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Course
On

Human Resource Development

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Lecture 52: HRD, Organizational Learning, and
Learning Organization (Contd.)

A very good morning, and welcome to this 11th week session where we are talking about HRD and its implications on organizational learning.

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Session 2

Organizational Learning
Process

And then how HRD can facilitate an organization to become learning organizations. And in this process what we discussed so far is that what is organizational learning, and how it can be linked with, what we call HRD processes right. Now what we are going to discuss next is that what are

the process of organizational learning, that how organizations learn okay. And here we are going to discuss some of the issues related to organizational learning.

And then further we will discuss that how organizational learning is facilitated by various factors. And then we will see what are the various outcomes. Now to start with first of all what we are going to talk about is that how organizational learning takes place and here we are going to discuss a model related to what you call organizational learning process.

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Now if you look at this roadmap, so if you look at the various construction processes that we are talking about is, it includes say in knowledge acquisition. It means this is related to how organizations acquire knowledge okay, and when we are talking about knowledge acquisition it means that we have to look at some of the sub processes related to this process, and some processes are what we call sub processes which could be related with knowledge acquisition is that congenital learning.

That how we are going to use relationship between knowledge and something that is to be done. And then we go for experiential learning, that how we are going to use our experiences that we have gained while doing certain things and the kind of knowledge that is acquired by us. And the kind of a skill that we have been using for conducting our work. So whatever experiences that we have gained over a period of time as a part of doing the job or performing the job also becomes process you can say.

As the process for acquiring knowledge and because we learn from our mistakes for example, we learn through trial and other methods right. So this is all part of the experiential learning okay. Then is the vicarious learning, vicarious learning is something that where you are going to learn through others right. You look at others, what they are doing and then you try to do it, and then grafting.

Grafting is a concept which is used to see that how things are being done by others and then visualizing that okay, so that you can do it. Now if you look at how these kind of things are done, so basically if you look at the first point related to knowledge acquisition like organizations go for experimentation okay. Say for example, they go for see that whether if they are going to offer a new product, whether it is going to successful or not.

If they are going to change certain processes whether it is going to be successful or not. And based on the learning they are going to see that whatever knowledge has been acquired how it can be used further. Then they try to evaluate themselves, organizations itself appraisal, it means that they are going to look at themselves that how well they are doing okay. And based on the knowledge and experience that they have got through their self appraisal in terms of their performance, their growth okay, their reputation all kind of things.

So they try to evaluate, because when we are going to evaluate organizations the process that we adopt is going to be different, it may not be same as the individual appraisal, because the parameter that you are going to use could be related to finance, financial related parameters and similarly it could be related to non-financial parameters like goodwill, reputation, brand mess right.

So these could be non-financial parameters where market growth, market share, performance, profits this could be what you call financial measure. So we can go for this kind of financial measures also to evaluate and find out how will the organization of professing. Whether learning is happening or not, and whether this learning is resulted in certain outcomes or not. Similarly, you also say that there is kind of learning that happens sometimes it is adhoc, not very systematic.

You learn through here and though, through random processes or you go through systematic learning where HRD is going to help you through various interventions they are going to, people

are going to learn through structured experiences okay, and systematic experience and that is what we call systematic learning right. Coming to the next point that is after knowledge is acquired another physical process that is in this, that is what we call information distribution, that how information is distributed is passed on to the people. So what kind of systems networks and these kind of things have what kind of cognitive map that you have developed right.

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What kind of media that your using do media sorry how your search and notice various information that is coming up right so this is again related to the same process that we have you try to look at those process see and you try to evaluate it and see whether it weather your able to learn it or not then information interpretation that how the information is being evaluated by the people it depends up on certain characteristics of the information what are the source of information how good or bad this is right.

Whether you are receiving lot of information your receiving only relevant information that is another important fact the statement is related to what you cal over load weather that are being over loaded with lot of information and then you are not able interpret them well within time that is required to be interpreted then weather your really or learning because if you are going to have lot of information.

