

A black silhouette of a ballerina in a dynamic, expressive pose. She is leaning back, with one leg extended horizontally to the right and the other bent. Her arms are raised, with one hand near her head and the other extended outwards. The background is white.

Dance Lessons for the Enterprise

Is Your Company a Learning Organization?

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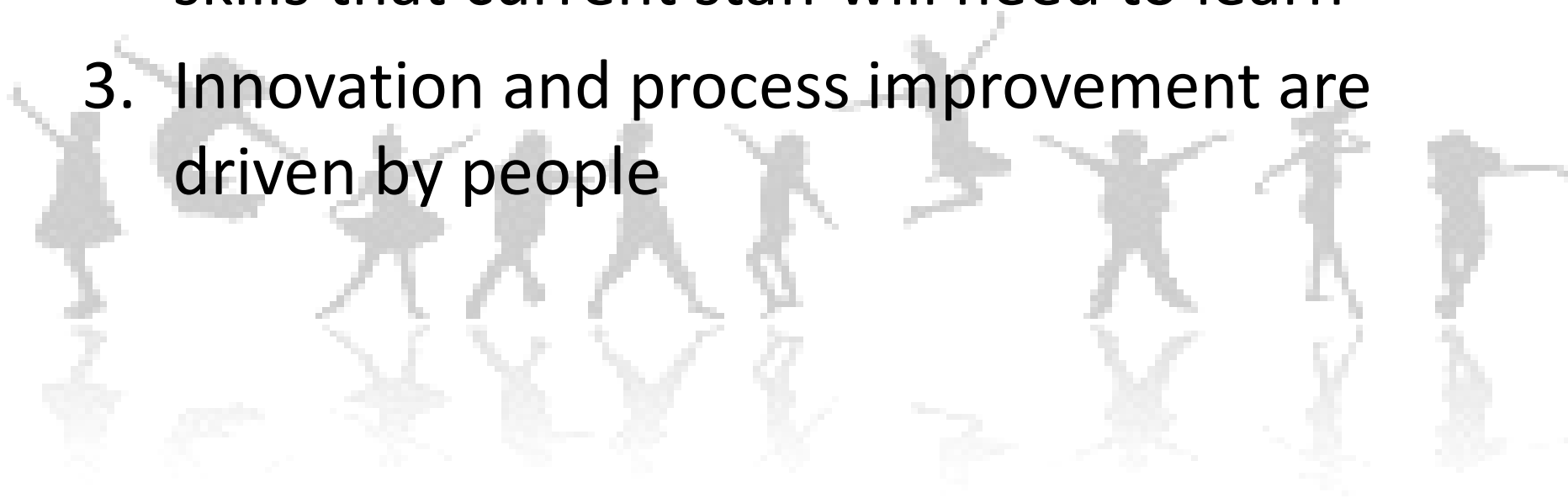
May 21, 2013

About Herb Shields

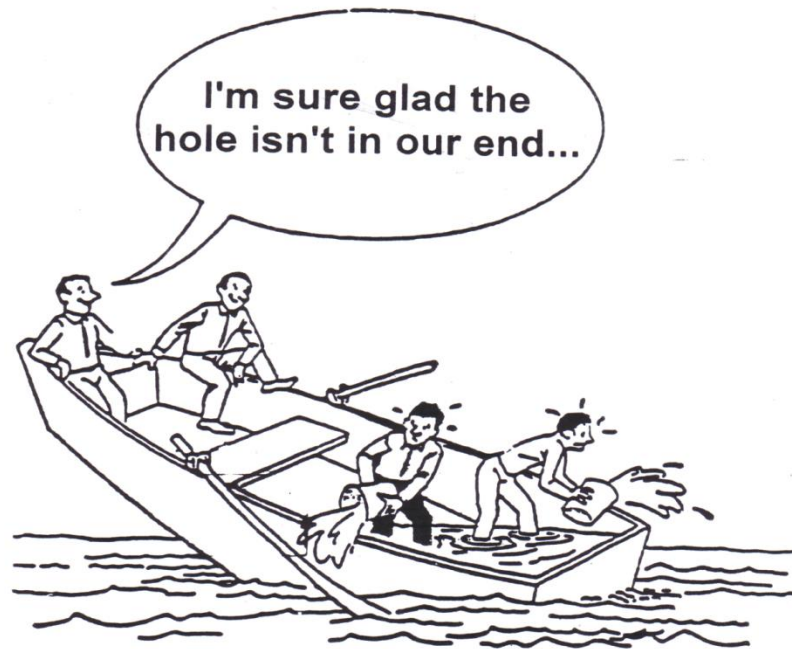
- 35+ Years SCM Experience
Vice President Materials Management
at Helene Curtis
- Adjunct Professor & Career Development
Advisor - Illinois Institute of Technology
- 13 years as a supply chain consultant
- 40+ years of continuous learning

This is an Important Subject for You!

