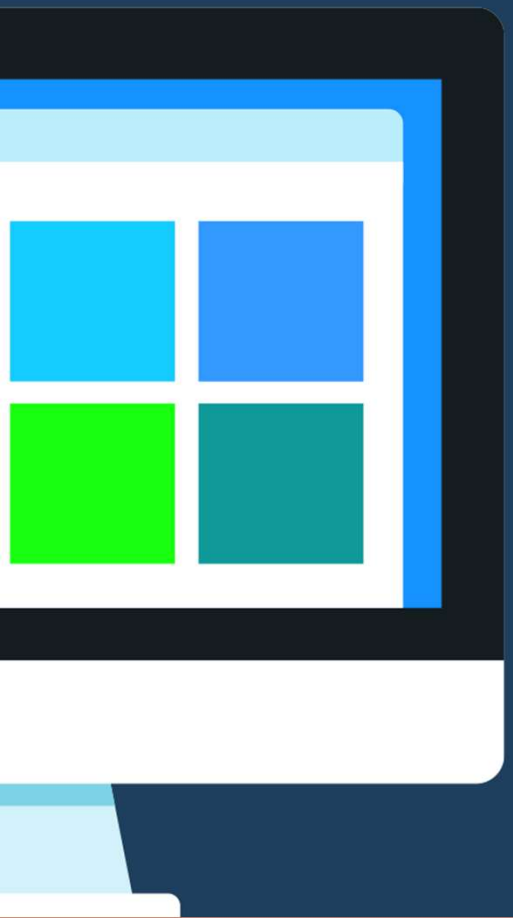
ROOMPACT WEBINAR

Operating as a Learning Organization

Steve Herndon







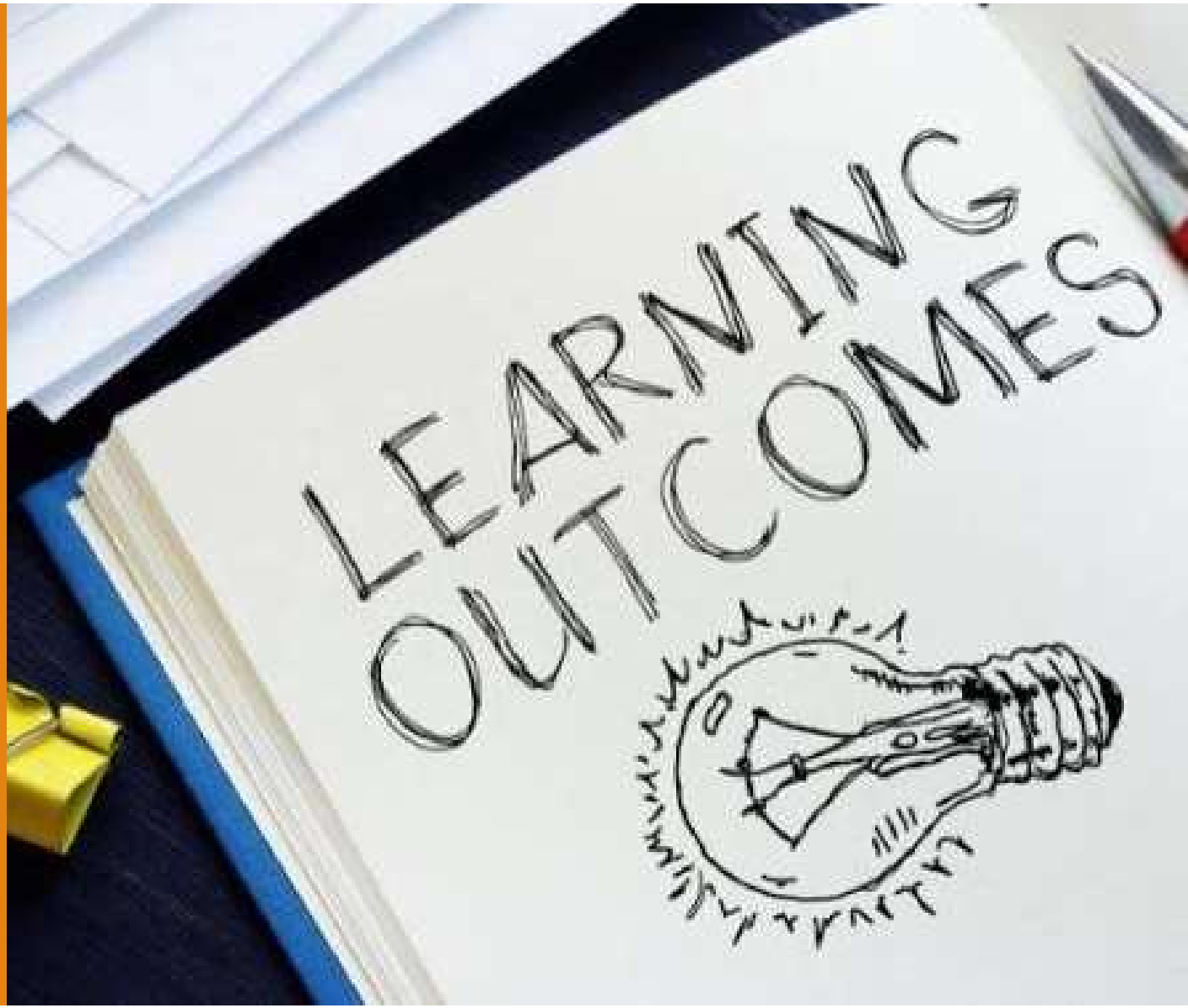
ROOMPACT

+ RESIDENCE LIFE CONFERENCE 2027

June 1-3 ~ Chicago, Illinois

Learning Outcomes

1. Identify the characteristics of a learning organization
2. Assess the depth of learning in their organization
3. Identify strategies for enhancing learning in their organization



Points to Remember

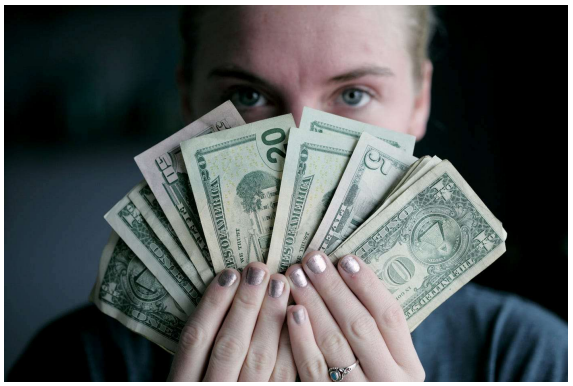
1. Today is an introduction to an ongoing discussion about learning organizations.
2. Perfection is not our goal. Our pursuit is excellence.
3. Remember learning is an iterative process. This is the context in which I facilitate today's session and in which we engage and learn.
4. Learning cannot stop with today's session. As a learner and educator, it will be your responsibility to apply the content from today's session to grow and learn.



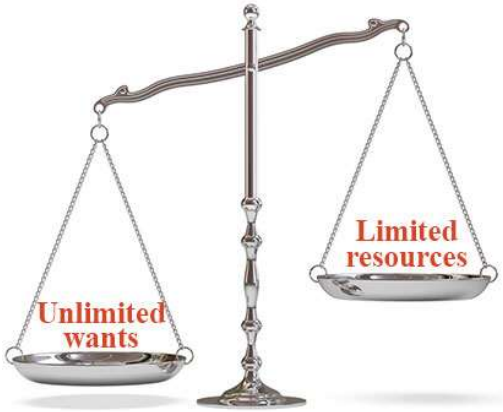


The State of Higher Education






VALUE
PRiCE


Limited resources
Unlimited wants


mental health
stresses
anxiety disorders
emotions
health
depression
psychological
personality
drugs
social
cope
wellness
degenerative disorder
philosophies
neuroimaging
diagnosed
central nervous system
behavioural problems
sensory
factors
medications
dopamine
expression



False Narratives

- "We must be all things to all people to remain relevant to our institutions."
- "Being an effective leader and educator requires one to set aside all other aspects of their life to focus solely on their work."
- "Real learning occurs in the classroom. Learning beyond the classroom exists as a support to curricular based learning."
- "That is the way we have always done it. If it isn't broken, don't fix it."

Realities of our Work

Critical to students' development	Trauma inducing	Difficult personalities and circumstances	Conflict is a necessary component of community development
Our work requires intentionality and effective planning	Change is necessary for growth and progress	Tension between the past and the future	Increasing in intensity, complexity and volume



Learning Organization

Defining a Learning Organization

When you think of the concept of a “learning organization” what thoughts, words, and images come to mind?



- What are the payoffs for becoming a learning organization?
- What should I do to encourage organizational learning?
- What are the characteristics of a learning organization and how do I sustain one?

