

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

**by**  
**Prof. K. B. L. Srivastava**  
**Department of Humanities and Social Sciences**  
**IIT Kharagpur**

**Lecture 54: HRD, Organizational Learning, and  
Learning Organization (Contd.)**

Okay, so welcome to the next session of this 11<sup>th</sup> week on learning organization and you remember in the last session we talked about the characteristics of the learning organization, okay, and how an organization can become a learning organization. So we will discuss of the systems, processes and enablers which can make an organization, a learning organization and then we will give certain examples of some companies to explain that those companies who have been able to continuously improve and innovate themselves, have survived in the market and those who have not been able to do it have perished, okay.

So the mantra is either you perform or perish. Not in the short term but on a continuous basis, on a sustainable basis. So if you become a learning organization the objective is that you got to try to perform well, you come out with innovative products and services on a regular basis, so that you remain viable and competitive in the market.

(Refer Slide Time: 01:19)

## Session 4

### Systems Thinking Perspective on Learning Organization

Now in order to become a learning organization there have been certain perspectives okay which we are going to discuss now, and the most important perspective that has been developed is known as systems thinking perspective, okay. When I want to think about the organization as a whole, and see that how organizations are going to learn in the process to become a learning organization. So what we are going to discuss now here is the systems thinking perspective, okay.

(Refer Slide Time: 01:38)

## Learning Organization Activities

- According to **Garvin**, Learning Organizations are skilled at 5 main learning activities:
  1. Systematic problem solving
  2. Experimentation with new approaches
  3. Learning from past experience
  4. Learning from the best practices of others
  5. Transferring knowledge quickly and efficiently throughout the organization

And here if you look at the learning organization activities. If you remember we talked about Garvin and he said that learning organizations are skilled at 5 main learning activities. We will discuss about that at a later stage that is how systematically you solve your problem. Then next is whether you go for experimentation with new approaches, when you try to bring about certain changes and systems, processes, culture, right, our products and services, okay.

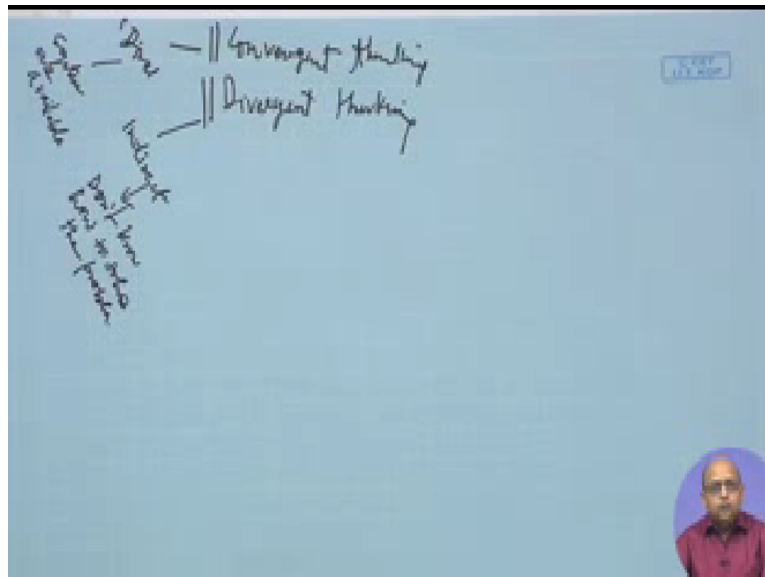
So you need to go for some kind of experimentation, okay. Not necessary that when you go for experimentation you basically realize success, there is always a possibility of failures. But you need to accept failures also and see that how you can overcome those problems based on the analysis, and then you go for experimentation, okay with the new approach.

So it is very, very important that an organization, if it wants to be an learning organization okay, continuously keep on trying to solve problems as and when it comes in a very systematic way. It means that you will adopt a very planned approach for problem solving, okay. When it comes to problem solving you know, that there are two major approaches that could be used, okay. One that is very, you are using certain algorithms, okay, the straight forward approach.

For example, when you say  $2+2$  okay, so you calculate and make it 4, okay, it means that you know that formula, you know the route, you know the main system and processes which is to be adopted to in order to solve problems, okay. That is what systematic solving problem is, it means you are aware about the things that how it needs, what needs to be done in order to fix a problem, okay.

