



KPC Groep

Verstand van leren
Gevoel voor mensen

Stream 3:

Are There Limits To Learning And The Learning Organization?

Balancing organisational learning

dr. Ton Bruining

The last few years I have been focussing on learning in the workplace.

This resulted in a series of articles in the Dutch HRD journal Opleiding & Ontwikkeling.

We reflected on the series and concluded that HRD experts look in a very unbalanced way at learning processes in organisations.



Five perspectives

1. **Explicit - Implicit** learning processes and/or results
2. **Organised –spontaneous** learning processes
3. **Learning in formal settings organised by others**
– *learning in formal settings organised by learners themselves*
4. **Desirable – undesirable learning processes or results**
In (un)desirable learning processes: desirable – undesirable learning processes in *the perception of learners – the others*
5. **Asymmetrical– symmetrical** interpretation of **relations**; dialogue and mutual understanding vs. power games



Explicit - Implicit
learning processes
and/or results



Organised –spontaneous
learning processes



*Learning in formal
settings organised
by others – learning
in formal settings
organised by learners
themselves*



***Desirable –
undesirable learning
processes or results***

In (un)desirable
learning processes:
desirable –
undesirable learning
processes in ***the
perception of
learners – the others***



Asymmetrical– symmetrical

interpretation of
relations; dialogue
and mutual
understanding vs.
power games



Strategies to filling in the blanks?

Focus on learning environment
instead of the learner

Providing discretionary space

Coming in range of each other

Benefiting from the zone of
discomfort

From planned processes to
emergent processes



Choosing sides

HRD experts tend to choose for explicit, organised, desirable, and asymmetrical learning processes and most of the time they take sides with management.



Balancing organisational learning

Your view:

Balancing on five demensions

Other possibilities



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Stream 5:

Sustainable Development: The Next Frontier For The Learning Organization?

Learning Organisation: The next generation

dr. Ton Bruining

In need of solid concepts to develop humane and sustainable organisations.

Organisations that will facilitate people to think and to give them a right of say, that will challenge people to cross borders and explore new frontiers and to connect with others.

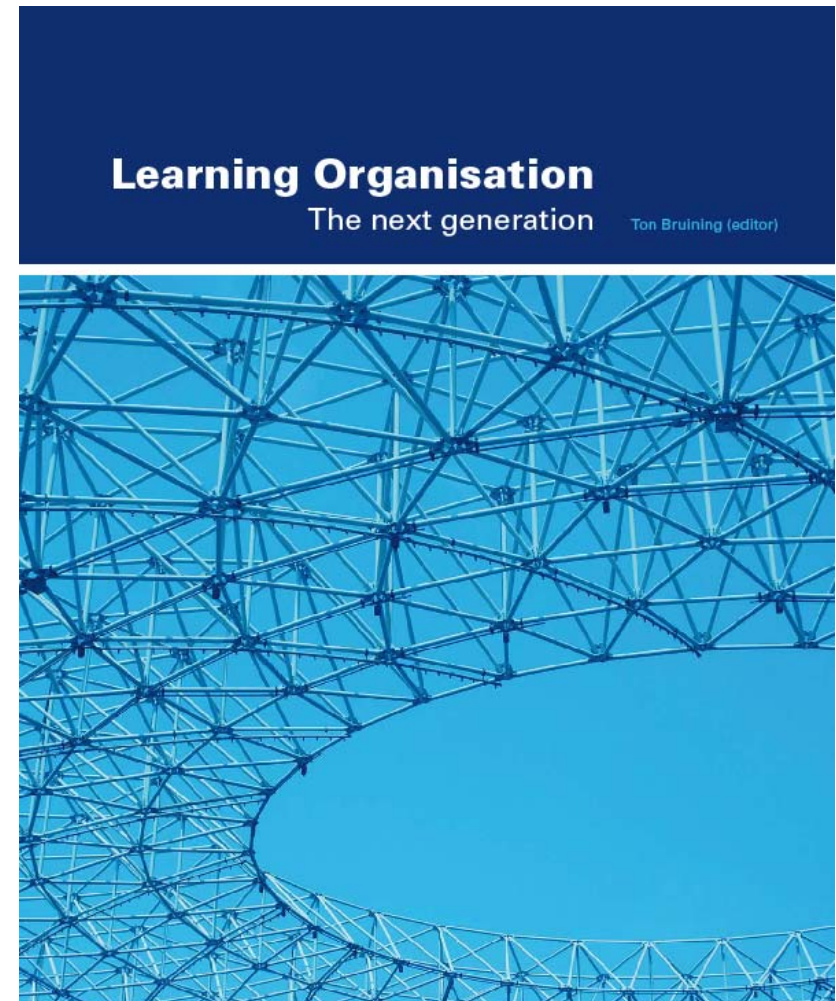
Organisations no longer driven by greed, not afflicted with short-sightedness, nor burdened by bureaucratic stupidity.