1. Over the next 10 – 15 years managers & skilled staff will retire at an unprecedented rate
2. Rapidly changing Supply Chains demand new skills that current staff will need to learn
3. Innovation and process improvement are driven by people



The practice in some organizations



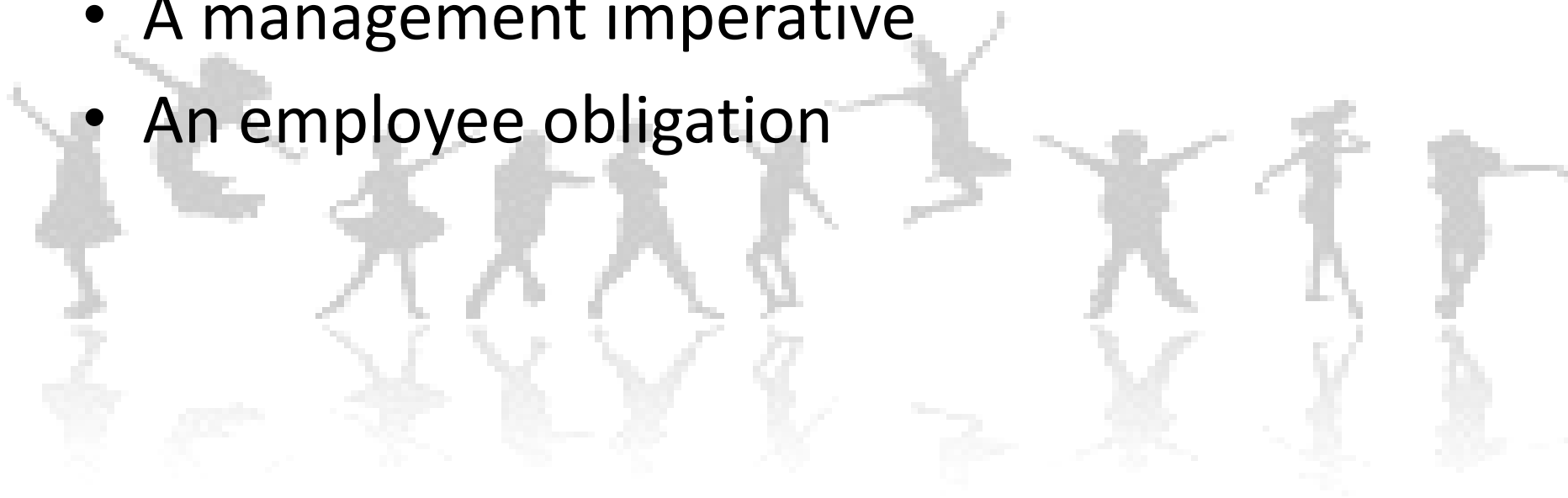
What is Organizational learning?

- Building the capabilities of people throughout the system to create their desired future.



Organizational Learning is

- A philosophical point of view
- An element of organization culture
- A leadership capability
- A management imperative
- An employee obligation