Learning Organizations

"An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights" (Garvin, 1993)



Strategic Building Blocks



Supporting Foundations:

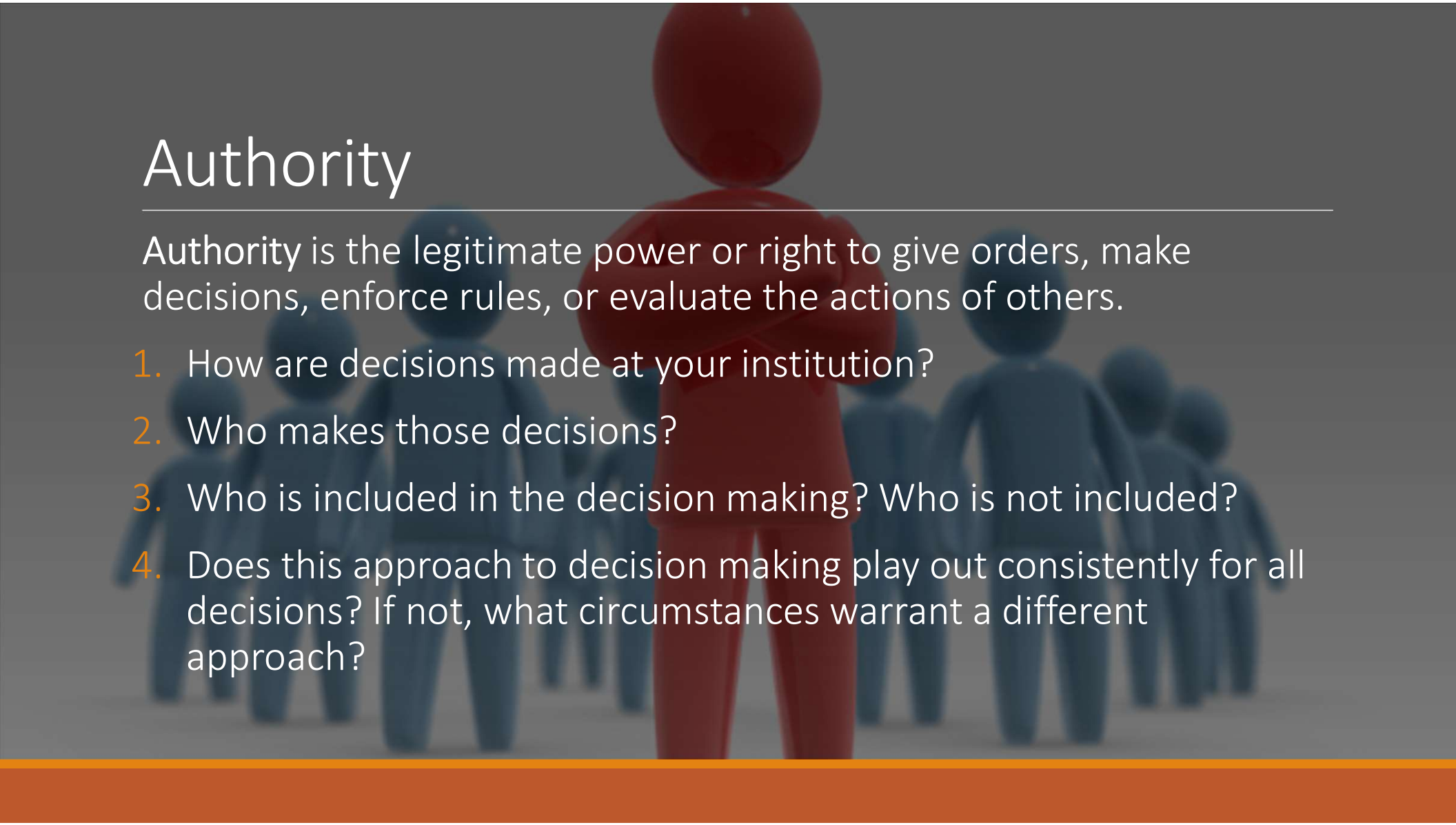
Organizational Design & Employee Skills and Competencies

Reflection

1. What are your organization's strongest building blocks? Which building blocks are challenging for your organization?
2. Would you describe your organization as "learning centered?" Why/ Why not?
3. How would you prioritize and embed learning within your organization while navigating the day to day demands and evolving realities of our work and profession?