Learning organisations that will provide a glimmer hope for a better future.



Simmering project

Between 2006 and 2009 a group of ECLO-members worked on e-book. They brought together 11 contributions in which they reflect on the learning organisation



European Consortium for the Learning Organisation in cooperation with: KPC Groep



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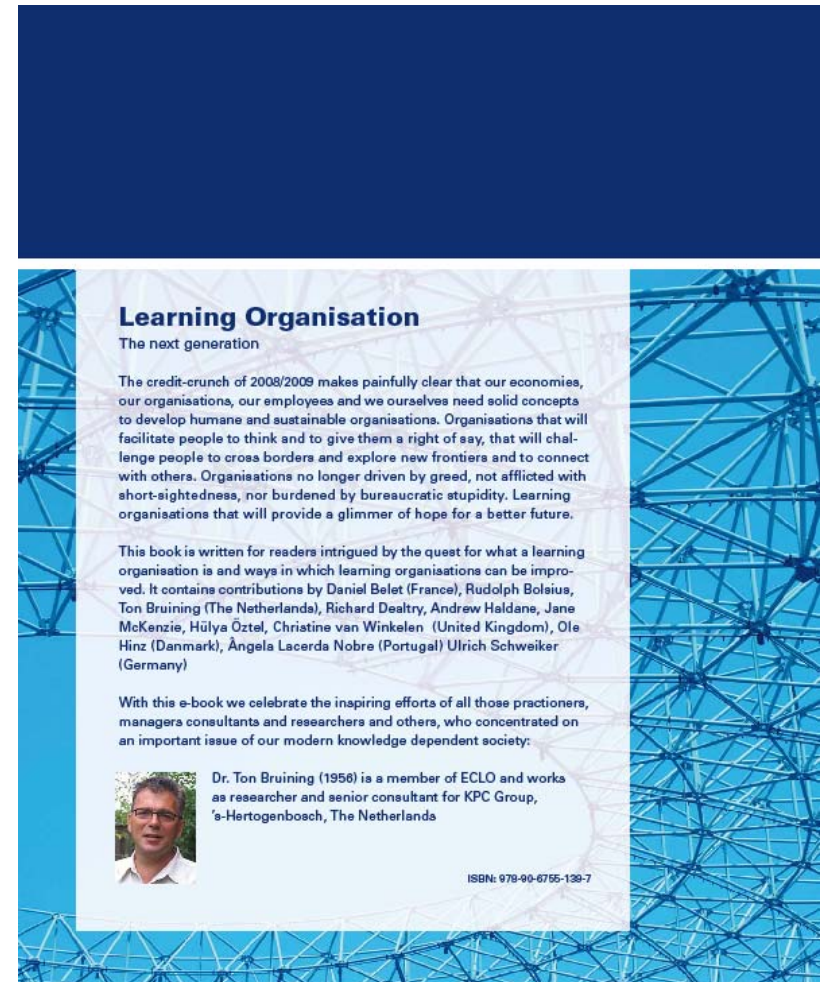
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Most contributions
were written
before the
credit crisis



Learning organisations and society

Developments in the
Organisational Learning Market

Ulrich Schweiker

Organisational Learning and
“The Unsustainable Lightness
of Being”

Angela Nobre



Values and Principles

A New Learning Oriented Leadership Paradigm to facilitate the Development of a Second Generation Learning Organisation

Daniel Belet

The Corporate University's Role in Managing an Epoch in Learning Organisation Innovation ***Richard Dealtry***

On Becoming an Organizational Learning Expert

Ulrich Schweiker

The Knowledge Ecosystem; A model for the Second Generation Learning Organisation ***Andrew Haldane***



Research on the Learning Organisation

Embracing Opposites – Enriching Learning by Acknowledging and Resolving Tensions Between Apparently Conflicting Business Values **Jane McKenzie & Christine van Winkelen**

The Design and Management of an Organisation's Lifelong Learning Curriculum **Richard Dealtry**

Collaborative Leadership and Organisational Learning: Lessons from the French RDT (Réseau de Diffusion Technologique) Initiative **Hülia Ötzel**

Developing brainwork in the knowledge economy **Ton Bruining**

The Good Change Leader: Postman, Pilot or Politician? **Ole Hinz**



Developing a next generation of (learning) organisations

What do you think?

Which principles ought to be considered to develop organisations that will provide a glimmer hope for a better future?



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