

THE ORGANIZATIONAL LEARNING REIMAGINED AND REDEFINED SERIES WITH NIGEL PAINE



2: Embracing Insights to drive change

Embracing external insights to drive change

Most organizations are insular, they stop information leaking out or breaking in. But insularity creates a blindness to external factors and the forces driving change. So how can organizations create a culture that is open to new ideas and that can act on them quickly?

Join us to explore:

- How to ramp up curiosity and encourage the exploration of new ideas
- How to create the space and time for this to happen
- How to build the forums to process this information
- How to make intelligent decisions based on this data



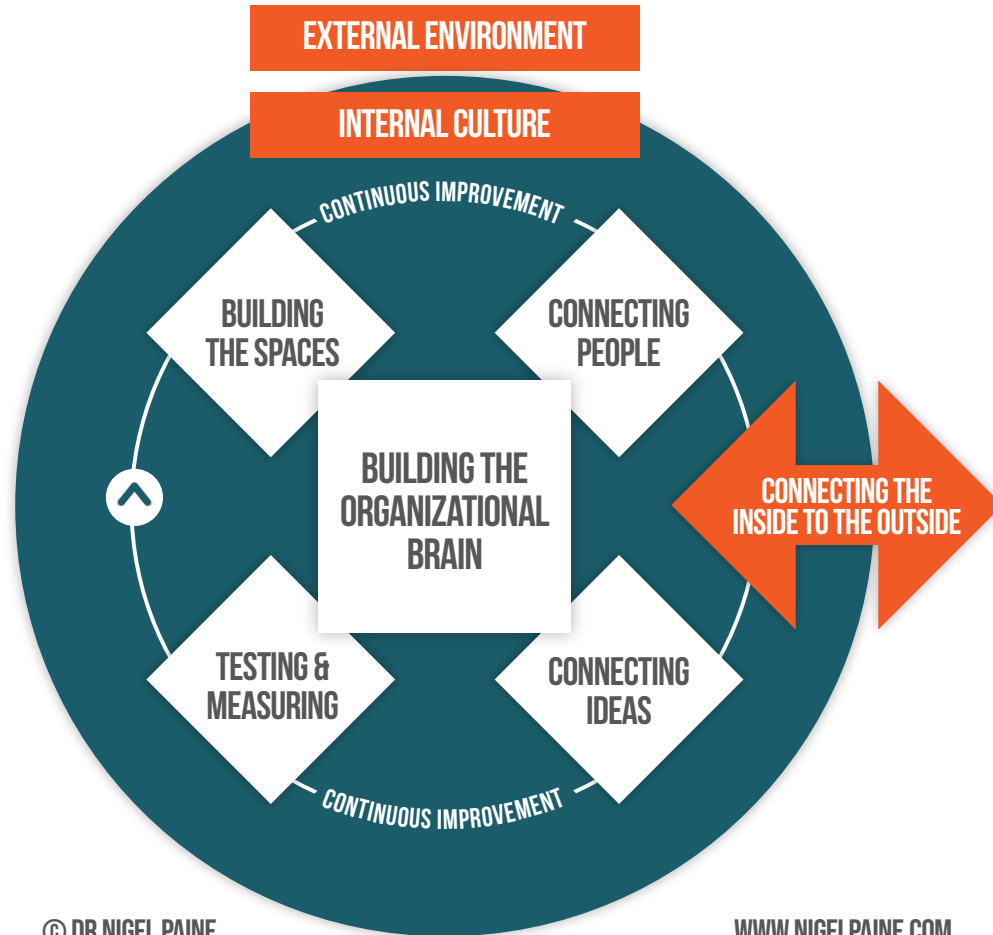
7th March:
16.00 UK



ORGANIZATIONAL
 LEARNING
REIMAGINED & REDEFINED FOR OUR TIME



Dimensions of organizational learning



Ann Schulte



SVP of Global Talent Development and Chief Learning Officer at Procter and Gamble

IVORY SOAP

AMBER

WAREHOUSE STORAGE
DEALER IN

DEALER IN

THE PROCTER & GAMBLE
CO'S.

THE PROCTER & GAMBLE
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CHAS. L. BARTLETT
DEALER IN
THE
PROCTER &
GAMBLE CO'S.
SOAPS
AND
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SOAPS & CANDLES
HIGHEST GRADE.

SOAPS & CANDLES
HONEST WEIGHT



IVORY

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We define strategy as an integrated set of choices which positions the firm in its industry to create sustainable competitive advantage and superior financial returns, relative to its peer group. To do this requires exceptional intelligence from outside the organization – including evidence-based insights about consumers, competitors, emerging technologies, and market forces.