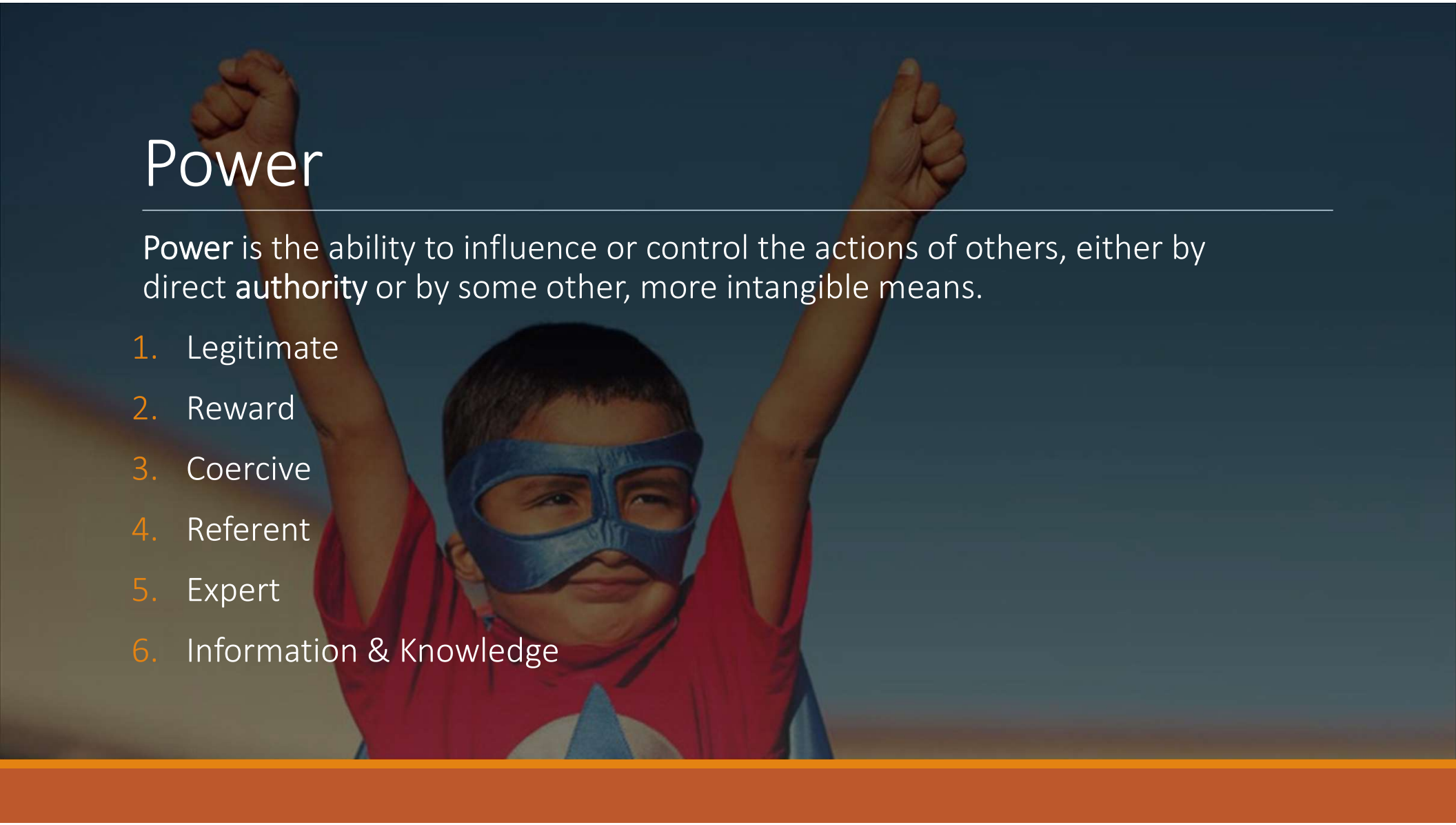
Utilizing Your Agency



Authority

Authority is the legitimate power or right to give orders, make decisions, enforce rules, or evaluate the actions of others.

