Building the Learning Organization

ACTION PLAN

BLP
January 27, 1994

Evaluation

a) Core competencies
   What do we do?

b) Core processes
   How do we do it?

c) Corporate culture
   What is it and how is it reinforced?

Actions

0. Make a personal commitment to continue to deepen my own understanding

   a) Of the l.o.
   b) My own mental models

How? By continuing to read and creating space for learning.

1. Develop and tell a story (to anyone who will listen) about

   -Changing technology
   -Changing market
   -Changing industry

that articulates a vision of BLP as a LO.

2. Repeat, Repeat, Repeat.

3. Recruit key players (President, HR Director, Western VP)

4. Press ahead with a reengineering pilot project which embodies the basic principles of a LO. Learn
   from it and incorporate it into the story.

5. Executive group
   -Circulate and, with HR help, set up a brown bag discussion of Argyris, Senge, etc.
   -Make reading this material an explicit part of BLP culture at all levels

6. Bring customers into at least one executive meeting by July 1.
7. Bring an author into at least one executive meeting by July 1.

8. Repeat, repeat, repeat.

9. Eliminate the word "failure" from my managerial vocabulary. Consistently convey the message that every experience is a success if we learn from it.

10. Have President and most resistant member of executive team attend BLO or similar program.

11. Modest structural change: set up a project team space to encourage cross-functional communication.

12. Reformulate and make explicit evaluation and reward criteria for my division: based upon risk taking, learning and openness no less than basic competence.

13. Reformulate and make explicit criteria for hiring and promotion criteria: what you know is less important than what you can and are willing to learn

15. Repeat, repeat, repeat

16. Work with HR to initiate our very first company-wide training/discussion/dialogue sessions. Cross-functional teams drawn from all organizational levels about the importance of learning and how it relates to the nature of our business. (Groups should be arranged to exclude direct reports.) Topics might include:

   - Learning from Our Experience: Our Successes & Failures
   - Customer Driven Thinking
   - What the Customer Sees vs What We Present

15. Develop an organizational chart which includes our customers.

16. Begin a dialogue which will help us move from treating information as a commodity (i.e., something to be hidden and protected) to treating information as a shared resource.

17. Talk to HR director about Meyers Briggs and LSI for executive team members.

18. Develop communication/dialogue building techniques for executive team:
   - At the end of each meeting leave 5-10 min. to discuss how the meeting went and how we could have done it better
   - Argyris style left/right column case analysis

19. Get permission to attend another executive program about implementing l.o. perhaps at the Sloan School or Darden.

20. Follow up with each member of BLO course to see what has worked and what hasn't.