So how the earlier information is going to what you call probability to learn new things so what is the unlearning process that is happening okay because since your giving getting lot of

information so when you are going to update and archive the information in your say mind then it may be possible that it will not able to restore all the information that is with you so you have to discourse certain information which may not be relevant.

So what is the process of unlearning in these kind of things so the process that is takes place is basically once you receive the information you go for rehearsal and then you try to put it somewhere in your memory I write in short term memory or the long term memory and when it is required you go for scanning of that information okay and when you are going to scan that information they you go for focused.

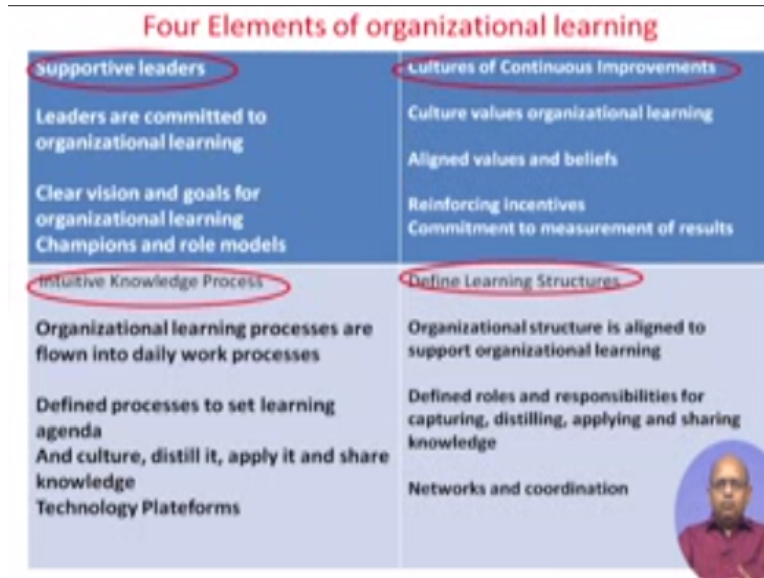
Sorry focused that you look for information the particular place or in a file and some where okay similarly when the information is archived in your mind that is where also sing that okay if the information is say stored in a very systematic manner then you will be able to scan and find that information okay that is going to help you to perform well and they finally you have organizational memory okay.

Organizational memory basically is storing and retrieving information from the organization for example if you have a knowledge management system so that can help you to get information from the archive of the knowledge space like data bases of the organization that is also part of the organization okay so there could be lot of things that can help you to see that how we are going to learn okay.

So has a part of organizational learning process you try to acquire organizations try to acquire more knowledge through various activities okay they try to pass on information see that people are going for use it okay now aspect to people that how interpret and evaluate that information it depends on number of factors that we have discussed and finally you are also going to see that organization has data bases knowledge management systems because it is going to help them to do their job effectively right.

So once we have discussed this road map of organizational learning we move further to discuss some other thing related to organizational memory right.

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Now if you look at this here we are going to talk about 4 different element of organizational learning okay which are going to facilitate the process of learning by the organization okay one thing that you should remember that you have moved away from individual learning to organizational learning.

So here we are talking about organization as the whole that how organizations are going to learn these things though it could be collective learning or summing up all the learning that happens in the individual but that has to be facilitate by certain factors to take place okay and if you look at this the most important factor is supportive leadership okay weather leaders are committed to this kind of activity or not okay whether leaders have very clear with in goal of organization learning.

Okay do they create champions and models role models okay this is the person who is done lot of things okay could be followed right, then organization should also follow a culture of continuous improvement what does it mean it means you should try to create a value or a culture which leads to organization learning basically here w are talking about a kind of culture.

Which motivates people to go for more innovation and creativity and that is where we are talking about a culture which creates what you call or is oriented towards entrepreneurial activities okay and that is why it is called entrepreneurial culture right, so entrepreneurial culture basically helps people to go for continuous our improvement a products process I systems right and these kind of culture has to be linked with what you call reinforcements right, so if somebody is doing something and out of which something is coming out.

