understand its implications for the organizations right.

Because you know, that organizations are going to respond to these challenges and changes that they are facing, because of the external environmental ratio. For example, if there is a change in technology they have to cope up with that okay. If there is a change in the economy they have to cope up with that. Similarly, they have to respond to the global pressure okay. They also need to see that how they have that, how they can better satisfy, because of the shift in the changes that is happening in their demography of the people right.
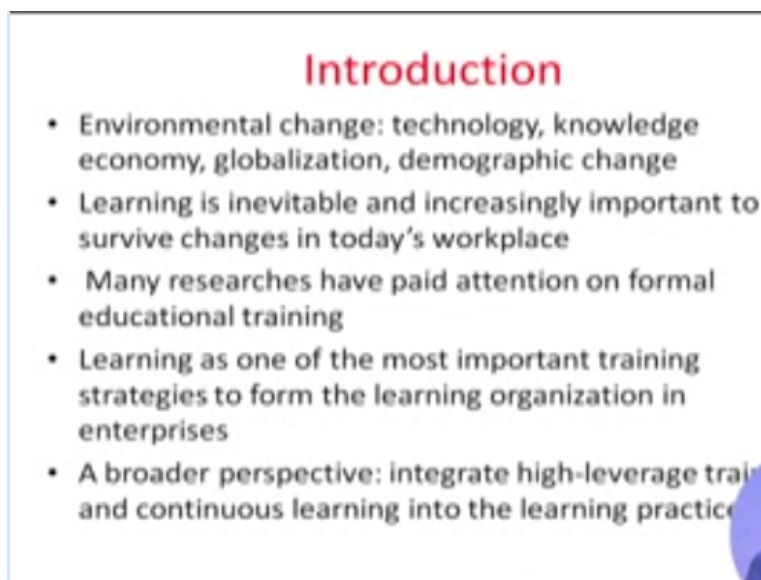
So these changes are very, very important and it is important for the people to understand, the HR people to understand the changes very well. Moving to the next point is we have been talking about learning okay. So learning something that is inevitable, inevitable in the sense that if you

do not learn, then what will happen. What could be the consequences not only for the individual, but even for an organization okay.

If you do not learn it means that if you are not going to improve on account of your knowledge and skill you become whole dated right in the long term as a individual the same analogy can be given about the organization if the organizers do not learn the how they can improve their product process in these kind of things right.

So learning is something that is inevitable unavailable okay and it is very important for survival not only for the individual but even for the organizations okay and that is why it is very important to link individual learning with organizational learning assets because that is culminated individual learning actually is collimated into certain processes through which organizations are going to learn in order to become learning organization right.

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Introduction

- Environmental change: technology, knowledge economy, globalization, demographic change
- Learning is inevitable and increasingly important to survive changes in today's workplace
- Many researches have paid attention on formal educational training
- Learning as one of the most important training strategies to form the learning organization in enterprises
- A broader perspective: integrate high-leverage trai... and continuous learning into the learning practic...

So when you are talking about this point that learning is inevitable and increasingly important to survival right because that today's work place is going to be very competitive it is going to be very unpredictable care and uncertain so unless you learn how to coupe up with these kind of changes that is happening in the environment okay.

So 3 sees are very important right that is related to cares okay uncertainly and unpredictability right which is related to the environment of the organization which is created by various external and environmental factors and if you do not learn about repair yourself be proactive to face these challenges it will not be able to possible for you as an organization to survive and grow okay.

And as we have set in the case of the individuals okay see formal educational tanning is not going to help you much okay then you have to see you need to identify systems in process through which organizations learn okay so that you are able to contribute to that part right so once you have to identify the process systems through which organizes are going to learn organizes are going to become learning organizations.

Learning organization the since that they would be able to continuously improve and innovate themselves because today when if you are in learning organization you are able to compete well in the market but if you are not going to be creative innovative in your approach tomorrow you may not require become an learning organization some one day somebody is going to overtake you right.

So it says not to the final outcome it is an intermediate outcome right so this intermediate outcome will always remain intermediate because it can never be a final outcome because tomorrow we me the top ten companies of the world or even in India but not this is really down the line ten years you are going to be remain at the same place okay.