But the problem comes out when you do not know how to solve a problem provided the systems and processes that you have developed are not able to explain you how to solve this problem okay. And that is where you go for adopting a new approach, you are going to experiment with new ideas, new approaches which is going to help you to solve the problems okay.

(Refer Slide Time: 03:47)



And this, if you look at these two points one talks about what you call a divergent thinking, a convergent thinking and divergent thinking approach. Convergent thinking and divergent thinking. So convergent thinking is something where it is about direct approach, it is an indirect approach okay. That is where systems have a level to solve problems here you do not know how to solve it okay.

So you adopt different approaches to solve the problem right, and that is where you go for experimentation okay. So adopt new ideas, new approaches, experiment with that, see whether it is works, if it works it is good, if it does not work then you leave it out right. So what is important is that you see to it that how you can go and adopt a experimental approach to see that whether it works or not right.

So you go for both approach is systematic problem solving and experimentation with new ideas. Then you also try to learn from past experiences okay. So there are different ways through which, because past experiences provided will kind of say intuition, the way you have been

doing things and then certain input science sites that is created by you could be helpful or useful for you to solve the problems right.

Then you also look at the best practices that have been adopted to solve the problem. You know sometimes you say okay, you come to me and then you say that I am not able to do it. So I said why do not you do like it okay, because there is the best practice that could be used here okay. So using the best practices approach that is also possible and then you are going to learn from there and finally, probably you make sure that transfer is knowledge quickly and efficiently for the organization.

So whatever knowledge is created in the process okay, say for example you have identified the new approach to solve a problem, to fix a problem and for that there is no readily systematic approach is available. Now this new idea that has come and has been tested and verified and you know that it is working well has to be communicated to everyone so that they can make use of it and that is where you need certain having a knowledge for nay system where you communicate and document that how you have developed this in what way it could be useful so that people can read and get certain sites for use it.

So knowledge sharing is very important you can use technology platform you can use calibrations and whatever it is possible you make sure that is it communicated effectively to everyone and for that you I need to identify some kind of mechanism for transferring knowledge very quickly and efficiently across the organizations and if you are using an IIT an able system probably that is the best way do it right for example you can publishes it and the frame and the total of the organization.

So that people can read it so they can also know that okay this is the new idea that has come with the new things that has come up which can which they can find useful for their work.

(Refer Slide Time: 07:08)

---

## Peter Senge on Learning Organization

- Senge believes that a Learning Organization...
- Decentralizes the role of leadership to increase the contribution of all employees
- Employs a holistic approach and gets everyone on the same page
- Employs systems and structures for sustainability
- Places human values at the cornerstone of the workplace
- Recognizes vision, purpose, reflectiveness and systems thinking as essential
- Puts a strong emphasis on informal and social networks
- Is skilled in the area of five key disciplines described in his book, The Fifth Discipline



Now I am coming to most important development that has happened in the field of learning organization and that has come from 5<sup>th</sup> Peter Senge okay he wrote a book that is known as the 5<sup>th</sup> discipline okay and in this probably he is contextualized this construct of learning organization he has identified certain components or constructs of learning organization now if you look at this learning organization concept he says that a learning organization this interlude the load of this includes the contribute of every employees.

It means every employee is going to participate in the process of creating learning and when you have to adopt a holistic approach and get a everyone on the same page it means that everybody should participate and then the ideas should converge together to create something that could be useful not for the individual itself but for everybody in the organization right.

And then moving further he says that he has you need to create systems and structures as enablers so that this continuous on a regular bases that this is this kind of say system organization appraise that you have is going to be more sustainable in the log rote so that people continually do these kind of things and finally he says that yes that most important thing is the human values.

What is the thinking interest attitude of the people because this is the most important thing in so far as you place learning experience because ultimately it is the people who are going to learn so you need to see that when you are going to create a systems in process for individual learning make sure that everybody participate in the process not only everybody participates you create systems and enables for the process.