They are creating some kind of intellectual properties for example the he must be reward it whether it say individual or team must be rewarded suitably and then you have to see that part he has done and accordingly you decide about that reward and you would also need to develop a structural systems for rewarding people for being innovative and creative which is leading to what you call archaists in the behavior of performance and further change this line which is coming out as a result of this.

Leading to what you call improved performance, productivity bring about changing the product systems structure process these kind of things so this is very important for example you find some companies are there who try to take even risks, so they have created the risk taking culture in the organization you must have were say about 3m okay 3m you know that is some you of the innovation index so if you look at this example of 3m you will find that thing is one of the most innovative companies okay.

So they have created a culture of continuous improvement that is why you will find that highest number of patents are there in there, so come to 3m basically promotes the risk taking culture so yes failures are equally celebrated okay which not many organizations will do, so if you are going to create this kind of culture and have align the values and belief of the organization with the individual goals and expectations and so that they go for these kinds of things they motivated enough and they know that every if they fail.

Nothing is going to happen then they again go for experimentation and these kinds of things that we have discussed earlier to create while you for the organization in terms of products process in these kind of things and that is why the kind of intellectual properties that is created so this culture of continuous in improvement and team is one of the best compressive and you can find them at the top of the innovations then in addition to these two process is also we need to look at in their important process.

That is intuitive knowledge process okay since organization learning process or part of the regular thing that is happening in the organization which basically embedded in the system structure culture process is in these kinds of these, so we have to se that how people are going to use this to learn okay and then you go for look at the culture you see that how this could be used okay and then you also creating a knowledge sharing culture in the organization, so that you have

a facilitates systems through which people are going to share in the touch knowledge with other people.

Which leads to better performance okay and you can also use technology performance because you can use blocks hotels okay internets okay intranets internet all kind of things seminars that start conference is through e learning you can also go for this kind of things though which you can share the knowledge that is there with you which is basically attached in nature because that is in the mind and that what, that is why we call it intuitive knowledge process. So you also need to capture the intuitive knowledge that lies with the people so that it could be used and for that you need to facilitate a culture where people are ready to share the knowledge and it should be a part of the culture itself, right.

Then moving to the four quadrant that is defining learning structures okay, so you have to see that what kind of a structure and organization has okay, you know that when we are talking about structure it basically more plan systematic in the sense that roles and responsibilities of people are defined very well right, basically if you look at structure of an organization it talks about reporting relationship okay, across levels okay both horizontally and vertically and then you need to develop a system of co-ordination of an integration of activities across levels and roles so that people can co-ordinate their activity they can integrate that activities for better performance, right.

So the idea is that you use networks and co-ordinations in the structure to facilitate at effective performance and ten you make sure that these roles and responsibilities are facilitating the kind of knowledge share that is expected from the people it means that may be a senior are going to support your sub-ordinates and you are going to share knowledge and experiences so that he is going to help you and this kind of activity has to be not only vertically but horizontally and that is why you need to create a network within the structure so that people are going to share their knowledge with everybody to create something that is going to help the organization for continuous syndrome, right.

So these are the four very important elements of organization learning and now we are going to move further to discuss some other issues.

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So look at the kind of frame work that is being used by the organization okay, so it depends up on if you look at organizational learning that is a part of what you call the organizational learning frame work which it depends up on the characteristics of the organization that we have just talked about in terms of his what kind of a structure it has, what kind of It systems it has, information systems, what is the culture leadership, what kind of share practices so these factors actually facilitate there are any process of the organization, right.