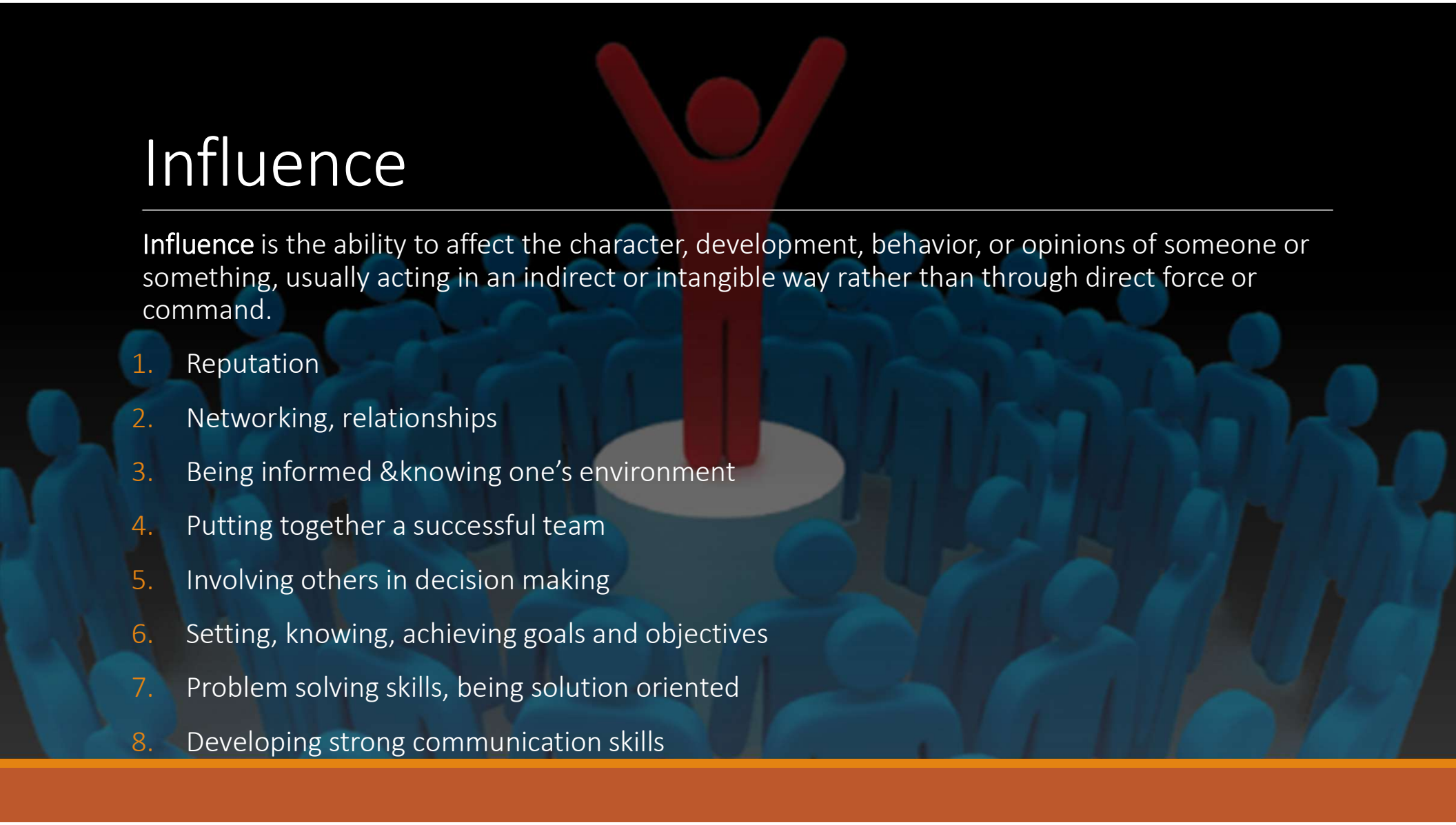
1. How are decisions made at your institution?
2. Who makes those decisions?
3. Who is included in the decision making? Who is not included?
4. Does this approach to decision making play out consistently for all decisions? If not, what circumstances warrant a different approach?



Power

Power is the ability to influence or control the actions of others, either by direct **authority** or by some other, more intangible means.

