**Video Title:** A Learning Organization

**Video URL:** [**https://www.youtube.com/watch?v=40meQNZl3KU&vl=en**](https://www.youtube.com/watch?v=40meQNZl3KU&vl=en)

**Run Time/Source:** 4:03, MinuteVideo/YouTube

**Close Caption Available:** Yes

The learning organization is described on pages 347-349 of the textbook, and the video is close in content to the building blocks of the learning organization presented on pages 349-350. A learning organization encourages personal mastery and cultivates open feedback to see problems and opportunities at all levels. Learning organizations often attract and retain talent, and may have a competitive advantage. Six characteristics of a learning organization are described next.

First, they cherish an open culture. Everyone is encouraged to share information, admit mistakes, and give and receive constructive feedback. Second, they design and implement feedback loops, such as using 360-degree surveys. Third, they promote personal mastery. After workers become experts, they feel proud of their work, have intrinsic motivation, and can create positive change. Fourth, they plan for “intelligent fast failure.” A prototype of a new product or idea is presented to get some quick feedback, even if the prototype is imperfect.

Fifth, they steal best practices (benchmarking). Learning organizations study others, borrow best practices, and then implement them quickly. For example, printing manufacturers borrowed the razor-and-blades business model from Gillette, selling printers inexpensively but then selling ink cartridges expensively. Sixth, they cultivate a common vision. In this way employees can understand the importance of their role, connect the dots, and develop systems thinking. When goals are clear, regulations can be reduced.

Questions for Thought and Discussion

1. What kind of job seeker might be attracted to a learning organization?

2. Think of the job you hold now, or one you have held in the past. In what way could you be, or have been, a “systems thinker”?

3. How do customer surveys that are sent to people who have used a company’s product or service fit the idea of designing and implementing feedback loops?

4. In your opinion, is benchmarking ideas really the same thing as “stealing?”

5. Give an example of any organization you are familiar with that might be an example of an organization that does not learn.