

# Five Requirements For



# Learning Organizations

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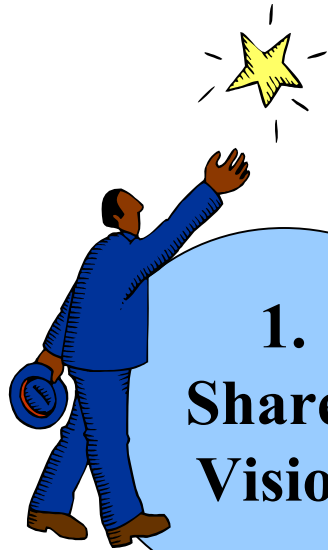
**This presentation is based on  
information contained in :**

***The Fifth Discipline* by Peter Senge**

***The Fifth Discipline Fieldbook*  
by Peter Senge, et. al.**

# Learning Organizations

# Five Requirements of a Learning Organization



**1.  
Shared  
Vision**



**2.  
Team  
Learning**



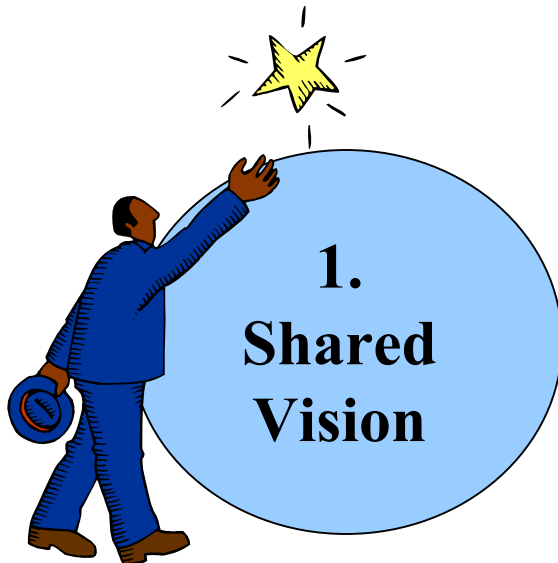
**3.  
Systems  
Thinking**



**4.  
Organizational  
Learning**



**5.  
Personal  
Mastery**



**“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.**



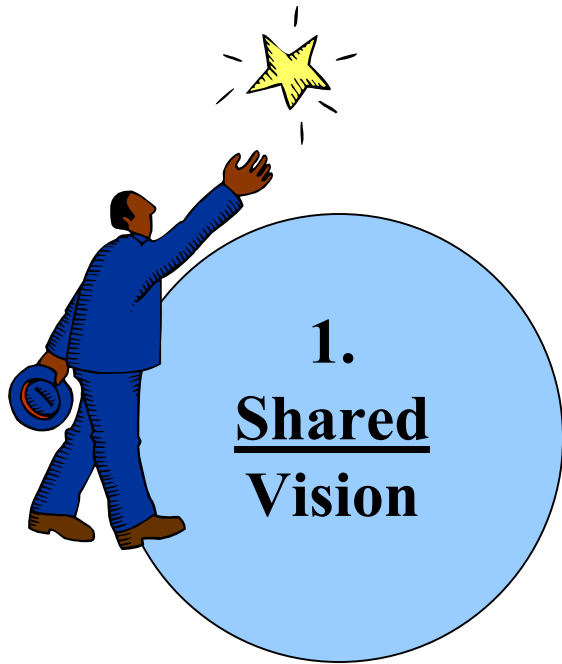
**Create a  
Shared  
Vision that  
Everyone  
Can  
Support**



**Individual Visions**



**Share your Vision.  
See Through Each  
Other's Eyes**



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.*

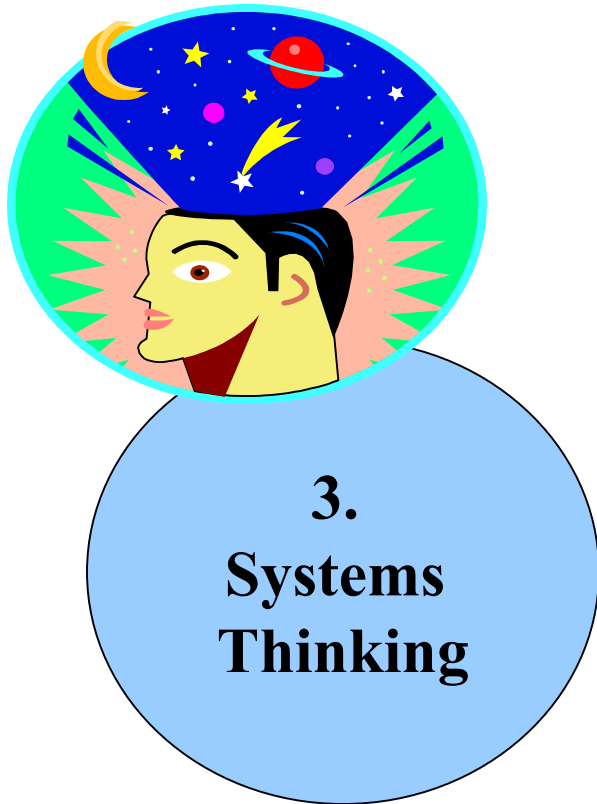


"Team Learning is the process of aligning and developing the capacity of a team to create the results its members truly desire...."