A given example that long back I think an 83, 84 there was a survey of top 30 companies by peters water man and he wrote a book known as in search of excellence and in this book probably he provided a list of 30 top companies at that point of time now if you go through this list you will find hardly any one of them into top 30 what does it mean it means that the learning capacity as eroded over period they have not be able to innovate and improve themselves.

And that is why they are not going to be counted in the top 30 list so the list is going to change so you need to in order to survive in grow you need to continuously improve and innovate yourself as an organization so the idea here is that when I am talking about organizational learning is seen need to see that what kind of process organizes adopt because learning is a process not only by the individual even by the organization.

So that they become learning organizations and they continued to remain learning organizations so unless they are going to continually improve and improvise when the product and process it is not possible for any company to survey and grow in today market right. So with this introduction basically we want to see that what are what needs to be done right.

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So move further and this is what I wanted to give an idea about the context of organization learning right now if you see to it the part of it is learning knowledge society and knowledge economy it means we are living in a world which is which could be called a knowledge society okay and the kind of economic environment that we are having could be called an knowledge economy it means that where the prime factor of importance is knowledge weather I is economy at the society right.

So that gives you a context in which your going to work in an organization right now if you look at this it has a number of circles and square now if you look at this in the broader perspective of the organization you will find that individual are at the center of it, it means it is the individual which is going to be important in their organization okay and it is the individual and basically and not individual but his knowledge is creativity his action his learning.

Which is a prime importance in the context of any organization because that is what is going to make a difference right, then you move to the next part that is team learning okay and our team group of activities that kind of collaborations you have how is your knowledge is here by the people what kind of leadership qualities then what kind of practices the group or the people adopt with this is known as communities or practices I mean kind of bench mark systems and practices that you have developed.

Which could be called as a communities of practice right then you move to the next level that is organization okay, here you are going to look at the characteristics and systems of the organization right, which is going to face challenges in a knowledge economy right because most of the organizations are going to be knowledge driven or knowledge intensive okay and that is why we going to survey you need to create a culture which is one entrepreneurial okay you need to develop pros systems in process for organizations to learn, similarly we also need to see is that how w are going to manage or intellectual capital.

What is your memory base how mange your knowledge whether you are going to continuously improve innovative yourself or not whether you continue to remain learning organization or not, now if you look at the interface that happens on the alignment at the individual group and the organizational level which is very, very important okay and at this stage you can also say that if you want to survive in an knowledge economy what is required at different levels of the individual level at the group level and that the organization.

Right and then in response to this kind of thing you need to create systems in process both not only at the individual of the group level but also at the organization level so far we have been talking about individual level that what kind of interventions can be planned for them or even their group level the table link leadership activities that could be plan and the kind of interventions that you need to have at that group level or the team level, now we have to see that are we have been talking about.

Say certain interventions certain things that could be done at the organization level okay like how we can go for transformation of the culture how are going to develop the intellectual capital of the asset ways of the organization how are going to create and knowledge management archive in the organization which is going to be useful for the organization at the organizational level, even how about the systems in process you need to create and organization to become a learning organization.

So that they continuously improve and innovate themselves to remain competitive in the market right, so these are some of the issues and then organizations have to respond to them in order to survive and grow.

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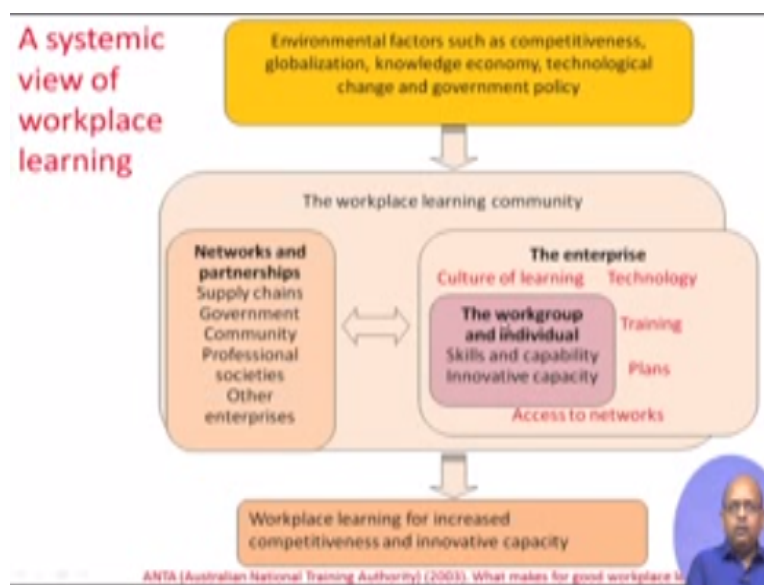
Then with this introduction if you look at this we start with discussing with that how we are going to respond so far as learning is concerned both by the individual group as well as the organization so it says systems prospective that of work place learning so what is more important is the environmental factors okay competitiveness global knowledge and globalization knowledge economy in technological change that is happening okay, and then in order to respond that you need to learn.