Organizational Learning is Not

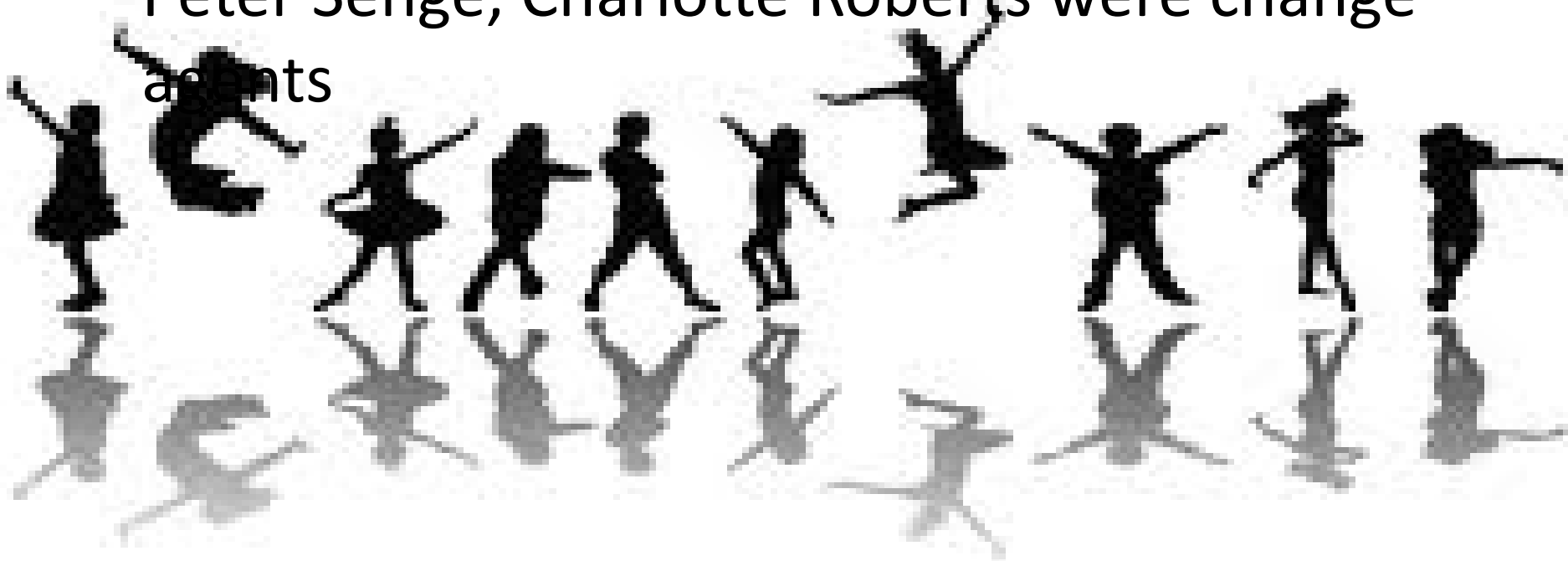
- More training classes
- The responsibility of Human Resources
- Another program
- An expense
- Natural in a business setting