So that it is more sustainable in the longer and finally you should be able to recognize reason purpose be more reflective okay and then adopt a systems thinking approach system thinking approach is more holistic approach and that is very essential for an organization to become a learning organization and then you are going to also create more informal and social networks it is not that you formal structures and systems that you can achieve it.

But try to make sure that you have networks okay social networks through which people are connected or interconnected or you also have informal networks okay now for example we are using lot of social media for interacting and connecting in networking with the people okay summarily in the organization people may connect informally not through formal structures roles and responsibilities okay so you need to create these kind of things so that this crate a system and process for learning okay and then if people are going to learn participate in the process it is good for the organization okay.

(Refer Slide Time: 10:01)

## Peter Senge on Learning Organization

- Senge believes that a Learning Organization...
- Decentralizes the role of leadership to increase the contribution of all employees
- Employs a holistic approach and gets everyone on the same page
- Employs systems and structures for sustainability
- Places human values at the cornerstone of the workplace
- Recognizes vision, purpose, reflectiveness and systems thinking as essential
- Puts a strong emphasis on informal and social networks
- Is skilled in the area of five key disciplines described in his book, The Fifth Discipline
- ..



And then he basically ultimately talked about the five key disciplines in which go disciplines and then you have to see that people have these skills which basically help them to become and become an organization a learning organization right so what you are going to discuss now is so

that key areas are still in the area what you call the 5<sup>th</sup> 5 disciplines which have been discuss in the book in the 5<sup>th</sup> discipline.

(Refer Slide Time: 10:30)

---

## The Solution: Five Disciplines

- Systems Thinking
- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning



So he say the solution of learning of our 5 disciplines which is known as systems thinking, personal mastery, mental models then we have shared with the and team learning.



(Refer Slide Time: 10:46)

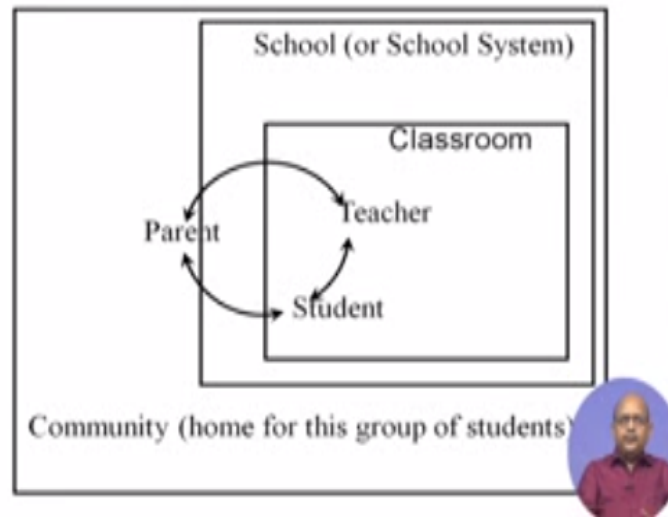


These now if you look at this becomes a learning organization now if you look at this all of them quadrate integrated in a way you will find that most of them like these are 5 key disciplines which contributes in organization to become a learning organization, now I am trying to give an example to see that how we are going to approach above holistic systematic prospective or thinking to look at this.

(Refer Slide Time: 11:17)

---

## A system is a larger world



Now if you look at this the system in a large survive okay now if you look at this what do you find and organization or a school system has to be perceived as what it may consist number of things there could be a number of stakeholders and a school assets is a part of the community it says right, so a school and organization associated affiliated with the larger say that is community it means that a school as a system high is a part of the community whether students leave right.

Then you might having a number of interest stakeholders in the process teachers students parents right and they early to interact with each other in order to have a better schooling system and then you have classrooms you have infrastructures we have other things system can process is relate to their school okay so we are going to use a larger prospective a systems prospective then a school should not be only though of teachers and classrooms and students and teachers but you should have a much larger.

Prospective but you should have a much larger prospective in order to understand this schooling system okay where you have a number of stakeholders each have their own expectations okay and interest right and then you are going to create systems in process to make sure that the system is affective and contribute in a better way so you are going to produce the output that is the students who are of better quality students and that is passed only when you are going to look at in a larger prospective right.

So you have to think in a systems from the systems prospective right now what we will do we will discuss all these 5 disciplines one by one and try to explaining what does it mean when we say that this systems is thinking are other process.