When leaders in P&G businesses use these insights to make hard choices about where to play and how to win, my role as CLO is to help identify and embed the skills and capabilities necessary to deliver on the selected strategies. We need to ensure sufficiency and availability of skills across the company to quickly assemble teams of both technical masters, and deep generalists, who have faced similar challenges in various market conditions. Critical to this end is creating a culture of continuous learning and shared understanding for individuals and the organization.



*Dr Ann Schulte,
Chief Learning Officer, Procter and Gamble*

FOUR Questions For Ann Schulte

Q1: In such a huge company, how does P&G process external intelligence and insight?

Q2: How do you encourage curiosity in your team and the wider organization?

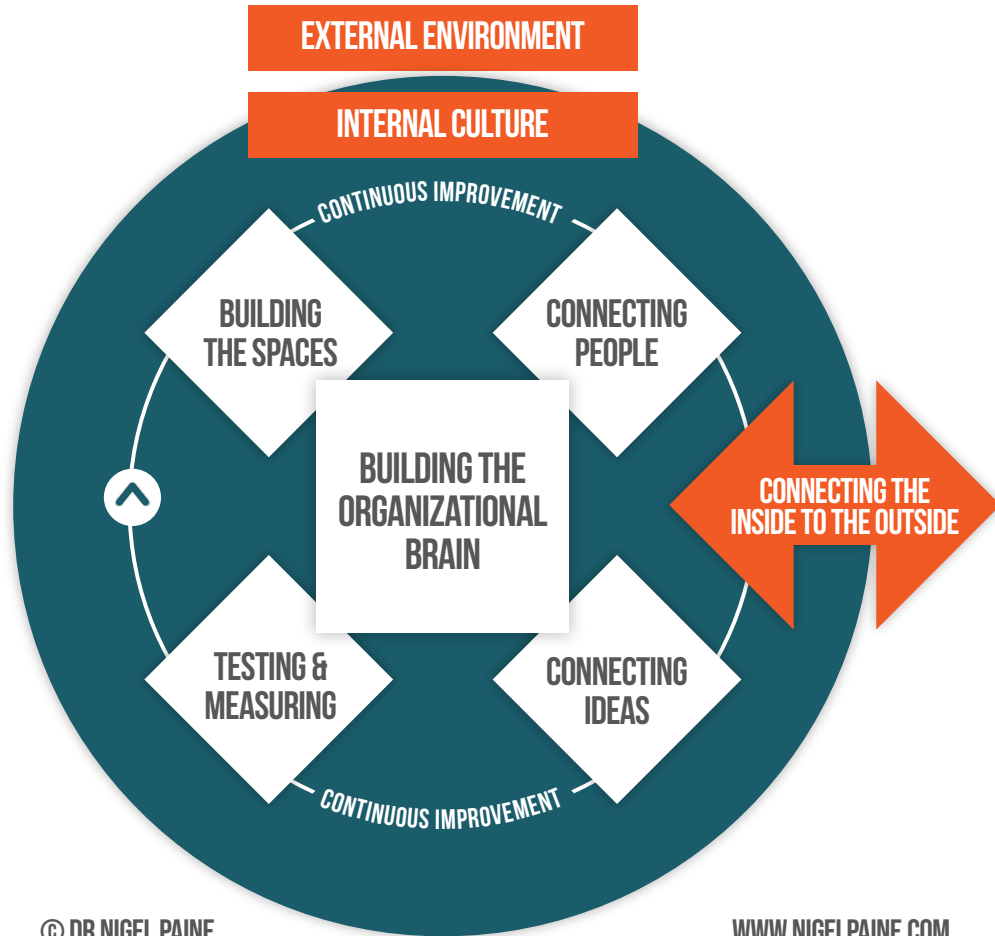
Q3: How do you build your own links and connections so you can stay connected with your industry?

Q4: How do you cope with the change required for the company to be resilient and connected with its markets?



SVP of Global Talent Development and Chief Learning Officer at Procter & Gamble,

Dimensions of organizational learning





The 7 principles of Organizational Learning

- 1 Most people in the workplace want to do a good job/work. But they are held back, thwarted by organizational structures and culture.
- 2 So many people are prevented from doing their best work in the workplace. Obsolete systems and processes get in the way, rendering innovation, collaboration and agility almost impossible. In some organisations, it's a miracle work actually happens.
- 3 There is no place in a modern workplace for bullying, intimidation, and bad behaviour. And yet these behaviours happen everywhere, all the time.
- 4 When you focus on individuals, you boost individuals. That encourages people to compete with their colleagues. Rather, you should help them to share what they know, and share their learning.
- 5 When people learn together, can ask for help and are not penalised for offering help, the practice and process of work is better. We learn better as communities but so often organisations implement systems and processes that force us apart, punish us for admitting weakness and encourage us to hold onto insights rather than share them.
- 6 When learning is locked in people's heads, it's very hard for organisations to make real progress. When learning is out there, accessible to all, the organization can transform itself on a regular basis.
- 7 We live in an age of increased uncertainty, where agility and resilience are absolutely key. But resilient, agile organisations need resilient, agile employees. The foundation of resilience and agility should be based on working with others, not on looking after yourself.

