
Developing a Learning Organization

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Agenda

- **Ted Talk – Dare to Disagree**
- **How do Professionals Avoid Learning**
- **How to Reason Effectively**
- **A Learning Culture**
- **Ted Talk – How to start a movement**
- **Recommended Read**
- **References**

Reflective Quote

“Business and human endeavors are systems ... we tend to focus on snapshots of isolated parts of the system. And wonder why our deepest problems never get solved.”
Peter Senge

TED Talk – Dare to Disagree



Heffernan, M. (2012). Dare to Disagree (12:56). Retrieved from http://www.ted.com/talks/margaret_heffernan_dare_to_disagree?language=en

How do Professionals Avoid Learning

- **Defensive Reasoning – Fear of Failure and “Doom Loop”** (Argyris, 2002, p. 8-9)
 - “To remain in unilateral control”
 - “To maximize “winning” and minimize “losing””
 - “To suppress negative feelings”
 - “To be as “rational” as possible”
- **Organizational Learning Disabilities: (Senge, 2006, pp. 32-38)**
 - “I am my position”
 - “The enemy is out there”
 - “The illusion of taking charge”
 - “The fixation on events”
 - “The parable of the boiled frog”
 - “The delusion of learning from experience”
 - “The myth of the management team”
- **Army Culture**



Five rules of Chaos to help innovation

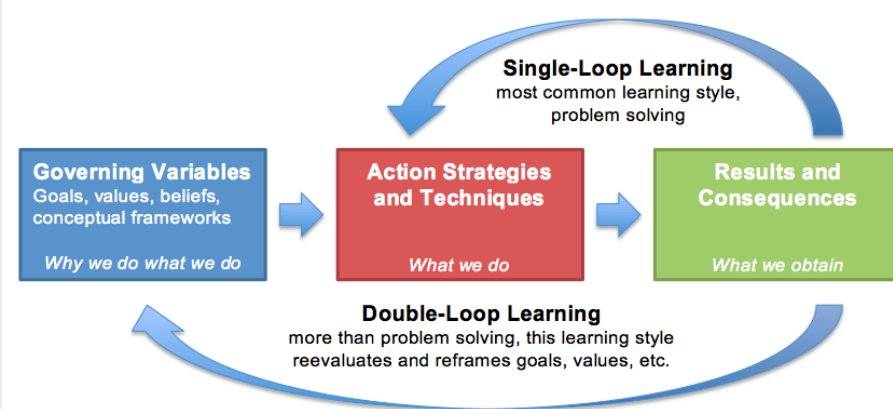
- **Avoid the seductive lure of data and measurements.**
- **Remember, It's called organized chaos**
- **Make white space productive**
- **Embrace unusual suspects**
- **Organize Serendipity**



(Brafman & Pollack, 2013, p. 124-132)

How to Develop Learning Organizations

- Leaders must change their mindset to start the change effort. (Argyris, 2002)
- Individuals must be committed to learning and to ask the tough questions. (Argyris, 2002)
- Organizations must be structure and have the culture to support learning. (Argyris, 2002)
- Five Critical Components (Senge, 2006)
 - Systems Thinking
 - Personal Mastery
 - Mental Models
 - Building Shared Vision
 - Team Learning



- What do we need to do at JMRC to improve?

(Tag, 2007)

Inspirational Quote

“In a learning organization, leaders are designers, stewards, and teachers. They are responsible for building organizations where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models – that is, they are responsible for learning.” Peter Senge

“In order to make our organizations more nimble, resilient, responsive, and innovative – in order to survive – we have to accept chaos into our lives, even invite it.” (Brafman & Pollack, 2013, p. 132)

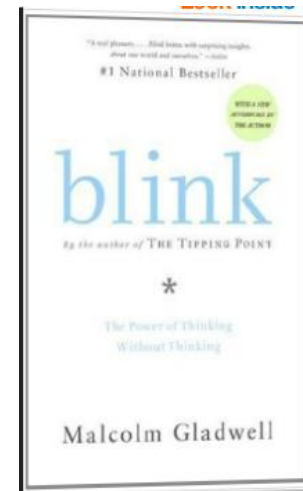
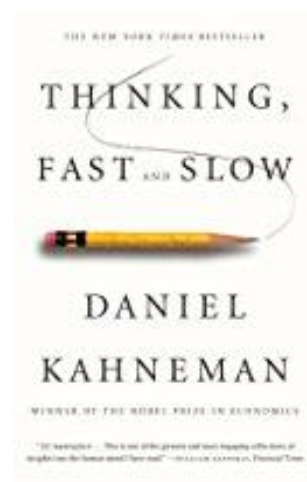
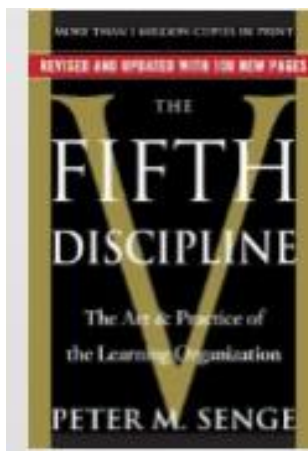
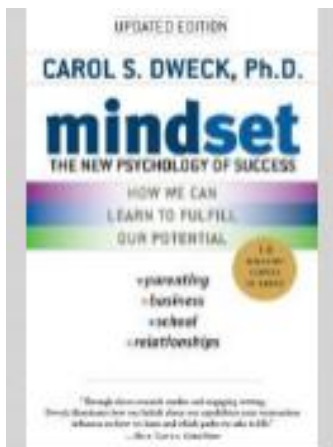
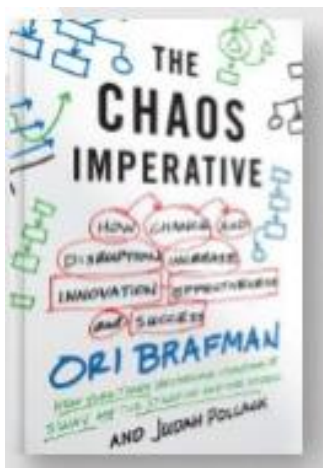
Ted Talk - How to Start a Movement



Sivers, D. (2010). How to start a movement (3:09). Retrieved from https://www.ted.com/talks/derek_sivers_how_to_start_a_movement

Recommended Reading

- The Chaos Imperative by Ori Brafman and Judah Pollack
- Mindset The New Psychology of Success by Carol Dweck, Ph.D
- The Fifth Discipline. The Art & Practice of the Learning Organization by Peter M. Senge
- Thinking, Fast and Slow by Daniel Kahneman
- Blink: The Power of Thinking Without Thinking by Malcolm Gladwell



References

- Argyris, C. (2002). Teaching Smart People How to Learn. *Reflections*, 4(2), 4-15. doi:10.1162/152417302762251291
- Brafman, O. and Pollack, J. (2013). The Chaos Imperative. How Chance and Disruption Increase Innovation, Effectiveness, and Success. [Nook DX version]. Retrieved from <https://www.barnesandnoble.com>
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