(Refer Slide Time: 13:28)

## 1. Systems Thinking

- A framework for understanding the structures, patterns, and relationships that mold organizational behavior
- A discipline for seeing wholes
- Permits identification of ways to change
- Acknowledges the power of internal processes (not individuals, not outside forces) in shaping work



Look at the systems thinking approach so systems thinking is much more holistic in the sense that before true understand organization you not going to look at just own thing but you are going look at just own thing but you are going to look at whole system okay you are going to understand the kind of structure it has what can systems in process re there how people are interacting or reacting with each other right which is going to mold the behavior of the people in the organization right.

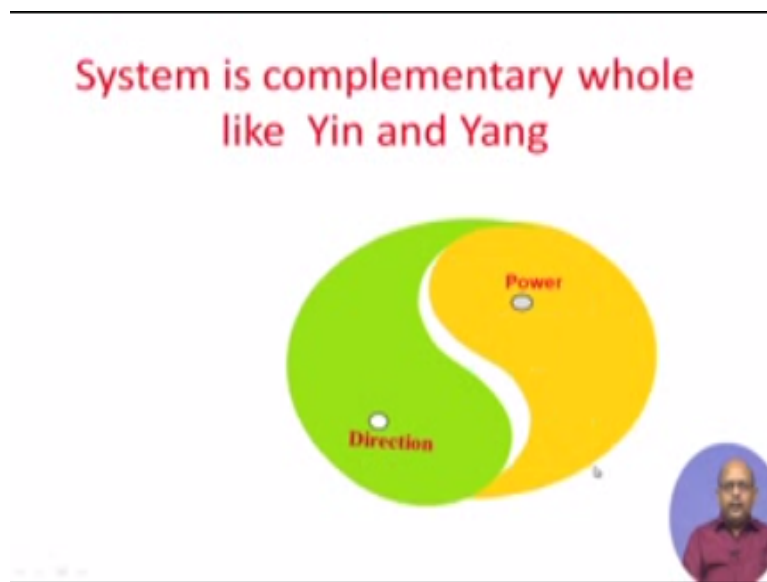
So you have to look at it from the larger prospective in the systems prospective to understand how things are happening what kind of trains and patterns have come up, what kind of relationship is there, how people we have an interact with each other right, so it means that it is a discipline of seeing in the whole okay.

For example, if you are going to organization you are not going to see people working on the west okay, that is the part of it you have to look at everything starting with the systems, structure, processes, technology, culture everything okay, so you are going to look at the entire management in organization system okay, through the lens so that you can understand it in a better way, because that would help you to visual a better picture of the organization and

probably would be able to make sense of what is doing, why it is there, what it is for, what kind of products and services it offers, right.

And what needs to be done to change it right, and that actually permits you to see that how you can go for change the system if it is not working. So you are not going to look into the internal or external but everything that is going to help.

(Refer Slide Time: 15:09)



Look at this both Yin and Yang, being complementary and alternative they are not dissociates there is no system, structures and process or not separable but they are all interconnected with other right, for example when you are going to produce a product in organization in assembly line you look at the entire production system as a whole, you are not going to look at each part of the production system because the same product goes from one desk to another desk and then the entire system completes okay, so they are no dissociable but they are interconnected with each other. So system every part of the system is connected with each other and they have to coordinate a integrate activities okay.

(Refer Slide Time: 16:02)



See this is a very old example system as a whole always you are not going to look at one particular aspect and say this is an organization, but you are going to visualize the whole picture or the better picture and that would make better sense to it right, so you have see system is a whole, right.