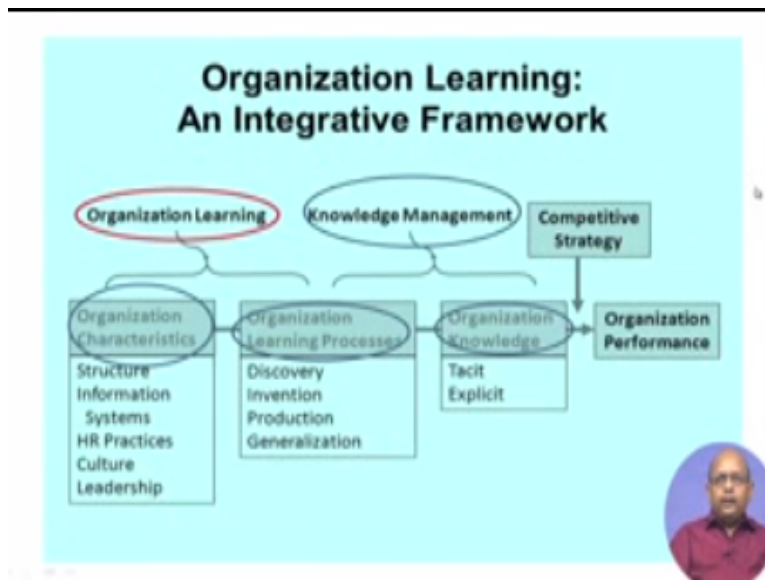
And then organization incases or in these kind of processes especially related to what you call discovery invention, production and generalization which is basically a part of what you call knowledge management system right, which could be in two forms, it could be tacit which is in the mind of the people okay, which can come out through intuition, knowledge sharing, collaborations, linked with the reward and then something that is explicit, where you try to develop a mechanism to ensure that this tacit knowledge is transformed into explicit knowledge.

And if you are able to transform the tacit knowledge into explicit it means that this knowledge is available in the our crime of the organization and you have created a technology based in platform so that people can share explicit knowledge in the form of manuals, guidelines, books okay, and the most important thing is that you need to have group or team which is going to be

responsible to ensure that whatever learning is happening is being captured, okay which is there in the for intuition or tacit so that it could be make it explicit right.

And if you are able to do that probably you need to adopt a strategy okay, to ensure that this kind of knowledge that is captured by you okay, which is a basically an outcome of the learning process supported by organizational characteristics leads to better organizational performance right, so you accordingly you need to ensure what kind of strategy you are going to adopt it depends up on what kind of knowledge base that you have to created right to the learning process.

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Now moving further we will discuss some other issues relate to this one okay.

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Focus on System and Processes

- Information Processing System
 - Acquisition
 - Distribution
 - Interpretation
 - Organizational memory



So the idea is to that first you have to focus on system and processes right, that what kind of IT activities that you have what kind of information processing system you have developed related to acquisition of information how it is going to be distributed how it is interpreted by the people and whether it is been up in the organization memory or not right in organization memory which form basically data basis another or chives okay whether for this kind of information is available.

Apart from a focus on systems in process we also move to see that what kind of system and organization has okay.

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Organization as a System

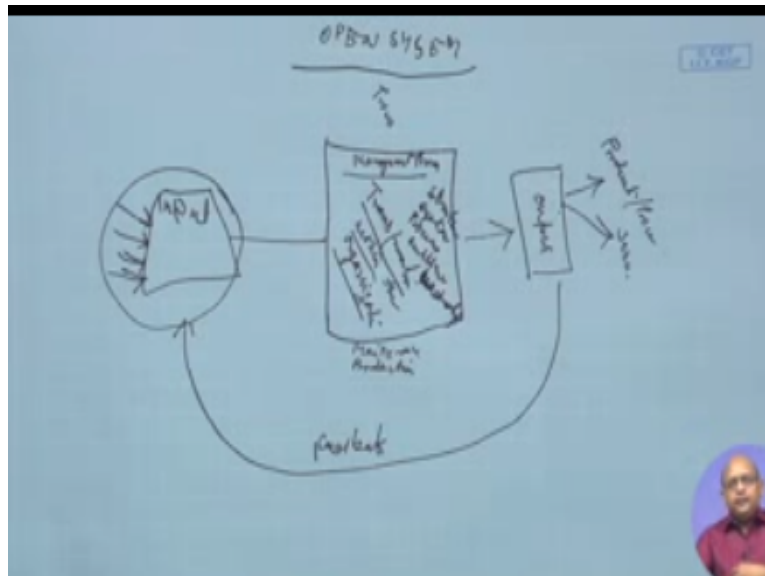
- Closed System
- Open System
 - Adapting to environment
 - Learning from people
 - Contributing to community
 - Inter-organization relationships
- Weakness: lack of innovativeness and creativity