How you are going to do it okay not only at the individual of the team level but also at the organizational level right, and what are the things that need to be done like at the individual of

group level you have to improve your capability innovative capacity similarly you have to create culture of learning in the organization, so that everybody is motivated to learn so you need create a entrepreneurial culture, so for example so that everybody is ready to learn okay or you need you develop technology you have to employ training.

You have to have plans okay or you need to create networks for that purpose at the organizational level which is going to facilitate learning right, similarly you also it you also need to see that what kind of networks in partners to develop to facilitate learning at this level right and then this is suppose to help you to see that how the learning happens not only at the individual level at but also at the group in the organization resulting in competitiveness I not a complicity not only for the individual and group but also for the organization okay right so with this back drop we are moving further to discuss some other things that.

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Learning Systems

- Organizational learning contributes to organizational memory.
- Learning systems, not only influence immediate members, but also future members, due to the accumulation of histories, experiences, norms and stories.
- Equally important is the creation of an unlearning organization which essentially means that the organization must forget some of its past.

What do you mean by learning systems to start with, right especially in the context of organization okay, so when I am talking about organizational learning as such the idea is that you have to see that in what way organizational learning contributes to organizational memory. Now the two things are, what does organizational memory include it may include lot of things, it would may include aeries, it could include history, it could means the experiences of the people that have been cumulated over a period of time, it could mean the things the practices systems that have been developed in the past all could be by the part of their memory, okay.

And this comes out or this calumniates as the result of the learning that happens in their organization okay, so you need to create systems structures and processes to facilitate this kind of learning so that you create a memory for the organization. For example, the knowledge management system that is also part of the organizational memory because if you have a good knowledge management system it is going to help people to do there is more effectively because the knowledge would be required relevant knowledge would be ready available to them for reuse right.

So when you are talking about learning systems you have to create systems and enablers so that it is going to help you okay. So the learning system that is created for the organization it does not only help the individual but also the organization okay, and also to the people who are going to be there in the future okay.

So if when you are talking about organization memory it is nothing else but it is accumulation of histories, experiences, norms and stories that have culminated over since the inception of the organizational okay I will say, right. So that is what organizational memory is, so basically you are going to see that how you are going to contribute to organizational memory and how this organizational memory is going to effectively utilized by the people to process things at the work place, right.

Similarly you also need to see that as an organization you need to create an unlearning, so they are two things that happens okay, if you remember Leven Fields theory it talks about three different kind of things.