(Refer Slide Time: 16:25)

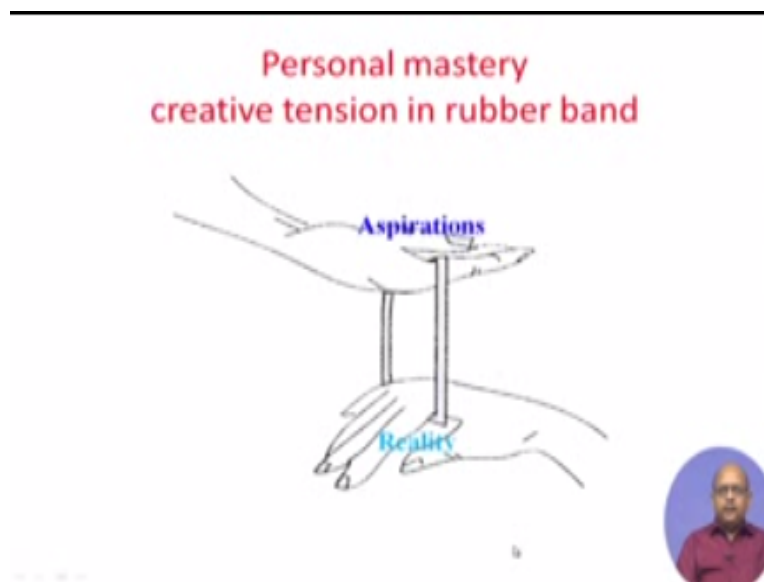
System is a **Whole**  
always

*do not work in parts only*



Do not work in parts that is more important okay.

(Refer Slide Time: 16:29)



Look at the next part personal mastery okay, what means by personal mastery, personal mastery is something that is related to the competence of the people okay, how what is your knowledge and skill base so in order to create a learning organization the first condition is that first discipline is that you should be able to visualize a big picture right. Second is that make sure that people have the abilities the competence that is what personal mastery means.

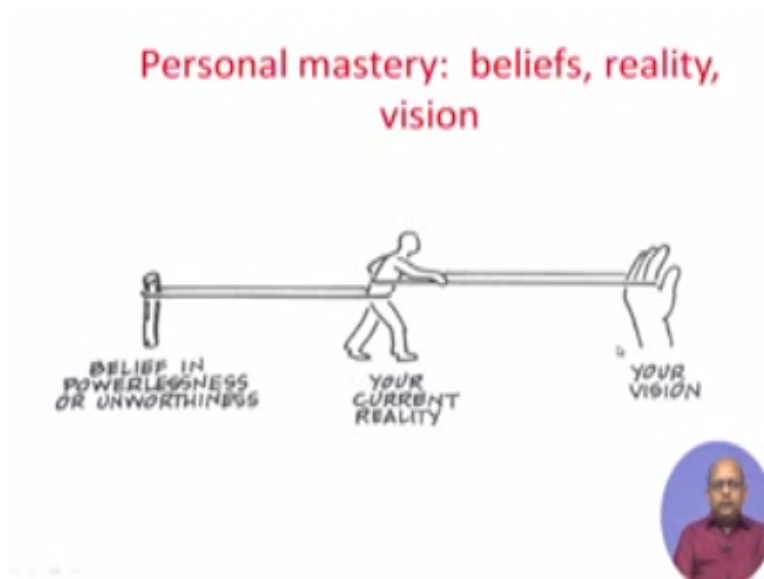
Look at this example, so the idea is that you need to stretch a part okay, so the example that is given here is a rubber band so you have to see that how long you can stretch a rubber band, you

can stretch up to a point where it does not break okay, but if you stretch too much what happens the band breaks down right. The similar thing can be said about the competence and the knowledge and the master of the people you make sure that you are able to grow yourself to the level where you become to so much competent that you are able to contribute yourself.

And that is possible based up on the kind of strength that you have develop, so look at your reality in terms of a strength and other things and then you see what is your goals and objectives that you want to achieve and then you move as tells yourself to the extent possible okay through learning and development terminates or their kind of activities so that you are able to a achieve your goals so you need to stretch upon but do not stretch too much so that you back down okay.

The idea is that you should destruct yourself depending upon your strength so that you are able to achieve or realize your expirations okay and that is where you need to try to develop mastery or competence in the field where you are okay.