So basically we talk about two kind of system close system and open system close system as a kind of system you can say which does not receive any input from outside and does not give any output to the outside to the environment okay so most of the organization are not close systems for that matter they are defined as a open systems if you look at the systems approach it says that you are receiving input from the external environment this input is process by the organization okay and then this after this process transformation that happens within the organization whatever outcome is there in terms of products and services then again export it back to the organization.

So you develop the system which is more open system and that is why we call organization and open system so what you have here is input okay and there could be various kind of input say raw material machine people all kind of things and then the transformation happens okay, or what you call this is the process okay this transformation happens within the organization okay what organization does that based on this input it is going to process them using management processes lot of management processes right.

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It could be related to maintenance it could be related feedback it related to production okay all kind of things okay so you might have a production system you have a maintenance system and all kind of systems which is a part of the organizations this is the organization where this transformation happens so you are going to process the input and then you have an output. And if you look at this output it could be in terms of what you call products and services okay output could be a process also okay.

Suppose you have change a process okay so that is also an outcome of various activities' that happens, so organization learning happens because you have looked at the input part okay and then you are going to see that how this input is going to be used effectively and how people are going to make use of this input and effective where using certain management process to come out with an output okay.

So when you are going to use organization system it is this is always call as open system right and organization cannot be close system and this kind of system is known as open system where you receive input transform it appraise it and then you have an output. Now based on see some of the characteristic are an open system is that since it is the cycle again is goes back to this one okay.

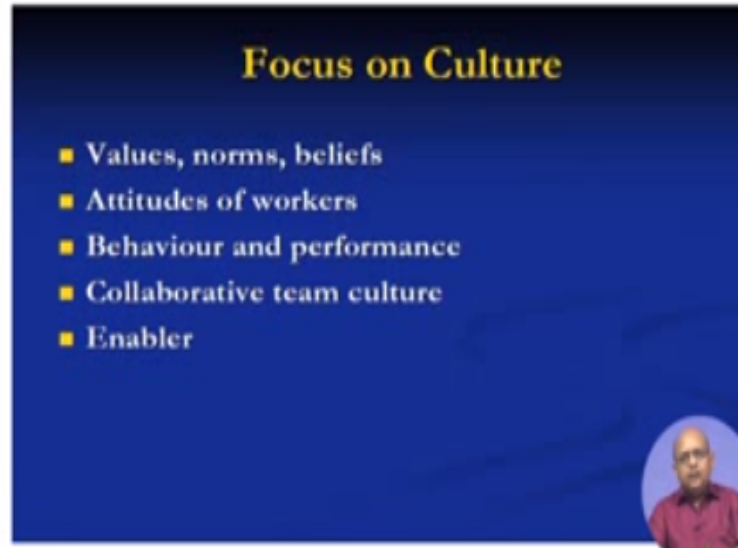
So you have a feedback system here right so you get feedback on a regular basis and accordingly you try to revise and create new inputs for transformation and this cycle goes on right this is basically the open system approach okay this kind of system basically helps you to adopt to the

environment okay you are going to learn from the people because based on the feedback you are going to see what is to be done and then that is how with this kind of output basically we are going to contribute to the society in terms of offering products and services to them. That is how we are also going to relate with inters organizational relationship. Within the organization how things are going to be coordinated activities.