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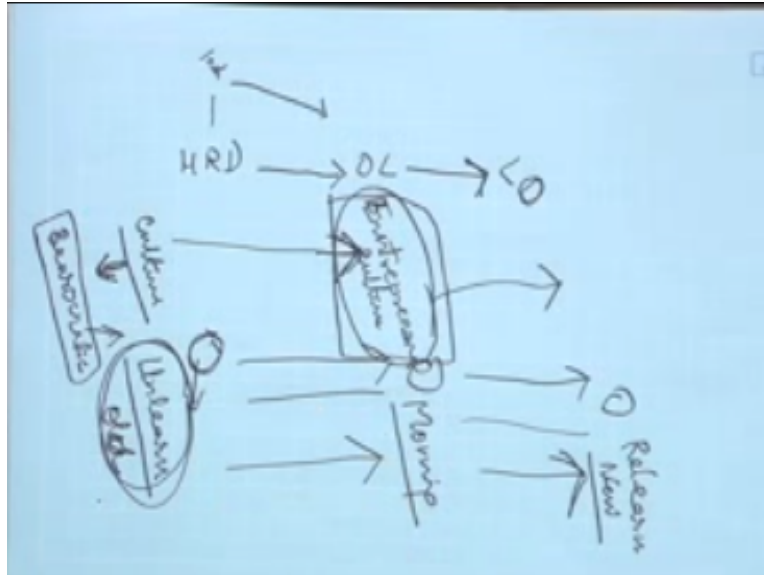
First it talks about one thing then move to the next and then finally and then the first thing that he says that if you really, you are really interested to learn something new thing then you need to unlearn first okay, one if you are not going to unlearn something that is already there probably you are not ready to learn something and then you keep on moving, moving that is where you are going to learn and if you make say efforts to learn something new okay, and then you are going to relearn something new, that is new thing okay.

So you have to unlearn old things and then you need to learn new things and then you are going to institutionalize that new learning as a part of the system a process which is going to be more effective. For example this certain habits that people have which may not be effecting, contributing effectively to performance okay, so you need to go for these kind of systems so you need to change it you need to unlearn those things then you are going to learn new habits okay.

And then you are going to institutionalize those habits make it a part of your habit strengthen it so that it could be gainfully employed, right. For another example that I can give you is related to say culture of an organization, suppose you are adopt to work in a kind of culture which is more bureaucratic and you find that this bureaucratic system is not working effectively it means that as a way of learning in a bureaucratic culture has to be unlearned by you okay.

And then you are going to learn and you are going to move to another kind of culture which is known as entrepreneurial culture and this kind of entrepreneurial culture is good so you have to see that how you are going to be more creating and innovative your approach so and we are not

going to face in formal bureaucratic processes and systems to work and then you need to learn that how you are going to work in this kind of system.

And then if you it is system then it means you have developed a habit to learn in kind of culture which is a basically a part of transformation of culture in the organization okay, and then organizations learn that okay, this is not a good system for the organization this is the better system so organist have to learn this kind of or in socialist this kind of systems for better productivity right so when we are talking about unlearning it is very important okay it means that you forget to this kind of \culture and you have to learn this kind of culture which is going to be more important fore you right and that how it is happen.

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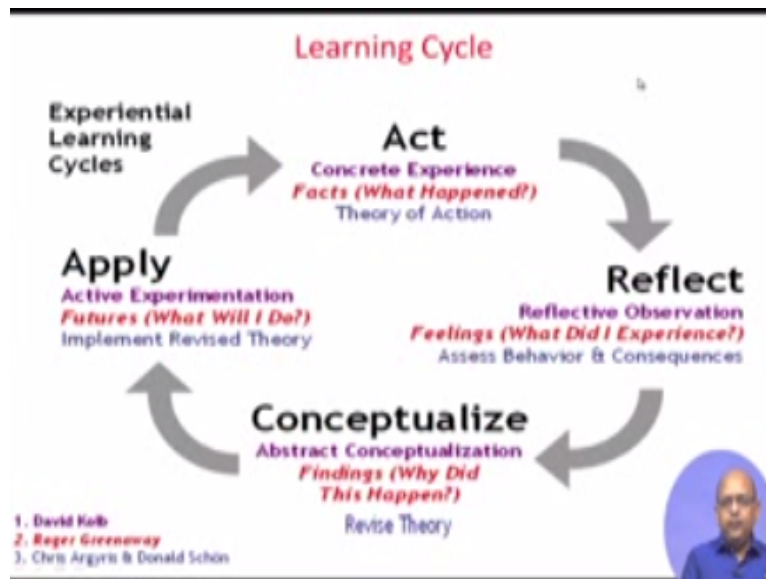
If you look at this where you are find is basically related to how we go through the learning process as such okay through our experience and that could be apply to individual as well organization both and here the three major researcher who have done is in this work is reflected in different colors like if you look at calve learning experiences the green way and finally or rogation shown okay the three models represented in one figure and you will find if you look at this learning cycle with talks about act reflect conceptualize and apply this is the process of learning actually.