(Refer Slide Time: 18:37)



And in the process we look at the structure what does it suggest it depends upon what kind of believes r4elaities and vision you have for yourself okay, so for example if you look at your sterna and weaknesses what kind of believe you have and where do you want to go, right if youi look at this picture it suggest see that you are here this is your current reality you want to move up to this state okay so if you want to move you have to move further from here to here okay and that is where your believe system is going to help you if you string that your powerful and you

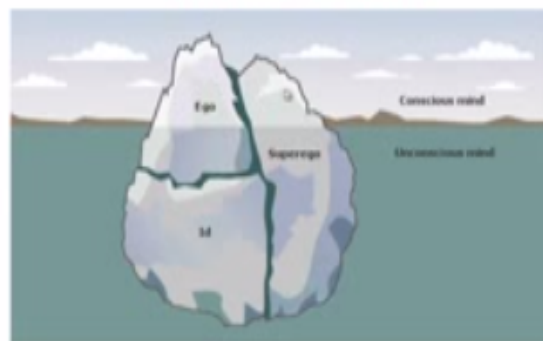
can do it you have the self confidence and you believe in yourself probably you will try to move ahead right.

Maybe in the process you might move back also because you realized your reality okay, so you might move back, then you go forth, so through this process I am moving back and forth, probably you would be able to realize your strength, you will be able to have belief in yourself and then you tries to stretch yourself to the extent possible to achieve your goals and objectives that you are checked for yourself right.

So the idea here is that you need to develop competence to the extent of possible and while you are developing your competence you set your goals where you want to go and then the most important thing is that have confidence, belief in yourself okay, in terms of your growth and strength, your power, your worth and everything because that is going to take you from this position to that position and that is why personal competency is very important okay.

(Refer Slide Time: 20:21)

### Conscious and unconscious mind it is like iceberg



Now moving to the next one look at this, this has been taken from the physiology where we talk about three part of mind which is related to it ego and super ego okay it is based on reality a presser principle while ego and super ego is goes based on what you call reality, why I am trying to make you understand here since we are talking about reality. So what reality is okay how you can achieve this certain things in our life okay so you have to work on reality principle?



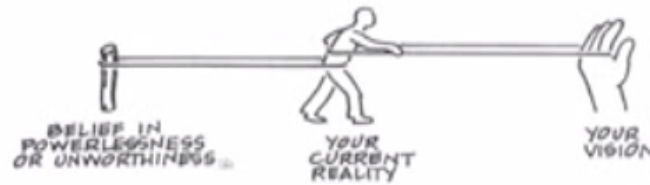
So you need to understand who you are okay based on that reality and then you see that what these are capable it some of the capability is could be known to you but some of them may not be known to you okay and while you will trying to achieve those goals and objectives you also need to ensure that this ego comes in to the picture because it is based on reality principle you are not going to we driven out by it because you want something and then that is why you should give it and if you do not get it then you get for stated you start trying.

Because it is based on presser principle okay so if you are being dominated by this probably this is not gone but it should be dominated by ego it means you should work on reality see what is achieve we able ion the process what you can get whether you will be able to achieve your goals and objectives by adopting a meaningful process or not that is more important it means that you make sure that you are going to adopt the process which is here which is objective okay which is acceptable to everybody.

And you adopt those process which is going to help you okay, in the process not this one okay, so use the conscious mind in try to exploded unconscious mind also that is part of the super because it is going to create a kinds of conscious whether it is good to do in that particular we are not so super conscious is goes nothing else but it is a kind of conscious which blocks if you are not able to do certain things in realistic manner. That is where super conscious comes to the venture okay, and that is why if you remember here.

(Refer Slide Time: 22:39)

## Personal mastery: beliefs, reality, vision



We are talking about this okay, if you believe it, believe in yourself power strength okay, you were able to realize your potential probably you will be able to move forward to achieve your goals and objective based on reality on based on placer you want something and that is why you are moving ahead adapting any kind of means fear and fair no that is should not with a case. But make sure that you adapt all fear means to achieve your goals and objectives by the realizing potential making means of that right and that is why personal masteries important.

