

## THE TOP THREE CHARACTERISTICS OF A GOOD LEARNING ORGANIZATION

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Organizations have to deliver value to their customers and for that to happen they have to continuously learn. A learning organization can have the advantage of being ahead of their competition. It is their continuous effort to learn and build a knowledge platform that becomes their strategic asset which can neither be replicated nor substituted by their competition. Therefore, the knowledge management system the organization builds through learning can be their strategic asset. The following, according to me are the three important characteristics of a learning organization.

### **A learning organization should identify learning needs of employees and provide learning opportunities**

Due to changing business models driven by advancement in information technology, organizations are facing tough competition. Processes are being reengineered and automation is becoming increasing in new business models. Employees in these organizations must upskill and reskill themselves to meet the changes in the organization. Therefore, it is important for organizations to identify the learning needs of all employees, particularly those who work on the critical business processes and information technology infrastructure and platforms.

There are three areas where the learning needs must be identified; Processes, Technology and Leadership. Evolving Best Practices is one important area where organizations have to focus. Agile, DevOps, Lean and ITIL are some of the area's organizations can look for upskilling their employees. With new technology and service delivery models evolving the need to upskill employees on these technologies is necessary. Cloud Architecture Models, AI, Machine Learning and other technologies that enable digital transformation.

### **A learning organization should capture knowledge**

Employees today work with business models that are enabled by information technology platforms that generate huge information. The current business models are designed in a way that employees have the opportunity to get rapid feedback from customers about products and services and thereby serve the customer better to provide value. The experiences of the employees in strategic, tactical and operational activities of the organization is a wealth of information that the organization can identify and store for use in their business operations.

A learning organization needs to have a knowledge management strategy that has the complete commitment from senior management. The organization should create a culture that can facilitate knowledge sharing amongst employees and should provide a platform to all employees to capture knowledge.

### **A learning organization should use the captured knowledge to create value**

Value creation comes from having a sound understanding of the customers' needs and expectations. One of the bases of having and understanding the customer needs is past experiences and knowledge accumulated and stored. A learning organization is one that puts this knowledge to good use by systematically applying this knowledge to improve their practices to not only enhance value but also create new value to customers. A learning organization should be able to create a platform that makes it easy to distribute this knowledge and provide easy and quick access to employees. Knowledge champions at all levels will be able to drive this practice of using knowledge appropriately and in a timely manner.