So if you are going to learn something new that is how you go about it okay similarly if you look a green way in or garrison shown they also talk about more or less same thing though the term

that they use is different but they are using the same conceptual model or conceptual say frame work of learning cycle for example act base upon your concrete experience facts what happen in the past these kind of things whatever you have doing the way you have been doing the example that I have given you can be given like you have been working in a say brewer critic culture whether it is good or not you are going to look at it be upon your experience now you reflect upon it reflective observation what I did what did I experience.

So look at your behavior in con sequences how you do the things what was the consequences of work in we looked at a culture how it and whether there is a need to changes or not and then go for conceptualize and abstract conceptualization of a findings, why did this happen? And then you go for a revision is there a better way of doing it okay so you say that this kind of culture is not good so we should go for a cultural transformation and we will try to bring more interregnal culture or market culture whatever it is possible right.

So once you have idea that okay you need to develop or institutionalize a market culture so you need to understand what is this market culture or interregnal culture why there is need to bring about this kind of things what does it include and then ultimately if you want to establish it looking at the benefit s of a market culture and primal culture that would better for benefits in terms of restructuring systems and process to work you are going to apply it okay.

So you want to see that whether it is going to work or not so you go for experimentation how you are going to do it implementation look at the findings and then based on the feedback again you move through the same cycle it does not means that you have been using a one kind of culture and that is useful tomorrow it is again is going to useful okay. So new things keep on coming and accordingly you keep on changing your experiences and then you go through these stages to see that whether it is good or not right that could be used or individual learning as well as organization learning both.

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Organizational learning :Implication for HRD

- HRD enhancing activities of learning at an individual level by fostering capabilities for changes and adaptation, and capabilities for team and organizational learning
- HRD also helps in solving problems
- By using synergy of individual experiences and knowledge,
- development and maintenance of various forms of action researches, encouragement of experimentation,
- Critical thinking, fostering abilities for transfer of knowledge across team,
- Group or organizational boundaries, generate new knowledge by reflection of theory in practice,
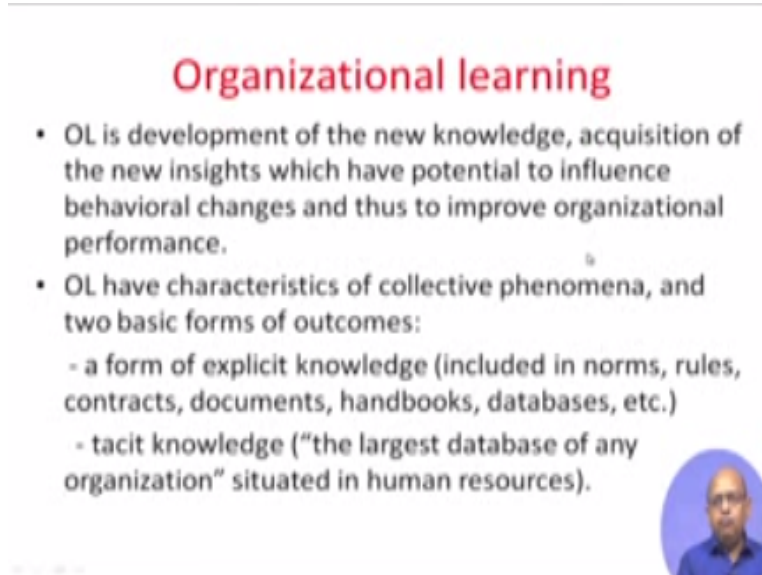
And that is where it has implications for human resource development okay because the idea of HRD is what? To enhance learning activities of the people by improving their capabilities sop that they can change and adopt right and also they are responsible for the same thing in the context some organization and the team as well so when it comes to HRD professional they have a very important role to play when it comes to organization learning right. Similarly you will also find that they help you to solve problems that how are we going to take various issues and what needs to be done at the organizational level.

In addition to individual that we have been using similarly we also need to see that how you can synergy the experiences and the knowledge of the people at the aggregate level and that is what becomes the organizational learning right. Similarly you have to see that how are we going to help people to form actions and they should be motivated for experimentation.