Enhancing a Culture

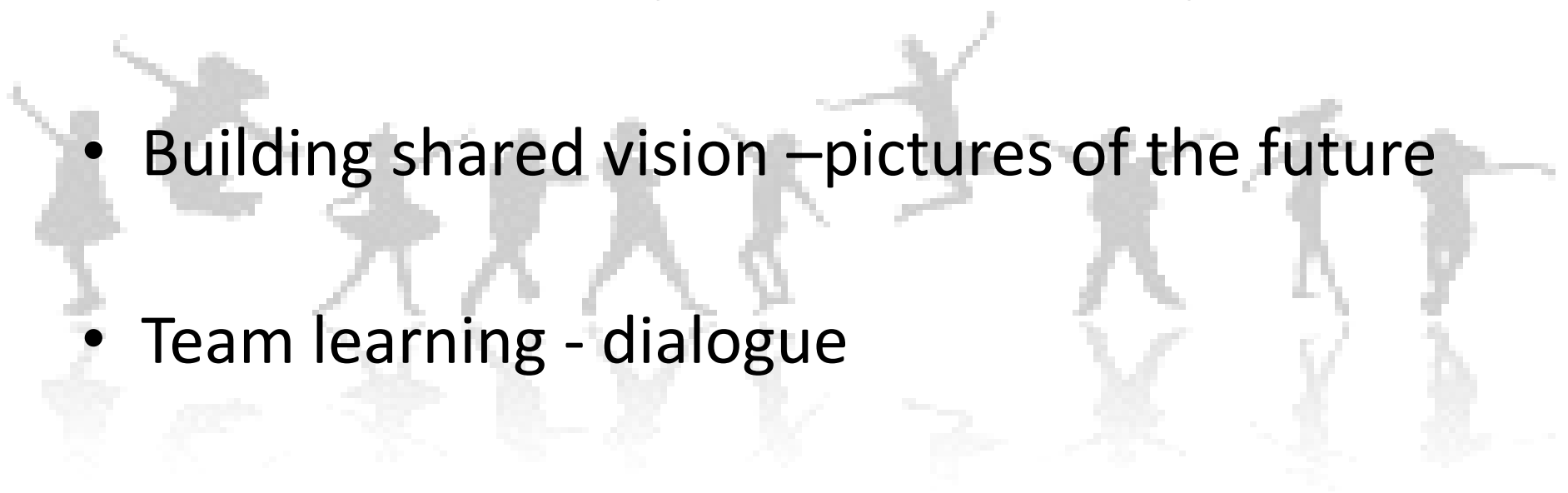
Helene Curtis and The Fifth Discipline

- HC people and execs looking to change and improve
- Peter Senge, Charlotte Roberts were change agents



Four Disciplines

- Personal Mastery – understanding who you are and how you think
- Mental Models – your built in concepts
- Building shared vision – pictures of the future
- Team learning - dialogue



Systems Thinking - The 5th Discipline

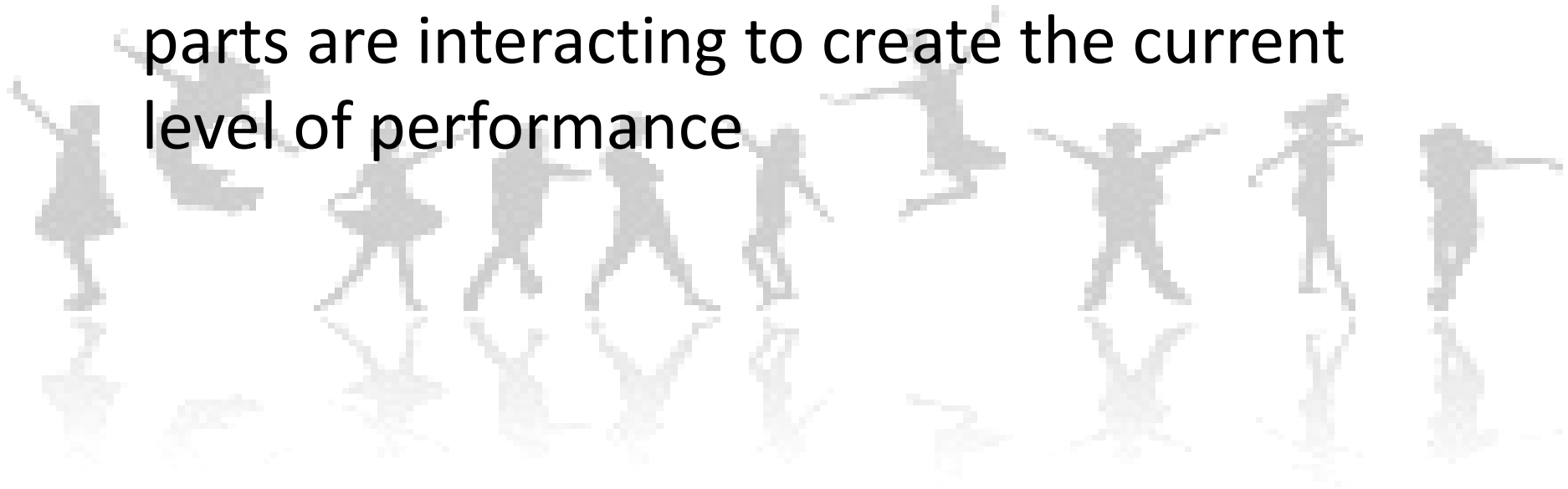
- A new way to perceive the organization
- A new way to understand the environment
- People discovering new ways to change their reality



