

THE ORGANIZATIONAL LEARNING REIMAGINED AND REDEFINED SERIES WITH NIGEL PAINE





POLL ONE

"We need an existential change in learning and development for us to be relevant for our organizations."

Agree or Disagree?



“

"I believe that if we dedicate ourselves to bringing out the best in others, we will bring out the best in ourselves. This is because we are connected in organizations and we work best when we protect and feed each other. If you feel empowered to share what you know and communicate that learning and insight to a group of people around the organization, the organization gets stronger and more resilient and you strengthen that sense of community. Improved performance inevitably follows."

*Garry Ridge, Chairman Emeritus WD-40 Company,
Culture coach and Founder of The Learning Moment Inc*





FOUR Questions For Garry Ridge

What is different about WD40 Company? How does it get such astonishing approval ratings from staff?

What did you do differently in WD40 Company when you became CEO from its previous iteration?

Why are values so important for WD40 Company?

Why for you, is organizational learning important?



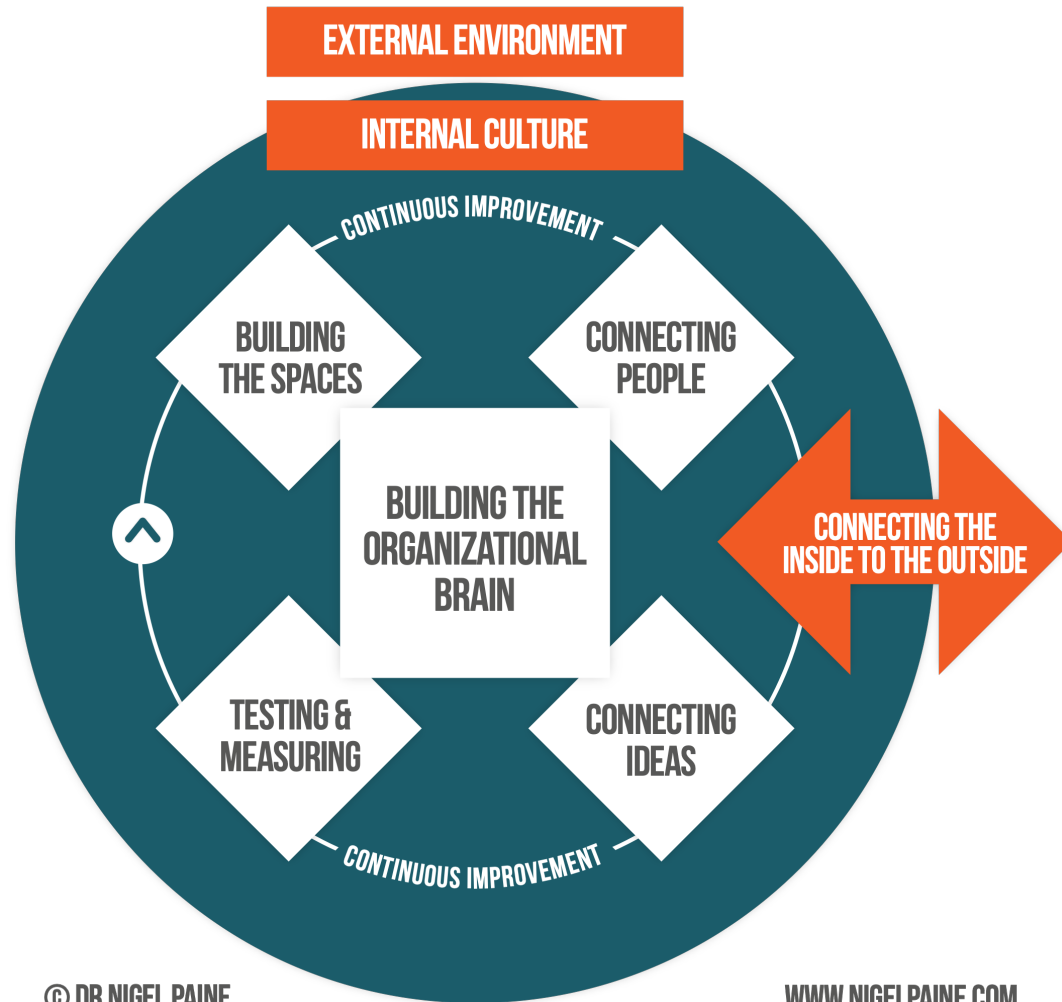


The 7 principles of Organizational Learning

- 1 Most people in the workplace want to do a good job/work. But they are held back, thwarted by organizational structures and culture.
- 2 So many people are prevented from doing their best work in the workplace. Obsolete systems and processes get in the way, rendering innovation, collaboration and agility almost impossible. In some organisations, it's a miracle work actually happens.
