



There has never been a better time to invest in your organisation's future than investing in training now

Developing a Learning Organisation A Programme of Effective Interventions

In times of rapid change only the most flexible, adaptive and productive organisations are likely to excel. Organisations in which people can learn collectively and are in 'learning mode' are those most likely to succeed.

This programme has been designed to provide managers with a practical understanding of how to develop a learning organisation and the skills and confidence to lead in a learning organisation.

What is a Learning Organisation?

A learning organisation is one that learns collectively and develops its ability to be adaptive and responsive to its external environment. The process involves individual, team and organisational learning and the results of learning are used to achieve better results.

The organisation supports continuous employee learning, critical thinking and risk taking with new ideas, learns from mistakes and from experience. It also disseminates new knowledge and information through the organisation to inform day to day activities.

The Learning Organisation may not necessarily invest significantly in formal education or training, but it does ensure that learning at work is captured as a value added resource.

Key benefits of a Learning Organisation

- The talents, skills and experience of employees are used more effectively. This is particularly important when an organisational restructure results in fewer employees.
- Learning organisations develop a customer-responsive culture and are better placed to respond to external demands and internal change.

Developing a Learning Organisation - Possible next steps

Whilst it is vital that an organisation chooses strategies that fit their particular organisation there are common approaches that will contribute towards the development of the learning organisation.

We have outlined a number of possible approaches any of which can be combined or delivered as individual elements. Each element can be tailored to meet the specific requirements of your organisation.

Element One - A series of one day workshops

Who should attend?

Initially senior managers interested in developing more responsive and adaptive ways of thinking and learning in their organisation in order to achieve better results and ensure a competitive advantage.

Workshop 1 Developing a Learning Organisation

- ❑ Communicate the benefits of building an adaptable and learning work culture
- ❑ Explore the characteristics of a Learning Organisation in practice
- ❑ Consider the five disciplines of a learning culture as described by Peter Senge
- ❑ Identify how best to build a work culture that is creative, knowledge sharing and empowering
- ❑ Identify 'Best Practice' in planning the change towards a Learning Organisation
- ❑ Active communication, horizontal and vertical, in a Learning Organisation
- ❑ Developing and supporting effective internal organisational networks

Workshop 2 Leading in a Learning Organisation

- ❑ Leader as visionary, enabler, coach and empowerer
- ❑ Modelling expected behaviours
- ❑ Developing a trusting environment
- ❑ Understanding the overlap of an empowered culture and a learning culture
- ❑ Giving and receiving feedback
- ❑ Creating an environment that encourages life long learner
- ❑ Introducing a self-directed learning approach linked to performance management
- ❑ Supporting personal development in others
- ❑ Identifying and getting the best from development opportunities within an organisation

Element Two - Coaching Skills in a Learning Organisation

A three day coaching skills course for managers and supervisors that develops the skills and confidence of managers to use a coaching approach in a management role and to develop their ability to use coaching skills to support a learning culture and organisational performance.

This experiential course covers the core skills of coaching and will provide a practical coaching framework to help develop an effective coaching style. The course is divided into one two-day module and a one-day module.

The first two days will cover:

How adults process information and learn, introduce a self-directed learning approach, explore power relationships and best practice in a coaching relationship.

The core skills of coaching: establishing the coaching agenda, levels of listening, use of powerful questions, planning outcomes and encouraging coachees to action.

Participants will get the opportunity to practice their new skills in a coaching practice session. They will also be expected to practice their coaching skills in their workplace during the period between the first and second modules.

The third day will follow one month later and will focus on: reflections of self as coach, giving effective feedback, exploring the impact of self-limiting beliefs and creating options for change.

Element Three - Action Learning Sets

An introduction to an effective collective approach to learning in organisations through the practice of Action Learning Sets.

'Action learning is an approach to the development of people in organisation which takes the task as the vehicle for learning....' Mike Pedler 1991.

Change does not necessarily imply learning but an organisation that can problem solve, learn and develop more innovative and effective ways of moving forward will more likely achieve both and in turn develop its competitiveness. Action learning sets can provide a mechanism for this to happen.

This workshop will develop the competence of participants to participate in action learning that focuses on real work-based problems with a view to solving them.

It will include: developing an enquiring mind set, framing and reframing problems, using an effective questioning approach, reflection in action, recognising subtle influences on decision making, tips on analysing information and dealing with challenge constructively.

How to contact us

Please call us on **01494 488787** if you wish to explore your options further or email **enquiries@jml-training.com** we will be delighted to discuss any of these courses with you in more detail.

We specialise in designing robust, practical and interactive in-house training programmes to suit the needs of the **individual client**. Our clients value us for our integrity, collaborative style and commitment to their business.

About us

jml Training offers training programmes for organisations and companies in the public and corporate sector.

Each programme is relevant and immediately useful. Using a range of solutions we draw on our own experience, up to the minute research and our unique interactive methodologies. We take your situation as our starting point by working closely with your organisation to understand your needs and to develop cost-effective solutions for success.

Our tailor-made solutions are results orientated and will help you to raise the level of talent, skills and performance in your organisation. We aim to ensure that positive action and change can occur as a result of our input.

We regularly develop new modules. If you are looking for something and you don't see it on our website (**www.jml-training.com**) **why not contact us? We would like to help.**

jml Training - training that works