For that you have structure process, culture leadership which could be part of what you called the manger process. So it might have the structure, it might have the system for the production okay; it might obtain for business process. You might have a culture, and then you might have the leadership for the system right. So all these is part of organization process which basically calumniates in better in form of productions right.

The only problem is that if you are going to use the open system we have to see that you have a regular feedback to bring about the changes in the product and services and that is where otherwise what happens if you are going to continue this cycle without any feedback loop probably you are liking an innovation creativity but if you use feed aback system to revise and alter your inputs based on the formation that you have got about the products and services. So that you can change not only the input but also reorganize your systems process and these kinds of things in order to produce better products and services right so that is why use organizational as a system.

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Then we move one of the very important things that you have to see that whether you really want to organization to learn and make sure that you are going to develop the culture which is going to be aligned with this kind of things okay. The culture basically comes from the top management till I proceed what kind of philosophy or the management adopts values, norms, beliefs that you have, which could be related to the rituals it could be related to certain things which organization does.

What is the philosophy of the organization okay, you might have heard stories about the organization that how people react to the top, you all try to create the value systems, norms and standards for the behaviors which is part of the culture okay. and make sure that this culture is going to influence the attitude of the behavior. And that is where you are going to create team culture it means that you also try to see that people are going to work in the team.

So culture is the enabler, I will very good example for the culture where the organization is gone for transformation of the culture to improve its. Few years back state bank of India went for the culture transformations so they try to bring about the certain changes in the organization. And because of that actually the attitude and the value system of the people have changed, which has resulted that is what we called better performance of the employees right.

So culture actually helps you to attitude and then it leads to better performance and this is why you need to focus on culture.

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Focus on Knowledge Management

- Parallel-developed concepts
- Changes in states of knowledge
 - Knowledge acquisition
 - Knowledge dissemination
 - Knowledge refinement
 - Knowledge creation
 - Knowledge use
- Organizational Knowledge Base

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And then from culture you also need to focus on creating a knowledge management system okay. so when you are going to talk about the knowledge management system you have to say what is the process of knowledge acquisition, how the knowledge is evaluated refined because some knowledge on particular topic is available, but when new knowledge gets that kind of knowledge okay. Then how the knowledge is created and used o you have a cycle and the knowledge is could be available into two forms which could be more intuitive in the mind of the people or explicit.

So the idea is that the organization should try create a knowledge base okay by transforming this classic knowledge into explicit form through collaboration socialization are other process so that you create a knowledge planning in the organization and then you have an IT based technology which is going to be navel in the process of this similarities and use of the knowledge so knowledge end their activities which could be taken along with organizational learning process because it is to fascinate to use of knowledge or learning that is created by the people so that people can perform actively so we are discussed on the issues related to this.

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And then finally we are going to talk about continuous improvement is very important because what the organization are going to learn okay once you are going to evaluate yourself that is a people are learning you are created system and make sure that things and that is we are trying to become gradual transformation as an outcome of being a having a good learning system right if there are good learning system it will help you to restructure systems process you move to towards what you call total quantity management.

If you try to quality in everything you try to adapt a change yourself in terms of additional behavior process and technology insights so gradually you evaluate to become better but this is not going to provide good provided a good insight provided you do not remain here it means that you need to go for this kind of things on regular bases okay so you also need to create a feedbacks system to get and evaluate what you are doing and according you bringing about the change in your system in process so that you remain try to be creative and on a regular bases and that is how you are going to perform well

