

EXERCISE 9

LEARNING LEVELS - WHERE ARE WE?

The degree of learning in an organisation can be categorised into four different levels. There is little or no level of learning in an organisation characterised by low relationship quality, fear, limited exchange of experiences and defensive behaviour. The first level of learning begins when we build more distinct structures into the organisation, such as formal relationships, work process and plans. The next level evolves when we permit curiosity and openness and decentralise the decision-making process. Level three is distinguished by everyone sharing an understanding of the mutual vision and that everyone fearlessly builds and improves themselves and the organisation. People adapt most quickly to changes on the highest level of learning.

Purpose and objective

- To identify your team's ability to learn together.
- At the end of the exercise you should be able to express what you and your team need to do in order to increase your ability to learn.

Steps to take

1. Introduce the purpose and objective of this exercise.
2. Demonstrate and explain the four learning levels for your team.
3. Ask everyone to judge individually where they feel your team is today with 1-2 statements explaining their judgment. It is also fine to share your views with your colleagues after a few minutes of individual reflection.
4. In dialogue, share everyone's views with the whole team. Write key conclusions on the whiteboard.
5. Reflect on your joint results. What are our strengths today? What do we need to do differently?
What do we need to add or remove?
6. Agree on 2-3 actions to pursue as a result of this reflection.

Time needed

You will need 10-30 minutes, including the introduction, exercise and reflection.

WHAT IS THE LEARNING LEVEL IN YOUR ORGANISATION?

Learning level 0

- Low relationship quality
- Fear of change
- Poor exchange of experience
- Defensive behaviour



Learning level 1

- Formal relations
- The change process takes place within a strict framework
- Analytical, logical thinking
- Detailed planning



Learning level 2

- Individuals and groups are allowed to develop
- Trust/openness
- Decentralised activities, propensity to act
- Dealing with conflicts as they arise
- Leads to creation of projects



Learning level 3

- Common visions
- Creating one's own future
- High relationship quality (= functioning like a family)
- Ability to learn from everything