- 3 There is no place in a modern workplace for bullying, intimidation, and bad behaviour. And yet these behaviours happen everywhere, all the time.
- 4 When you focus on individuals, you boost individuals. That encourages people to compete with their colleagues. Rather, you should help them to share what they know, and share their learning.
- 5 When people learn together, can ask for help and are not penalised for offering help, the practice and process of work is better. We learn better as communities but so often organisations implement systems and processes that force us apart, punish us for admitting weakness and encourage us to hold onto insights rather than share them.
- 6 When learning is locked in people's heads, it's very hard for organisations to make real progress. When learning is out there, accessible to all, the organization can transform itself on a regular basis.
- 7 We live in an age of increased uncertainty, where agility and resilience are absolutely key. But resilient, agile organisations need resilient, agile employees. The foundation of resilience and agility should be based on working with others, not on looking after yourself.

Questions or Points

Dimensions of organizational learning





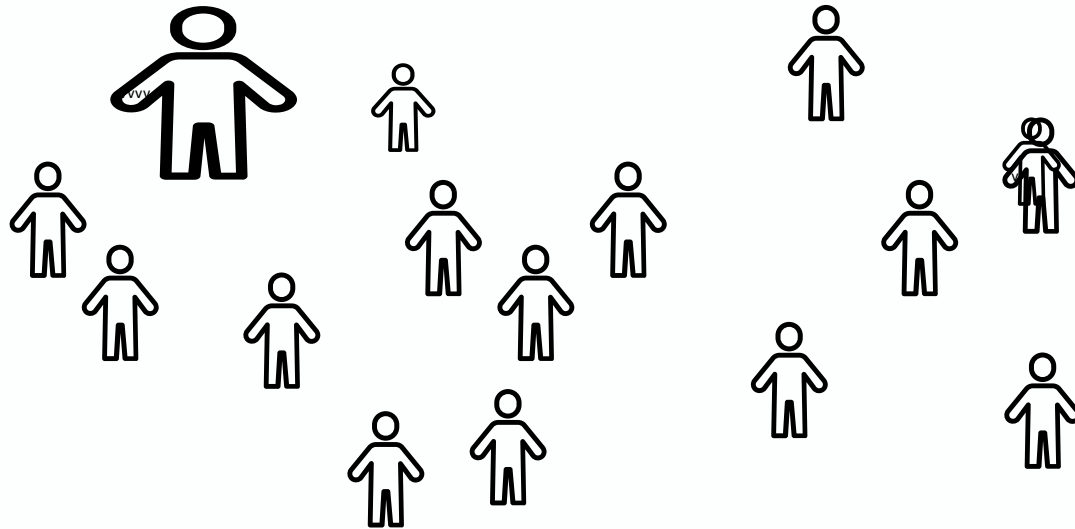
In the 1950s..
Communities
of Practice
were alive and
well



“As a master tactician
and innovator off the field
Allison's contribution on
the field is often overlooked”
"He should be revered. They
should have a statue to him
at West Ham . . . he laid the
foundations for the success
of the club - not by what he
did on the field, but the
knowledge he gave to other
people.” John Cartwright