- 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.





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.



**3.  
Systems  
Thinking**

"A system is a perceived whole whose elements "hang together" because they continually affect each other over time and operate toward a common purpose."

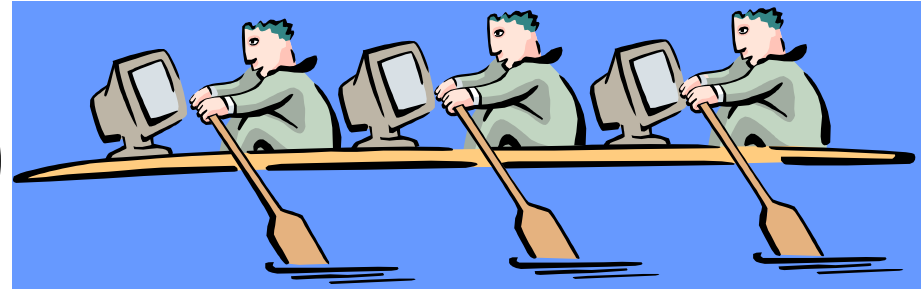


**4.  
Organizational  
Learning**

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

# *How Organizations Learn*

**4.  
Organizational  
Learning**



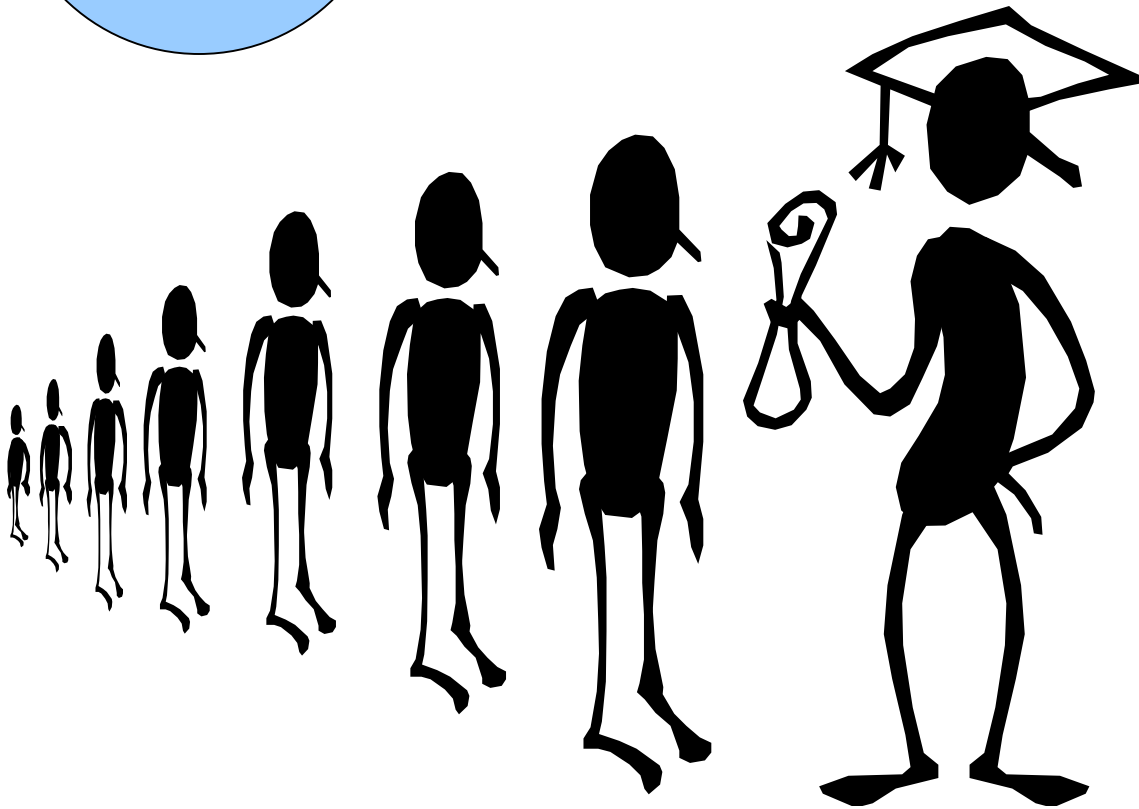
**Team  
Learning**



**Individual  
Learning**



**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

