

Seven Dimensions and Initiative Alignment

Seven Dimensions of the Learning Organization (Marsick & Watkins)

Learning Organization is “characterized by continuous learning for continuous improvement, and by the capacity to transform itself” (Marsick & Watkins)

Create continuous learning opportunities	Promote inquiry and dialogue	Encourage collaboration and team learning	Create systems to capture and share learning	Empower people toward a collective vision	Connect the organization to its environment	Provide strategic leadership for learning
<i>Learning is designed into work so that people can learn on the job; opportunities are provided for ongoing education and growth.</i>	<i>People gain productive reasoning skills to express their views and the capacity to listen and inquire into the views of others; the culture is changed to support questioning, feedback, and experimentation.</i>	<i>Work is designed to use groups to access different modes of thinking; groups are expected to learn together and work together; collaboration is valued by the culture and rewarded.</i>	<i>Both high- and low-technology systems to share learning are created and integrated with work; access is provided; systems are maintained.</i>	<i>People are involved in setting, owning and implementing a joint vision; responsibility is distributed close to decision making so that people are motivated to learn toward what they are held accountable to do.</i>	<i>People are helped to see the effect of their work on the entire enterprise; people scan the environment and use information to adjust work practices; the organization is linked to its communities.</i>	<i>Leaders model, champion, and support learning; leadership uses learning strategically for business results.</i>