Organizational Learning and Return on Investment

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Agenda

- Learning overview
- Multi-levels of learning for leaders
- Training robbery
- Six silent killers of learning implementation
- Making a change
- Training vs. Development
- Organizational Assessment
Learning Overview
Learning definitions

1: the act or experience of one that *learns*

2: knowledge or skill acquired by instruction or study

3: modification of a behavioral tendency by experience (as exposure to conditioning)
Learning is experience. Everything else is information.

-Albert Einstein
Understanding Context through Sensemaking

- Learning
- Narrative/Storytelling
- Strategic Foresight
- Framing

Sensemaking
Leader learning – Internal

• Self-reflection/assessment
  • Building other sensemaking skills
    • Framing
    • Narrative/Storytelling
    • Strategic Foresight
  • Strengths/Weaknesses
  • Continuous development
  • Forward moving…preparing for the future

“The greatest of faults, is to be conscious of none.”
Thomas Carlyle
Leader learning – External

- Understanding the organization
  - Culture
  - Industry
  - Competitive advantages
  - Threats
  - Opportunities
  - Understanding the organization
Organizational learning

- Why organizational learning?
  - Formation of new knowledge
  - Boost creativity
  - Adaptive potential of enterprise leaders
  - Optimization of current productivity
  - Preparation for change/the future

A leader must build a creative enterprise – one that roots learning in its culture, and that encourages continuous learning in many ways.

- Thaczyk
Application of Learning within Leadership & Sensemaking
Training Robbery?

$160 Billion - US
$356 Billion – Globally

Many aren’t getting a good return on their investment, people revert back to their old ways.
Case Study

- Powerful, one week training session by 3rd party
  - Salaried employees attended
  - Real-time feedback on individual and group behavior
  - Ended with a plan for implementation
  - Pre and post-training surveys suggested that participant attitudes had changed

- Two years later - little had changed as a result of the training
  - Implementation was faced with culture
    - Lack of strategic clarity
    - Top-down leadership style
    - Cross-functional conflict
    - Policies/Procedures

The silent killers to learning implementation

1) Lack of strategic clarity
2) Lack of cohesion with senior leaders
3) Top-down leadership style
4) Cross-functional conflict
5) Inadequate leadership time and attention
6) Employees’ fear of making obstacles known

We must also change the context!
Fertile soil must be in place before the "seeds" of training interventions can grow. Greater success was achieved where a "psychologically safe" climate was pre-developed. Create a favorable context for learning by ensuring that psychologically the business provides fertile ground.
Making a change – 6 Step Process

1. Clearly define values and an inspiring strategic direction
2. Diagnose barriers, redesign org roles, responsibilities
3. Day-to-day coaching and process consultation
4. Add training where needed
5. New metrics for performance
6. Adjust Human Resource processes
Training vs. Development

**Training**
- Optimizes skills, knowledge, and abilities within current role
- Efficiency abilities
  - Time, cost
  - Value-add activities

**Development**
- Optimizes skills, knowledge, and abilities for the future
- Next job/promotion
- Leadership
- Future challenge
Learning and Development

• Learning
  • Action Learning – problem solving teams
  • Outdoor Learning – extreme environments
  • Micro-Learning – bite sized, focused learning
  • Learning contracts – formal commitment to develop KSAs

• Development
  • Job experiences – stretch assignments, transfers, externships
  • Coaching and mentorships – leader/follower
  • Assessment – Myers-Briggs, 360 degree feedback
  • Continuing executive development/education – MBA, DEL, Check-ins and Designs
  • Self-managed learning and development – development plans
Assessing the organization - Conceptual Frames

Describe how you picture the organization...

1. Our organization’s like a well-oiled machine
2. We’re rich in ideas
3. We’re busy bees
4. We’re climbing the industry ladder
5. Our business is a dinosaur
6. The bosses are making us work like dogs

Conclusion drawn...

1. It operates well
2. Ideas are money
3. We’re energetic, diligent, and hard-working
4. Our status is going up
5. It’s unresponsive to change and moving towards extinction
6. They’re making us work extremely hard; there’s no flexibility or work-life integration.
Relation to Leadership Theory
Leadership theories and learning

- Both leaders and followers are central to leadership processes
- Mutual influence on knowledge use in leadership processes
- Creation of dynamic processes through perceptions of and reactions to each other (leaders-followers)
Relation to Leadership Theory

- Transformational Leadership
  - Create a climate of trust and collaboration
  - Challenges status quo
  - Encourages expression of different views and ideas
  - Facilitates intergroup relations
  - Individual focus – cognitive and behavioral changes

- Others
  - LMX – Leader member exchange
  - Authentic Leadership - as an extension of transformational leadership
Questions?
Conclusion
Understanding Context through Sensemaking

- Learning
- Narrative/Storytelling
- Strategic Foresight
- Framing

Sensemaking

- Understanding Context through Sensemaking
References (1 of 2)


References (2 of 2)