(Refer Slide Time: 23:16)

### 3. Mental Models

- Deeply held internal images of how the world works
- A discipline for shaping these personal pictures of the world and understanding how they affect individual action
- Can be consciously examined and shaped



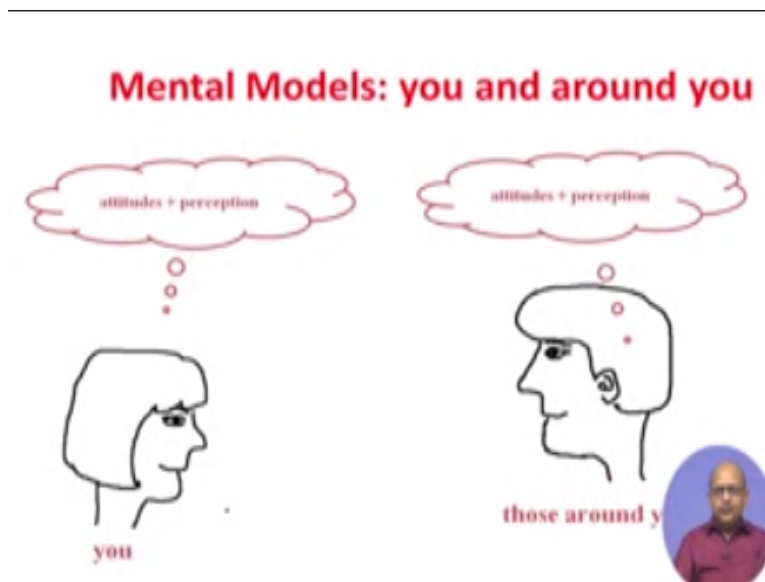
Moving to the third part that is mental models, mental model is another important thing because we need to create about certain names of things even sent people right, for example we have a certain preterits minds okay, about certain events objectives and phenomena right and these images are held internally and they very strong so you need to change these kind of internal images are minds that have been created.

So need to come out of this it is like a cocoon oaky, because you have not created it and very comfortable work for your self and you do not want to come out it okay and how do you learn if you have created certain mind state if say for example you are holding a particular position you are doing well and then you are feel satisfied okay, it is enough you do not want to progress any further if that is not it means that you have already decided that this the end state right, you do not move you do not want to move beyond further so this kind of min set once created it is very difficult to break it.

Now the question is that these kind of mental models have to be broken okay, you have to come out of your comfort join if you are really want to do something that is good, if you really want to learn say for example in this case as a individual right, so whatever internal images of phenomenon's it means that you have already form has to be changed value and it is possible only when you break down the comfort zone you come out of it your and try to do something more innovative and productive in nature right.

It means that whatever pictures that you have shaped about of the work and how it is going to affect your action has to be changed, so you need to create a changed mind set okay, and then probably you would be able to realize a better picture and with the competence and these kind of things probably you will be able to do much better, right. And you need to consciously examine it, so try to get feedback about yourself from others what do you think whether it is good or bad and then accordingly you go for a change.

(Refer Slide Time: 25:35)



Look at this, try to get feedback from those who are around you, okay so look at try to understand what is your attitude and perception, what others think about you what is their attitude so you get this feedback probably that would help you to change your thinking, your perception okay, and that is more important to get a much boarder view about yourself and others this is what mental module.

(Refer Slide Time: 26:08)

## 4. Shared Vision

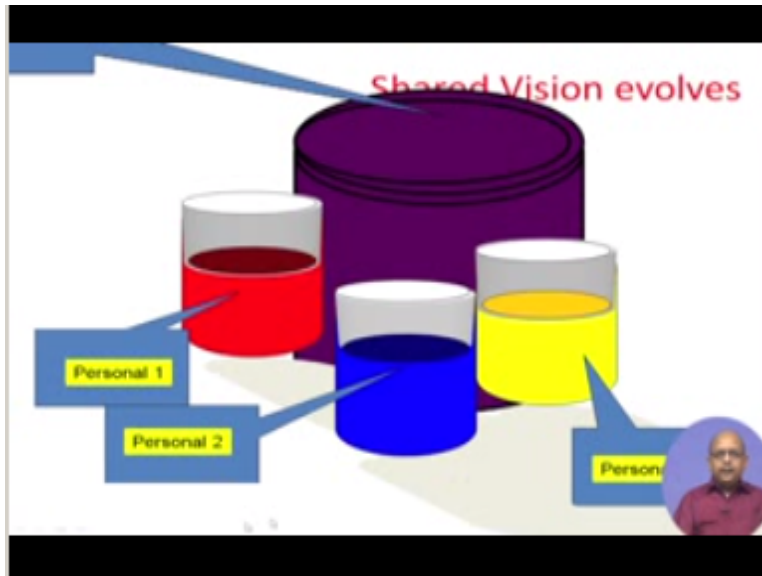
- Ability to maintain a collective picture of a future that is sought
- Reflects a desire to be connected and becomes part of pursuing a larger purpose that is embodied in the organization's services
- Commitment is by choice, not compliance