Two Questions

Does the model work?

Is there linkage to the seven principles?



Fieldwork



Messi and Scanning the Field

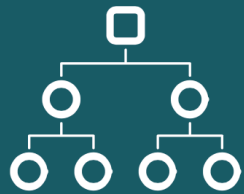
In the first five minutes of every game,
Messi walks the pitch trying to spot
the weak links and the gaps
and the players it is easiest to attack





See yourself as a practitioner
Keep in touch with peers
Consciously improve your practice





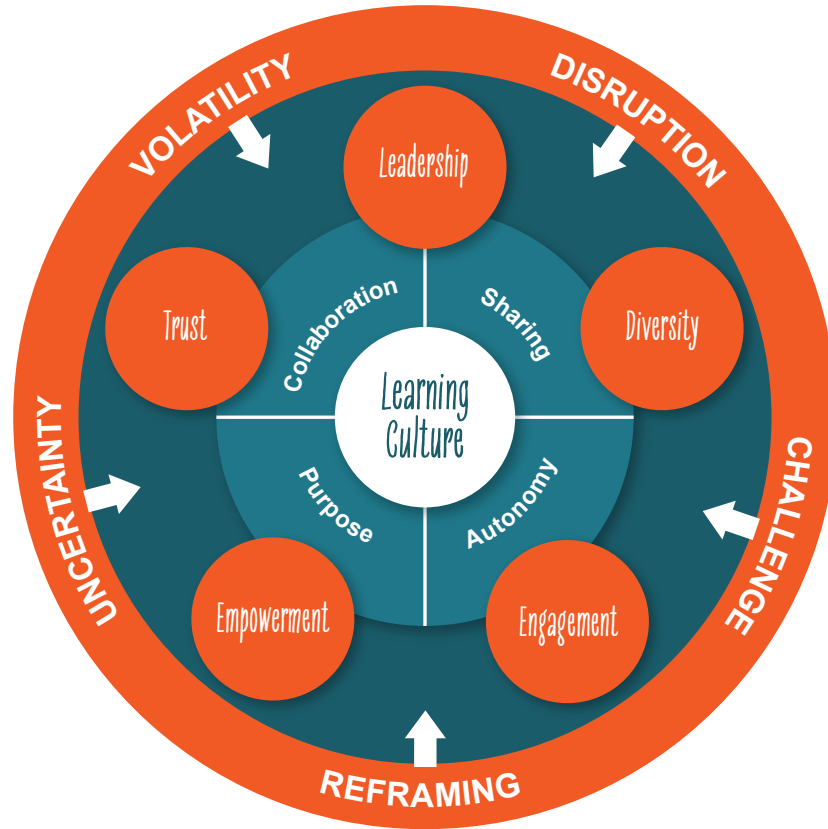
Connect the organization

⇨ Join up the islands

How Do you do this?

Does a Learning Culture Help?

Learning Culture Environment



Taken from Workplace Learning © Dr Nigel Paine

Changing ingrained ways of thinking involves challenges on both a **personal** and **organizational** level.

Peter Gustafson

Att ändra invanda tankesätt innebär utmaningar på både det personliga och organisatoriska planet.

Peter Gustafson

Three Webinars

<https://go.oncehub.com/OLR3>



SESSION THREE: ADOPTING HEALTHY HABITS:
HOW TO FAIL IN ORDER TO LEARN AND HOW
TO ASK FOR HELP
APRIL 23, 2024 from 11h00 to 12h00 ET (New
York time)

BOOK A SLOT

Book a third webinar: <https://go.oncehub.com/OLR3>

Contact me: nigel@nigelpaine.com

Organizational Learning Updates: rb.gy/r4g856

Book some time with me: [nigel@nigelpaine.com](https://calendly.com/nigelpaine)

SESSION TWO: EMBRACING EXTERNAL INSIGHTS
TO DRIVE CHANGE
MARCH 7, 2024 from 11h00 to 12h00 ET (New
York time)

SESSION THREE: ADOPTING HEALTHY HABITS:
HOW TO FAIL IN ORDER TO LEARN AND HOW
TO ASK FOR HELP
APRIL 23, 2024 from 11h00 to 12h00 ET (New
York time)