For example if you want to go for a change then you are going to experiment with these kind of change at a smaller level and if you achieve success then you move further and try to implement at the organizational level right. and then you need to develop certain capability basically in terms of how you are going to think critically look at certain systems and process and how knowledge could be transferred from individual to the organizational level.

And what are the boundaries that you have okay? And how new knowledge is generated, or what kind of theories and practices are coming up okay. It has lot of implication for human resources development and that is why we have taken this important5 topic. Now moving further.

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What we are going to discuss is, what is organizational learning? The same kind of definition that we have given to the individual learning is that it basically nothing else but development of knowledge insides at the organizational level which influences there changes in the behavior of the organizational. So basically changing this term from individual to organization okay, so it is the collective phenomenon and it can have 2 basic forms of outcomes.

For example it could be explicit okay included in norms, rules, contracts, documents, handbooks and database or it could be tacit also. Basically what is in the mind of the people because both explicit and tacit knowledge is used by the people for improving behavior and the performances?

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Levels in the Learning Organization

- INDIVIDUAL LEARNING
- ORGANIZATIONAL LEARNING (OL)

Individuals form the bulk of the organization, they must establish the necessary forms and processes to enable organizational learning in order to facilitate change.

OL is more than the sum of the parts of individual learning.

Now it could be done at the 2 level individual level as well as organizational level, so you move from the individual organizational level. Now individual forms the bulk of the organization. So they develops forms and see that how organization learn in order to facilitate change okay and organizational learning is nothing else but some of the part of the individual learning. So if you look at collectively and that is why we call it has a collective phenomenon.

That organizational learning is nothing but everything the individual as in terms of the knowledge experience, insight intuition that could be used to bring about the change in the behavior in performance of the organized right okay.
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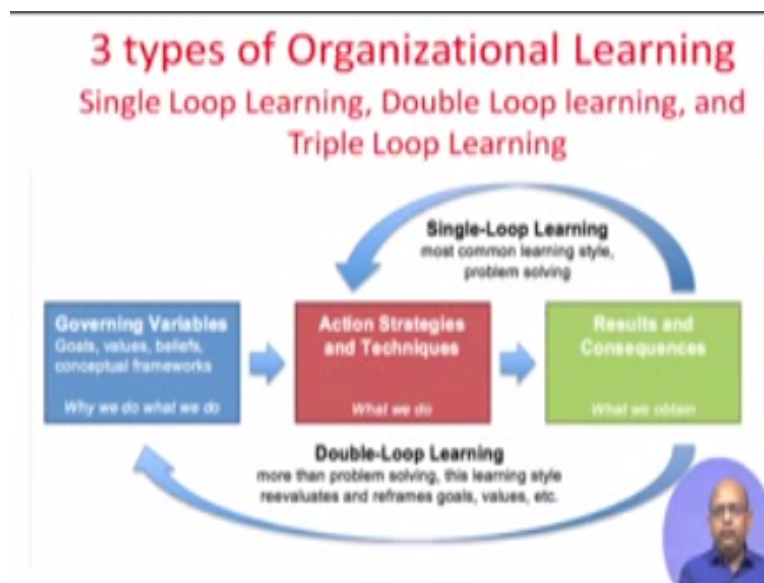

Individual Learning

- Trial and error
- Experience
- Reflective learning
- Learning Theories?

So understanding this we start with the individual learning, what is individual learning? How individual learning in the organization, they learn through trial error, experiences, reflection and then there are learning theory which try to explain how learning takes place okay. For example we have behavior theories okay and then classical theories, we try to engage the relationship with the stimulates and the response.

Where you are using certain re enforcement for people to learn better okay, or the trail error that we learn through our mistakes or experiences right different kind of explanation that can be given for individual learning okay.

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If you look at organizational learning when we move from individual to organizational learning there 3 kind of learning takes place that is single loop, double loop and triple loop right. so single now you look at this figure you will find that tax about single loop and double loop okay but we will take up one by one each one of them.

