

11) IS YOURS A LEARNING ORGANISATION?

(With thanks to Jim Crawley – extracted from Crawley (2010 p. 131-2))

Relevant for the following LLUK Domains:

- Domain A Professional values and practice
- Domain B Learning and teaching
- Domain F Access and progression

Short description:

A simple activity to audit organisational culture and prompt discussion about learning organisations.

Aims and objectives:

- To consider organisational models and contexts and to relate them to best practice.
- To reflect about organisations within which participants work
- To develop an understanding of the elements which promote professional practice in the sector.
- To make suggestions for improving organisational culture.

Detailed Description:

- Preparation activities around the theme of organisations / culture and context could be undertaken before this particular activity.
- Participants enter their ratings on the table, discuss the results in pairs then in a plenary in a whole group.
- The initial activity can be linked to case studies of other organisations / sector or non-sector organisations to broaden the theme

Assessment:

The activity could be used to develop reflection and reflective practice, confidence with ICT, design of ICT-based resources, minimum core elements in ICT and LLN, understanding of the history and wider context of the sector, digital and information literacy and critical writing / thinking.

Hints and tips:

- There is some sensitivity in the results of this activity from the organisational perspective and it is important to emphasise the contribution individuals and teams can make to organisational culture, and to have examples of learning organisations available as case studies.

References

Crawley, J. (2010) *In at the Deep End – a survival guide for teachers in Post Compulsory Education*. London: Routledge

Is yours a learning organisation?

. Rate your organisation against each statement from 1-4 (1 is low and 4 is high)

ORGANISATIONAL AREA	RATING (1 – 4)
ORGANISATIONAL DYNAMICS	
We are encouraged to manage our own learning and development	
A positive listening and feedback environment exists	
Training is available in how to learn	
Teams and individuals use the wheel of learning to reflect and act on their own learning	
Teachers are supported to take a strategic approach	
THE ORGANISATION’S APPROACH TO CHANGE AND DEVELOPMENT	
Senior managers accept the idea of a learning organisation	
There is a climate which supports the idea of learning	
We learn from our weaknesses and our achievements	
Opportunities to learn are part of day-to-day business	
There is a flat management structure which promotes communication and learning at all levels	
EMPOWERMENT OF PEOPLE	
The workforce is empowered to work and learn	
Authority is delegated and decentralised	
Managers have a facilitative, mentoring approach	
We share with other organisations to improve our and their service	
We participate in joint learning events with other relevant PCE	

stakeholders	
MANAGING KNOWLEDGE	
We benchmark our best practices against others and seek to learn from them	
Training and support is available for staff in innovation and creative thinking	
Trialling and evaluating new areas of work is embedded in our practice	
We and others are able to make use of our accumulated knowledge in our field	
We share that knowledge systematically and on a ongoing basis with others	
TECHNOLOGICAL SUPPORT	
Our uses of technology clearly benefit our key purpose	
Staff and students have ready access to the Internet and other Learning Technology	
Learning technology is embedded in our practice	
We make use of e-learning within our curriculum	
We make use of technology to support our evaluation and development systems	
TOTAL SCORE (Out of 100)	

Interpreting the scores

The maximum score here is 100. If you scored 40 or below, your organisation is in trouble!

What does suggest about your organisation?

Does this suggest anything about other organisations?

What steps could you take to help your organisation improve as a learning organisation?