And finally coming the fourth one is shared vision and here probably we try to see that we try to depict a collective picture of a future okay so when you are going to depict and try to have a collectively picture a future related organization that say this is organization is today that is where you want to go okay so let everybody participate in the process and have a very collective shared vision about what the organization should do wants to go right it means that everybody in the process is going to connected with pursuing the larger purpose right in the interest of organization and that is what actually season means.

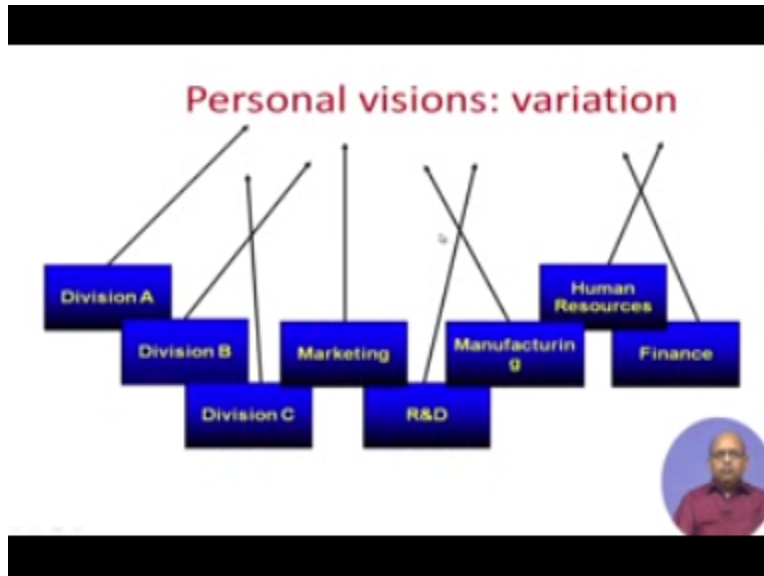
And here the commitment to this is by choice and by the compliance it means that everybody should voluntarily participate in the process to visualize the large affection okay otherwise it would be like a bigger who stories is holding what part he would describe the organization in that way so that the idea is if you want to realize a bigger then let everybody participate and share the information with each other so that you are able to visualize the better picture at the beginning right and they try to create different kind of scenario let everybody participate in the process to describe the scenario and then you try to build up a scenario.

(Refer Slide Time: 27:32)



So this kind of scenario is going to be there in order to work look at this that how shared vision evolves the shared reason is that right here three vision are they these are the three different vision and which is calculated into this shades and here in the process everybody is committed and involves in the process of identifying what the share within is right.

(Refer Slide Time: 27:57)



Moving to the next part see there could be variation in the organization different departments different visions might think differently okay

(Refer Slide Time: 28:05)

## Vision by all



But they have to calculate this as to be aligns all the individuals look at here individuals ABC are different departments since they have to calculate and converse their thinking in such a way so that they are able to create what you call a shared vision so this is going to be a shared vision for the organization say for example when you are thinking decision making in school or learning organization and you are using shared vision so since everybody is consent about their students right so everybody has to participate in the process that how students can get benefit and if you think any decision let everybody all the stakeholder participate in the process.

So there is teachers students community administration are in the supportive staffs including parents so the calculated view that is coming out might be much better we students rights then there are certain things that can be shaded about the model because this model is very good and been in use because it basically does not talk linear thinking it talks about diversion thinking it is not the reactive but the proactive response you can say and here the leadership is not been controlled because you know that everybody participate in the process.

And negative other everybody is going to be there and it does not create negative mental models that is one of the thing because you try to create something that is positive okay and then it basically starts with vision of the organization where you are where you want to know and then what kind of things are required for that and finally basically it also it does not promote computational products orientation because everybody is going to work together for the organize and it is interest thank you very much.