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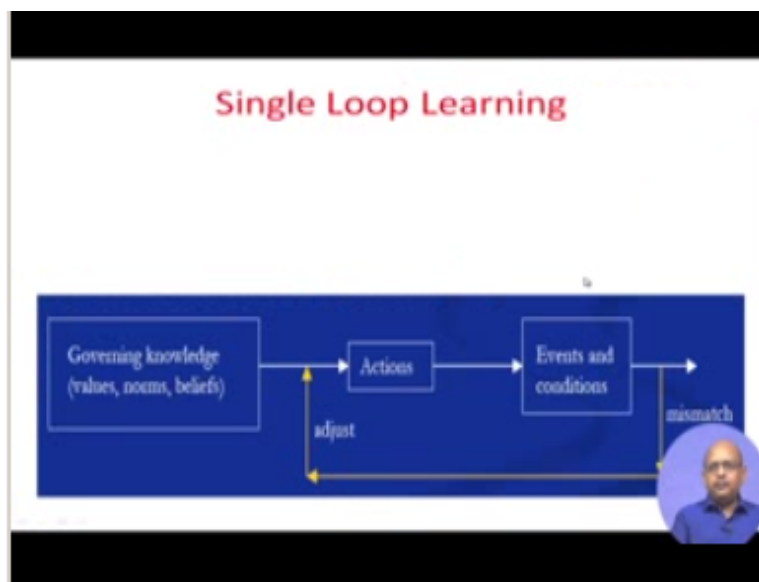
To explain what is single look and what is double loop also single loop what actually happens there is a knowledge leads to action okay leads to evidences and conditions okay if it is if it is not matching then you go for single loop and try to make certain changes here that is single loop single loop means that when errors are detected and corrected so you are doing certain things you find that it is not happening then you try to change.

The way you are doing certain things right so suppose an organization is been doing certain things certain way okay find that this kind of stagger policies is not good then they go for change right so this is the lower level learning or non strategic adaptive learning when you are trying to do it something okay and then from adaptive learning move to generative learning that is

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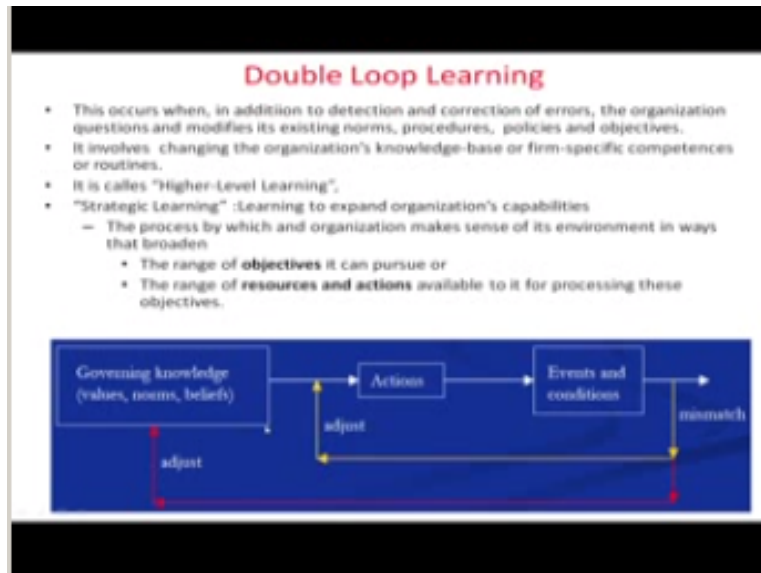
Double loop learning okay now if you look at double loop learning what happens it is not only you are going to detect error and correct it but you also try to modify your knowledge processors and policies right create new non policies and these kind of things right so it change it requires change in that knowledge base of the origination the competing higher learning and that is why it is called genitive learning.

So you are not going to adjust only here it is the single loop but you also go for adjusting here to have a change in these kind of things and that is why this is known as generative learning okay more strategically in learning right so if you look at your objective look at the resources of actions what needs to be done in order to bring about the things.

