Five Requirements For Learning Organizations
Five Requirements For Learning Organizations

This presentation is based on information contained in:

*The Fifth Discipline* by Peter Senge

*The Fifth Discipline Fieldbook* by Peter Senge, et. al.
Five Requirements of a Learning Organization

1. Shared Vision
2. Team Learning
3. Systems Thinking
4. Organizational Learning
5. Personal Mastery
1. Shared Vision

“Not an idea…. rather a force of impressive power. It lifts us out of our existing aspirations, and opens the doors to new ones.”

- Gives a real sense of purpose.
- Critical because it provides the focus and energy for learning.
- Must be real…genuine
- Learning organizations and high performing teams can not excel -- or even exist -- without this.
- Promotes focus and long-term commitment to organizational effectiveness and survival.
Individual vision is not enough.

Share your Vision. See Through Each Other’s Eyes

Create a Shared Vision that Everyone Can Support
1. **Shared Vision**

Draws out the commitment of people throughout the organization --

IF developed with everyone’s input.

*Not shared unless it has staying power and evolving life-force that lasts for years.*
2. Team Learning

“Team Learning is the process of aligning and developing the capacity of a team to create the results its members truly desire....”
2. Team Learning

- It is **team** learning, not individual learning, that adds to organizational learning.
- People need each other to achieve their objectives.
- Teams are the key learning group of organizations.
- Talented teams are made up of talented individuals.
- Team Learning is the building block for organizational learning.
3. Systems Thinking

Requires people to view the structural aspects of organizational performance rather than individual performance.
3. Systems Thinking

- Framework for focusing on patterns and interrelationships.
- Widens people’s perspectives.
- Involves adopting a holistic approach to problem solving – no individual blaming.
- Involves the ability to see connections between issues, events and information as a whole or as patterns, rather than as a series of unconnected parts.
- Not breaking problems up into individual pieces. The focus is on trying to understand how relevant factors collectively interact to produce the problem.
“A system is a perceived whole whose elements “hang together” because they continually affect each other over time and operate toward a common purpose.”
4. Organizational Learning

It is team learning, not individual learning, that adds to organizational learning.
4. Organizational Learning

Team Learning

Individual Learning

How Organizations Learn
5. Personal Mastery

Without Personal Mastery, individuals and organizations are unable to continue to learn how to create.
5. Personal Mastery

“The essence of Personal Mastery is focusing on ultimate desires... approaching life from a creative, rather than a reactive viewpoint.”

- Relates to a special level of proficiency achieved through a commitment to lifelong learning.
- Clear connection between individual development and organizational learning.
- More than achieving a set of skills and competencies.
- Based on a commitment to truth about current reality.
Five Requirements For Learning Organizations
Five Requirements of a Learning Organization

1. Shared Vision
2. Team Learning
3. Systems Thinking
4. Organizational Learning
5. Personal Mastery