1. Legitimate
2. Reward
3. Coercive
4. Referent
5. Expert
6. Information & Knowledge



Influence

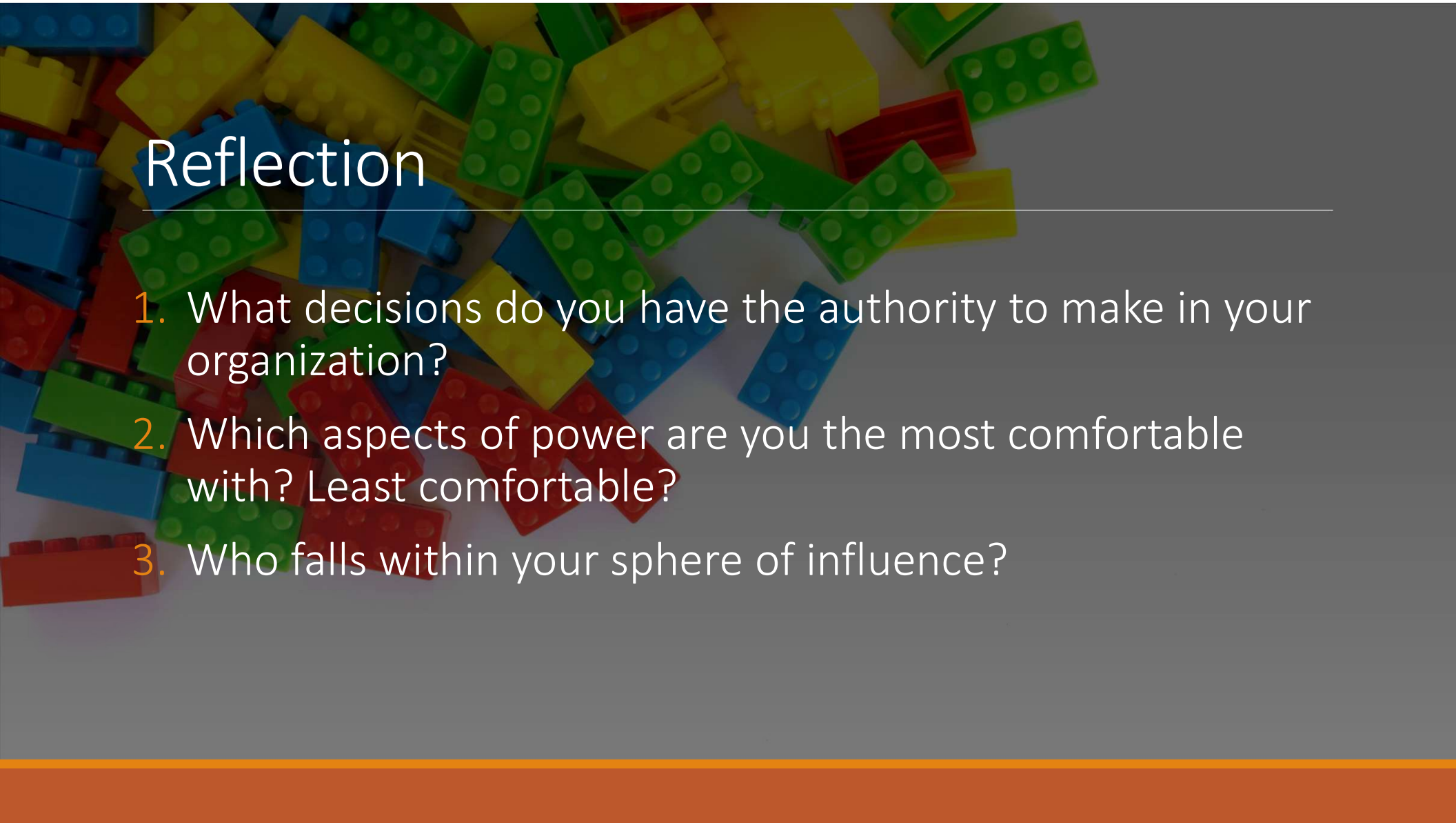
Influence is the ability to affect the character, development, behavior, or opinions of someone or something, usually acting in an indirect or intangible way rather than through direct force or command.

1. Reputation
2. Networking, relationships
3. Being informed &knowing one's environment
4. Putting together a successful team
5. Involving others in decision making
6. Setting, knowing, achieving goals and objectives
7. Problem solving skills, being solution oriented
8. Developing strong communication skills



Criteria for Making Decisions

1. Risk
    1. Self
    2. Students
    3. Your integrity
    4. Integrity of your organization
2. Alignment
    1. Mission of the university and organization
    2. Institutional priorities
    3. Policy/law
3. Do you have an accurate understanding of the big picture?
4. Is the outcome realistic?
5. Do you have a strategy for how you will obtain your outcome? Is your strategy realistic?