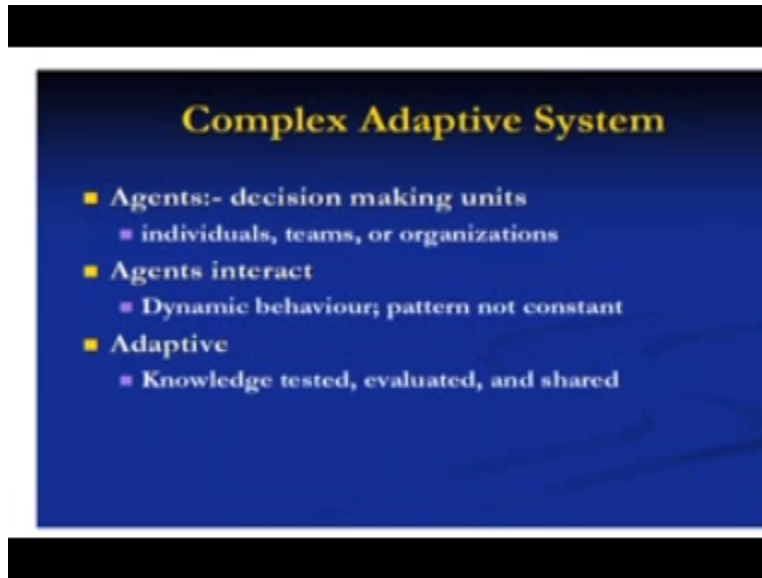
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So do some of things that you are being talking about and then definitely you have to go sudden because if you do not innovate then probably you are not going to survive in the next ticket okay before doing very well for innovation basically in order to complete you have to see that how you are going to be more and more object okay in order to adopt to basically you have to come out with new product because you know the product satellite the agent of product life cycle has come down to offer new surface come out with new technology okay.

So you need to be revolutionary you do not need to follow the path of others but you need to create a path which others are going to follow and that why you going to if you look at some of the examples which will give you an idea that how things had changed right you can see in iPod okay and this kinds of instruments which are basically are helping the organization to reach your better profits and that is how they are having able to achieve better competitive advantage right so we are been discussing on these issues

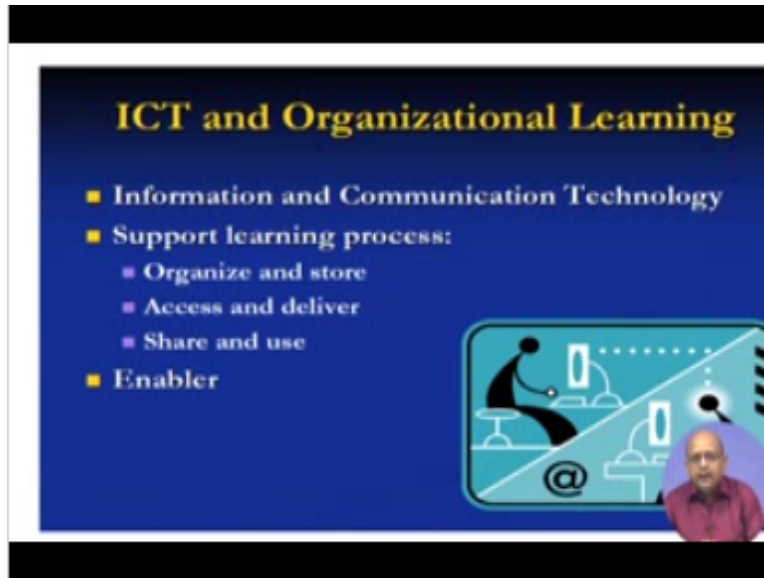
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And then you know that organization are very adaptive systems and that is where you have to see that what kind of procedure making is happening through individual group and organizational level and how the behavior is changing through the interaction process of the people and whether organization have been trying to adapted.

So that the kind of knowledge that is been tested evaluated and shared by the people around so you need to create a system as structural process through which you will find and people are trying adapt to changes that is happened and what ever knowledge bases is been created which is been used and shared by the people whether it is available right.

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And that is where ICT comes to your health because it is going to support your learning process in terms of delivery storage and it becomes a enabler okay and ultimately you are going to measure learning okay so you have to see that how much learning has happened what kind of bench mark is practiced you have created and whether you are moving towards becoming a learning knowledge so for example that is taking here from architecture engineering construction industry HK and China and they have adapted these practices and try to look forward to become learning hours thank you very much.