Questions or Points

In a Learning Organization: Learning Happens in the Space Between People



The organizational brain



What matters are the connections



Fieldwork

See yourself as a practitioner

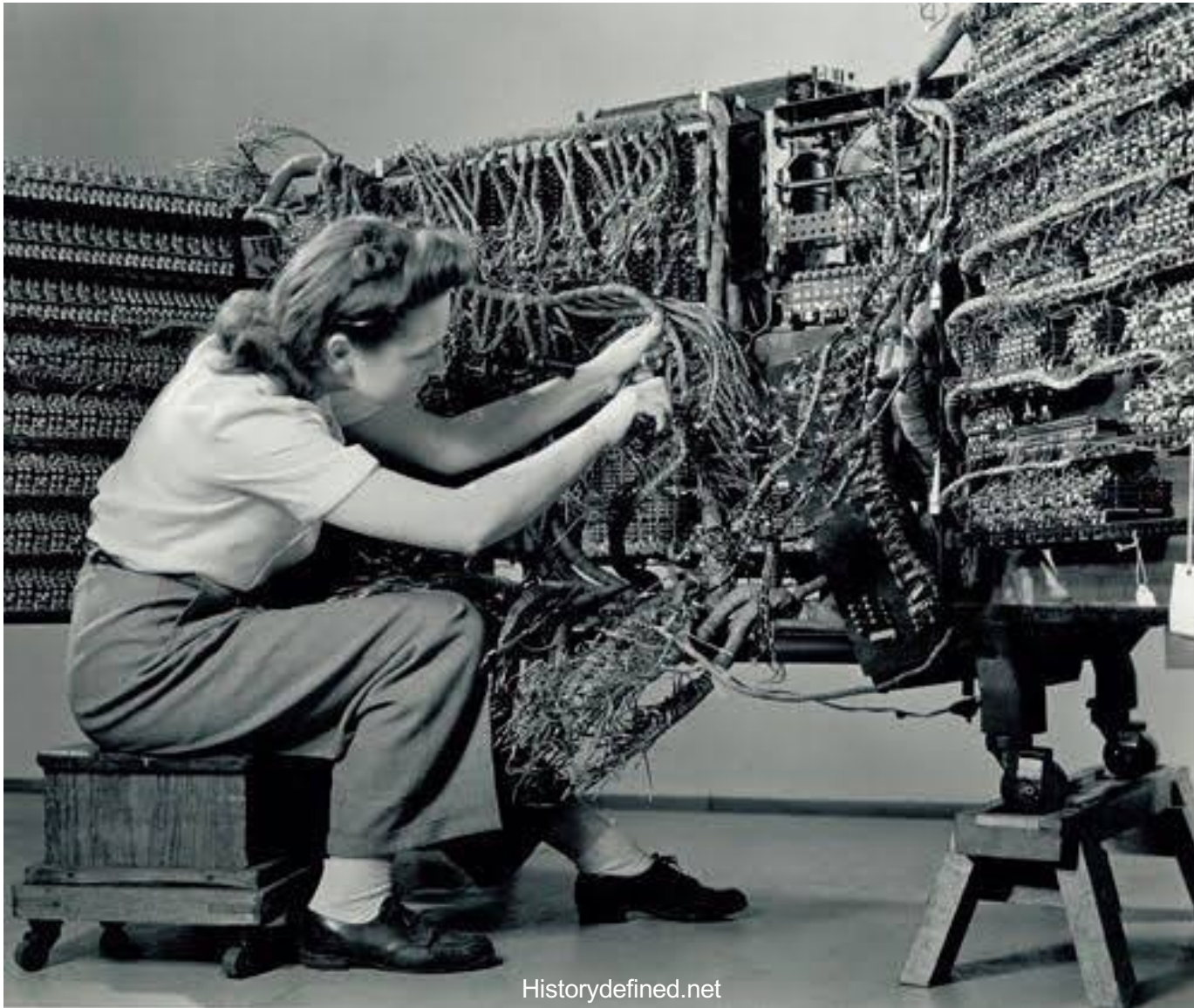
Keep in touch with peers

Consciously improve your practice

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Practice

Back to Malcolm Allison



This is not how
you build
connections

BBC SOUND



The reason we have (art and imagination and ideas) is because we have found a way to build a group shared simulator and become a super intelligence.

Adam R. Kampff Neuroscientist

From *Best Medicine* series 1 episode no 5 (BBC Radio 4)

Embracing external insights to drive change

Most organizations are insular, they stop information leaking out or breaking in. But insularity creates a blindness to external factors and the forces driving change. So how can organizations create a culture that is open to new ideas and that can act on them quickly?

Join us to explore:

- How to ramp up curiosity and encourage the exploration of new ideas
- How to create the space and time for this to happen
- How to build the forums to process this information
- How to make intelligent decisions based on this data

Register now



7th March:
16.00 UK

A photograph of two women sitting at a desk, looking at a laptop. The woman on the left is wearing glasses and a pink jacket, and the woman on the right is wearing a blue headband and a grey jacket. They appear to be in a collaborative work environment.

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BOOK A SLOT

Book a second webinar: <https://go.oncehub.com/OLR3>

Contact me: nigel@nigelpaine.com

Organizational Learning Updates: rb.gy/r4g856

<https://calendly.com/nigelpaine/webinar-1-follow-up>



SESSION ONE: BUILDING OUT THE
ORGANISATIONAL BRAIN
JANUARY 25, 2024 from 11h00 to 12h00 ET
(New York time)

SESSION TWO: EMBRACING EXTERNAL INSIGHTS
TO DRIVE CHANGE
MARCH 7, 2024 from 11h00 to 12h00 ET (New
York time)

SESSION THREE: ADOPTING HEALTHY HABITS:
HOW TO FAIL IN ORDER TO LEARN AND HOW
TO ASK FOR HELP
APRIL 23, 2024 from 11h00 to 12h00 ET (New
York time)