Reflection

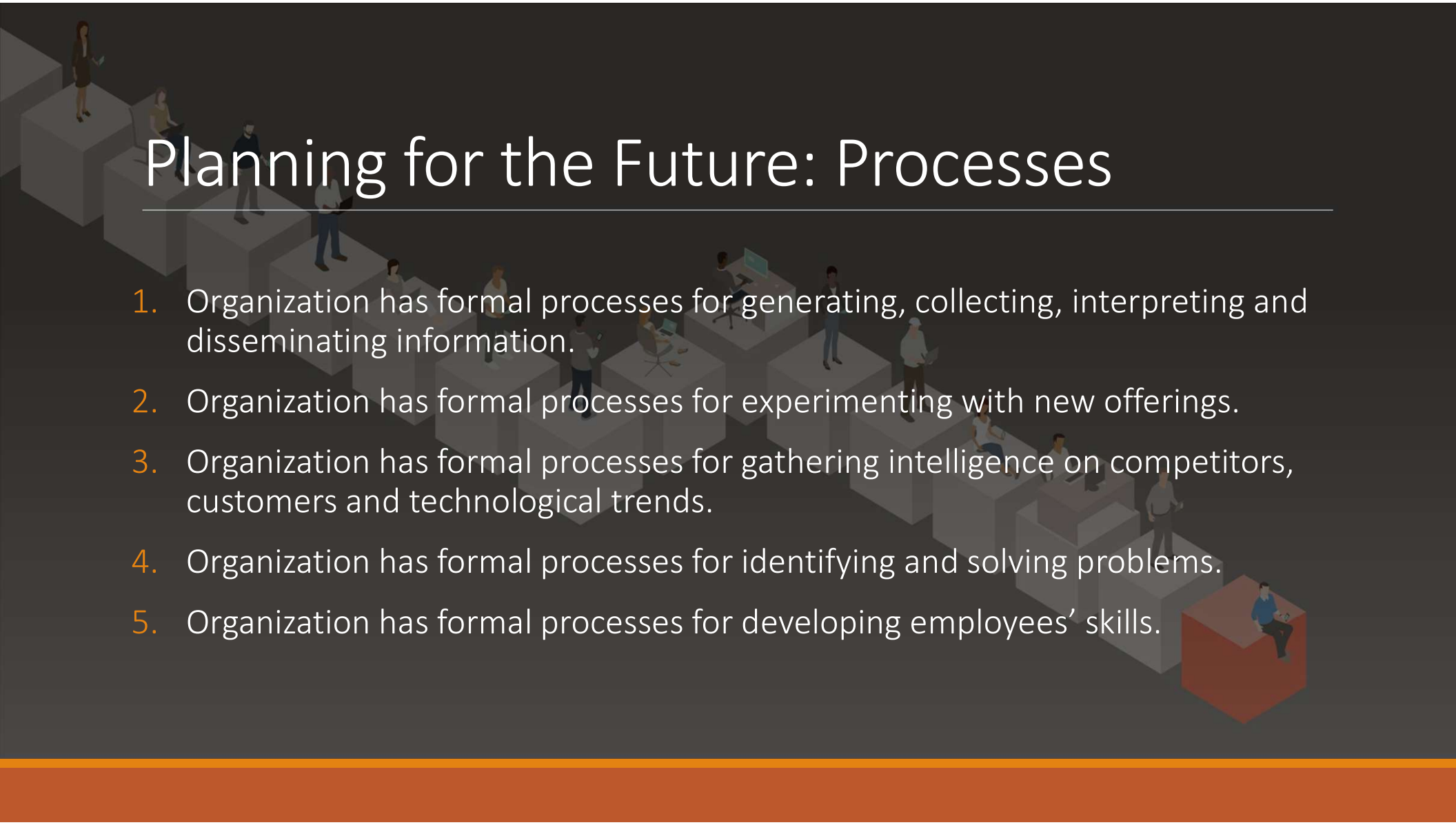
1. What decisions do you have the authority to make in your organization?
2. Which aspects of power are you the most comfortable with? Least comfortable?
3. Who falls within your sphere of influence?



Moving Forward

Planning for the Future: Environment

1. Staff feel safe disagreeing with others, asking naïve questions owning up to mistakes and presenting minor viewpoints.
2. Staff recognize the value of opposing ideas.
3. Staff take risks and explore the unknown.
4. Staff take time to review organizational processes.



Planning for the Future: Processes

1. Organization has formal processes for generating, collecting, interpreting and disseminating information.
2. Organization has formal processes for experimenting with new offerings.
3. Organization has formal processes for gathering intelligence on competitors, customers and technological trends.
4. Organization has formal processes for identifying and solving problems.
5. Organization has formal processes for developing employees' skills.

