
The PSPS concept of Organizational Learning

Organizational learning implicates the incorporation of individual learning into the organizational memory and thus organizational change. The continuous observation and evaluation of the environment, the perceptions of the organizational actors become somehow the engine of learning. Thus, organizational learning leads to a fundamental transformation in four fields that can be pushed at different depth and speed.

People

- The capacity and the knowledge of the professionals to learn new forms of production, new methods of management, different forms of teamwork and cooperation, and to carry out new competencies and functions in a structure that promotes continuous learning.

Strategy

- A common and shared framework for the orientation of the personnel, e.g., vision and mission, objectives of different divisions, customers focus, core processes and products, development and use of technologies, taking into account the dynamic environment.

Process

- Customer and market orientation of production and services and the periodic monitoring and evaluation of the customer's satisfaction, improvement of the production processes, knowledge sharing, data processing.

Structure

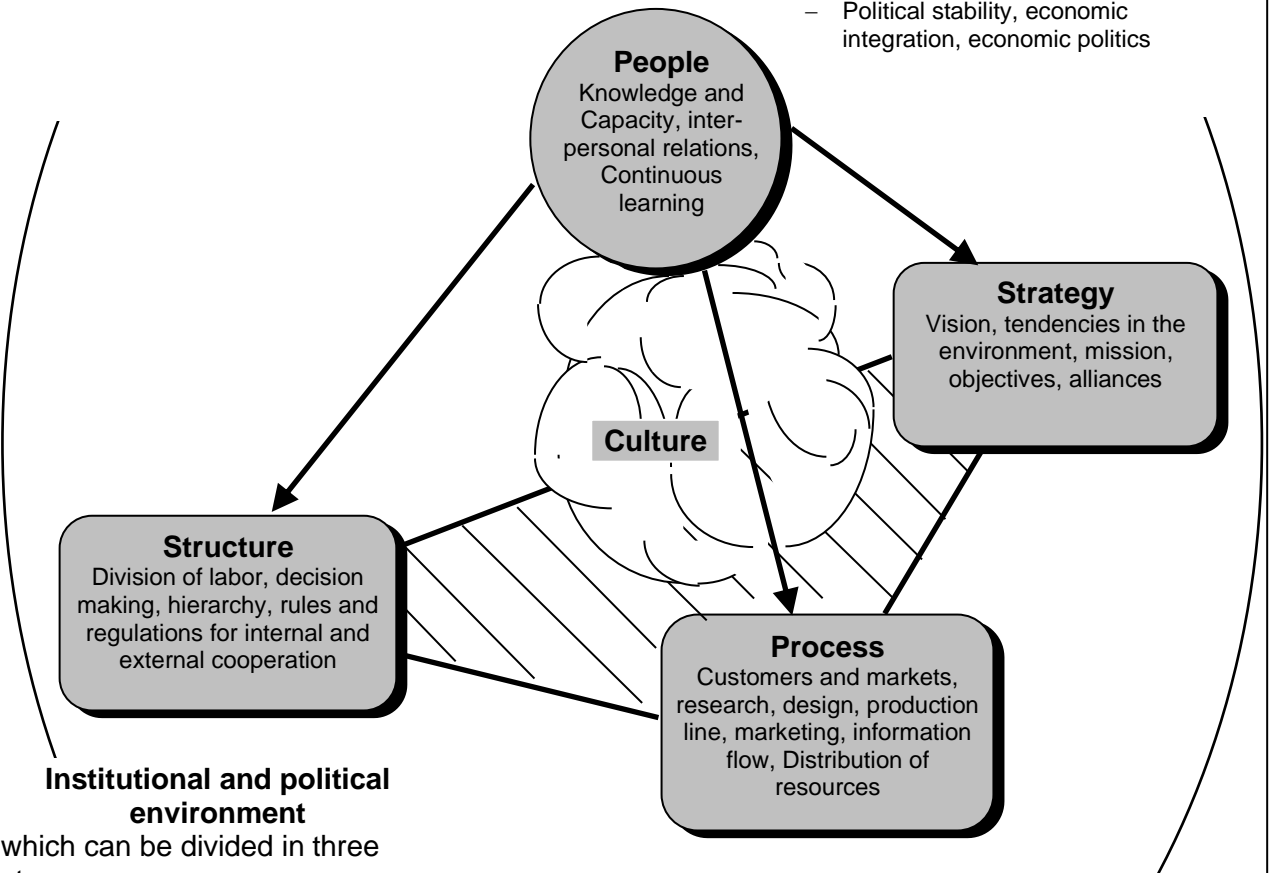
- Rules and regulations that facilitate decision making, flow of essential information, division of labor that encourages performance, knowledge sharing and team work.

Human resources environment

- Job market, unemployment
- Education system: efficiency, sexual equality and equal opportunities
- Access to justice
- Geographical pressure, migration, urbanization
- Provision of basic health care and access to education
- Increase of social inequality and opportunities of the middle class
- Confidence in the political institutions
- Cultural rules and answers to the global influx

Economic environment

- Access to the markets of goods and services and to the financial markets
- Fiscal politics and redistribution of wealth
- Influx of financial capital, investments, and foreign trade
- Financial stability, inflation
- Information and technology
- Percentage of the informal sector
- Increase of small and medium sized businesses (SMB)
- Concentration of land
- Relative burden of external debts, private savings, state quota
- Political stability, economic integration, economic politics



Institutional and political environment




which can be divided in three stages:

- Institutions of the state (parliament, commissions, government): legal framework, norms, bills, changes of governments
- Civil society (social movements and associations, political parties, syndicates, chambers of commerce and professional associations, social movements): Legitimation, quality of proposals, contacts, alliances, personal relations
- Media: Changes of the agenda and making of the public opinion

Natural resources environment

- Threat through pressure of efficiency, real costs
- monocultures, colonization, deforestation, urbanization
- Forms of production that conserve the environment
- laws and their application
- Conscience and information, consumption with an environmental conscience

Issues and Risks of Organizational Learning

 Track	 Issues	 Risks for the organizational culture
Direction People - Strategy	Analyze the relevant tendencies in the environment – build a shared vision – define the mission – create opportunities of communication – seek for customer orientation – define strategic objectives – promote internal communication	Everything remains unclear – danger of making up – construction of a hostile environment – bunker mentality - blockade through insecurity about external influences - rhetorical changes - lack of will for the implementation
Direction People - Structure	Evaluate former changes – implement new means of communication – make diagnosis the division of tasks, of the levels of hierarchy and functions- analyze the density of rules, routines, development of methods and working forms – facilitate information flow	Power game – half-hearted change: reinforcement of habits and routines – resistance of the leaders due to power reasons – hidden alliances – idealization of the past - lack of information on costs - blockade of communication – concentration on rules – lack of flexibility
Direction People - Process	Evaluate the client's needs – show interest in the objectives – analysis of the relations with the client – seek for an efficient use of resources and rapidity of the production - push a program on quality of the product and utility for the client – reform the product portfolio – push marketing efforts	Quality remains abstract - fear of what can be measured – the ridiculed client - trap of the short-term profit - inappropriate formula (of re-engineering and total quality) – fear of loss de professionalism – contempt of experience – over-estimation of the importance of marketing

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