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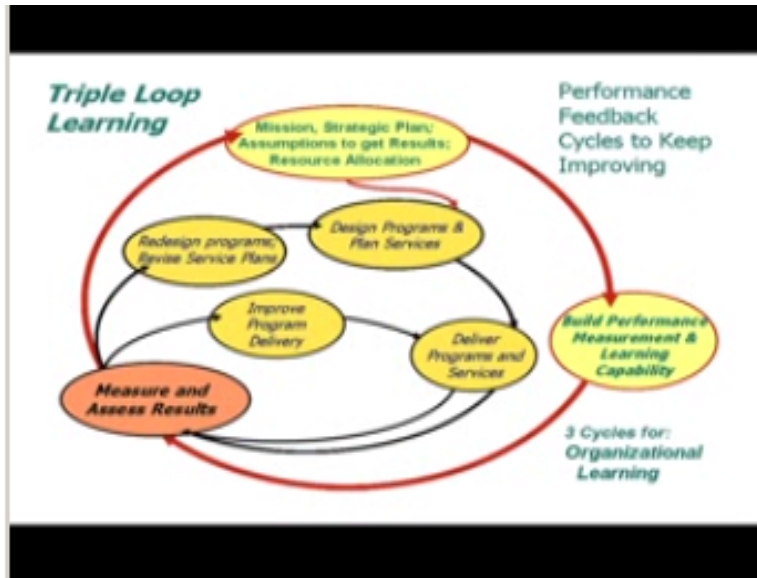
Then we have triple loop learning it means you have performs feedback cycle for keep on improving okay so this is basically cycle for organization okay so that is how you go about it okay you have mission strategies plan to get results is allocate tripe cycles you build performs measure capabilities measure results.

And then you see what happens based on the evaluation what happens either revise the program or go for change in the program or improve delivery or deliver the program and then leave that program and try to get feedbacks and that is why each one of them were connected with other through this figure right and that is what we call triple the continuous system of feedback to bring about changes as required.

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Combining the Process of Learning

- This occurs when organizations learn HOW to CARRY OUT Single-loop learning and Double-loop Learning.
- Being aware of ignorance motivates learning.
- Identification of LEARNING STYLES and FACILITATING FACTORS required to promote learning.

So what actually happens in this that you are trying to combine the process of learning together okay whether you want to go for single loop or double loop okay but make sure that what actually is happening so you should be aware about the kind of things and make sure that you are aware about the various ignorance's which is going to mo0tivate ignorance's which is not going to help you in the learning process okay and then you also need to identify your learning style and we talked about learning experiences how we learn and what are the facilitated factors.

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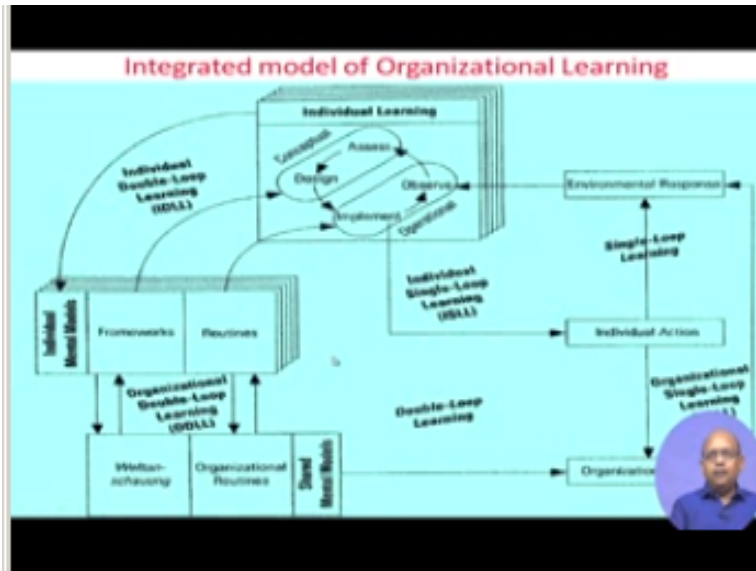
Which require for the learning process and now if you look at how individual having happens you go for design assets observes and implement at the individual level for a training program now this is a double loop learning this is a single loop learning you respond to the environment look at the actions get the feedback then double loop what happens look at them.

And try to bring about the change okay and in a triple loop learning you have a feedback system on a continuous bases here again from here to here and so that you see that whether it is going to work effectively so we have talked about various models of learning starting with organization learning is starting single loop double loop and organizational learning thank you very much.