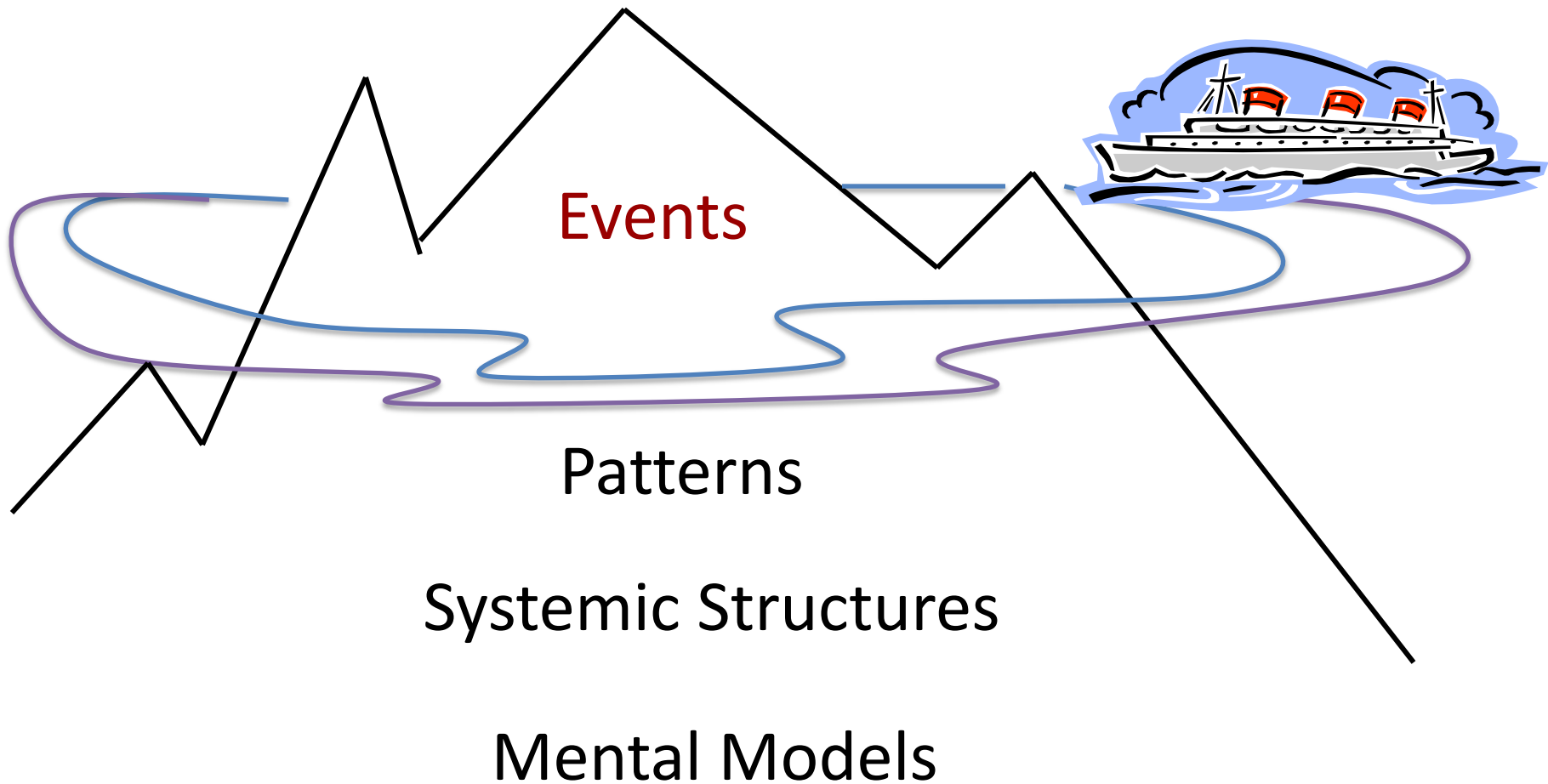
Systems Thinking

The ability to:

- Understand and deal with complexity
- See the whole and the parts and how those parts are interacting to create the current level of performance



Systems Thinking & Conversation



Building Block 1

- A supportive learning environment
 - psychological safety
 - appreciation of differences
 - openness to new ideas
 - time for reflection



Building Block 2

- Concrete learning processes and practices
 - Generation of new information
 - Experimentation to develop new products

- Knowledge sharing systematically



Building Block 3

- Leadership that reinforces learning
 - Leaders actively listen to employees
 - Leaders question employees
 - Leaders support time for problem solving



What does a Learning Organization Look Like?

- Support for training and development
- People talking instead of e-mailing
- People eating lunch – together
- Managers taking time to answer questions
- Time to think



Acknowledgements

- Charlotte Roberts, PhD, consultant and co-author of The Fifth Discipline Fieldbook
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- The Fifth Discipline, Peter M. Senge

Thank You!



Questions?

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