Planning for the Future: Leadership

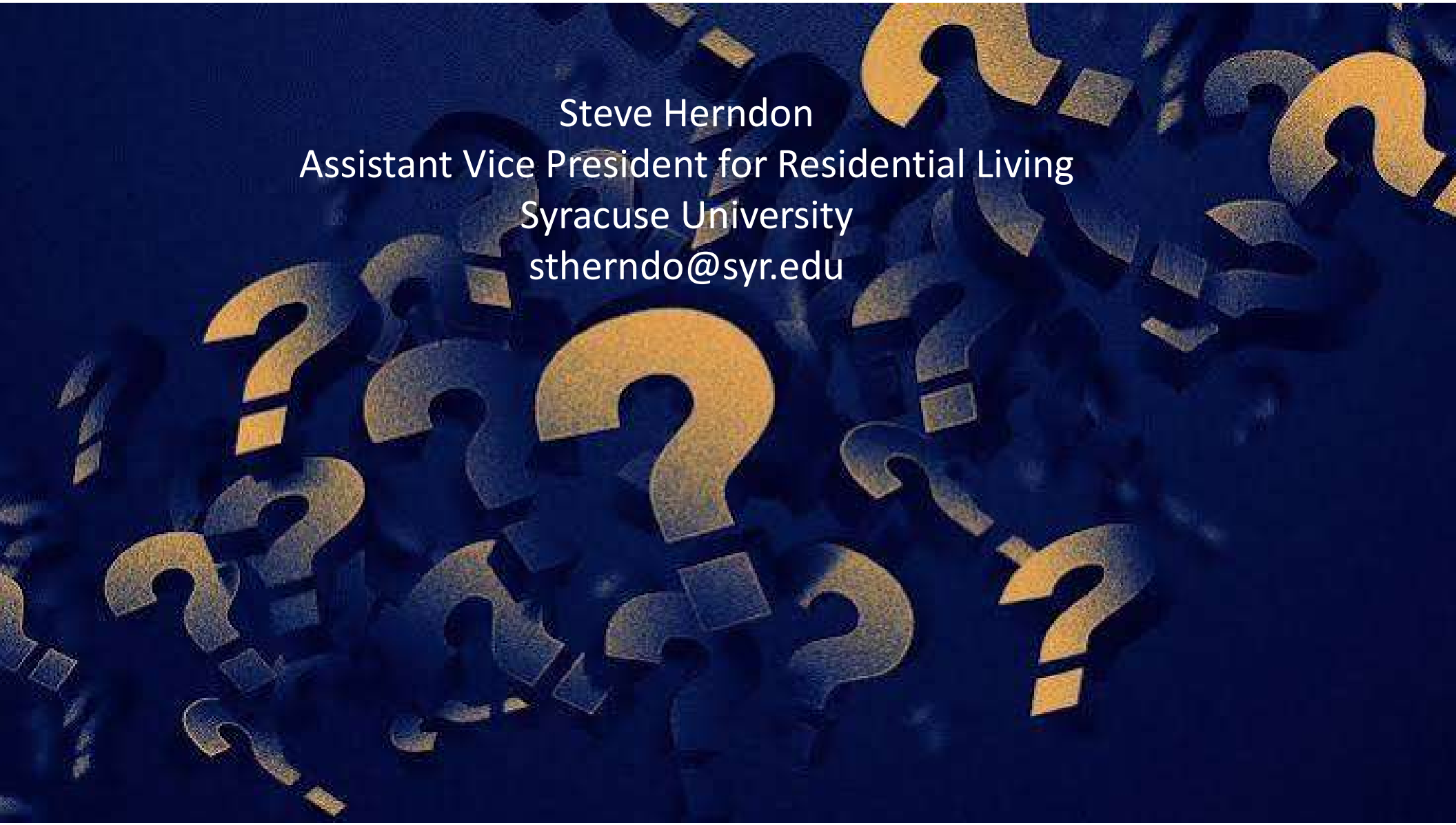
1. The organization's leaders demonstrate willingness to entertain alternative viewpoints.
2. The organization's leaders signal the importance of spending time on problem identification, knowledge, transfer of information.
3. The organization's leaders engage in active questioning or listening.

Wrap Up

1. What are your takeaways from today's session?

2. What is your muddiest point?

3. Identify one strategy that you will employ to enhance learning in your organization?



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Thank You!!