Developing a Learning Culture

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'A learning culture is a set of organizational values, conventions, processes, and practices that encourage individuals—and the organization as a whole—to increase knowledge, competence, and performance.'

Seven Steps to Building a High Impact Learning Culture
Oracle Human Capital Management

MCL

Program maximizes positive impacts over the long term

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Team improves strategies and activities

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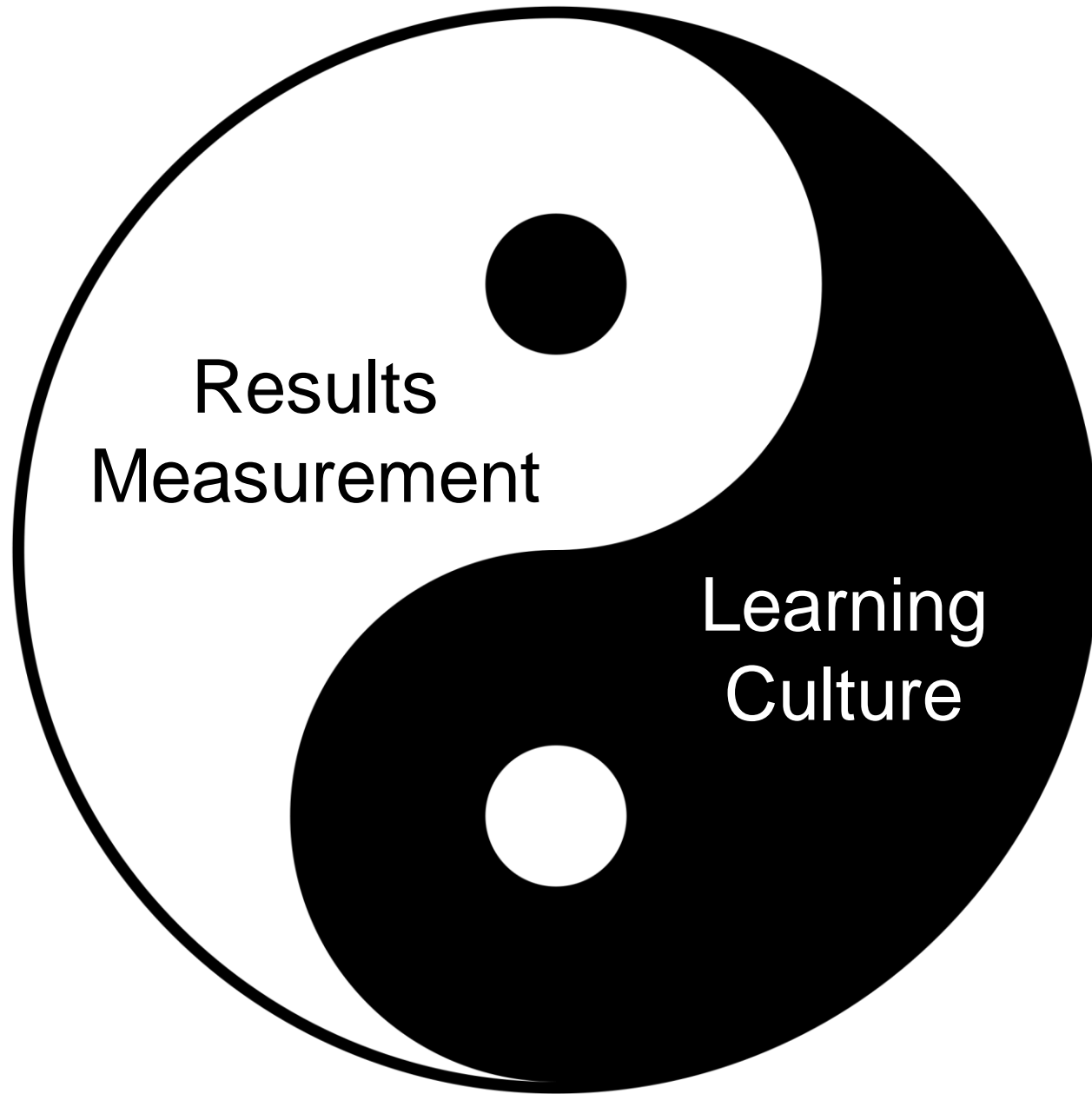Team learns

⬆

Team understands why results happened
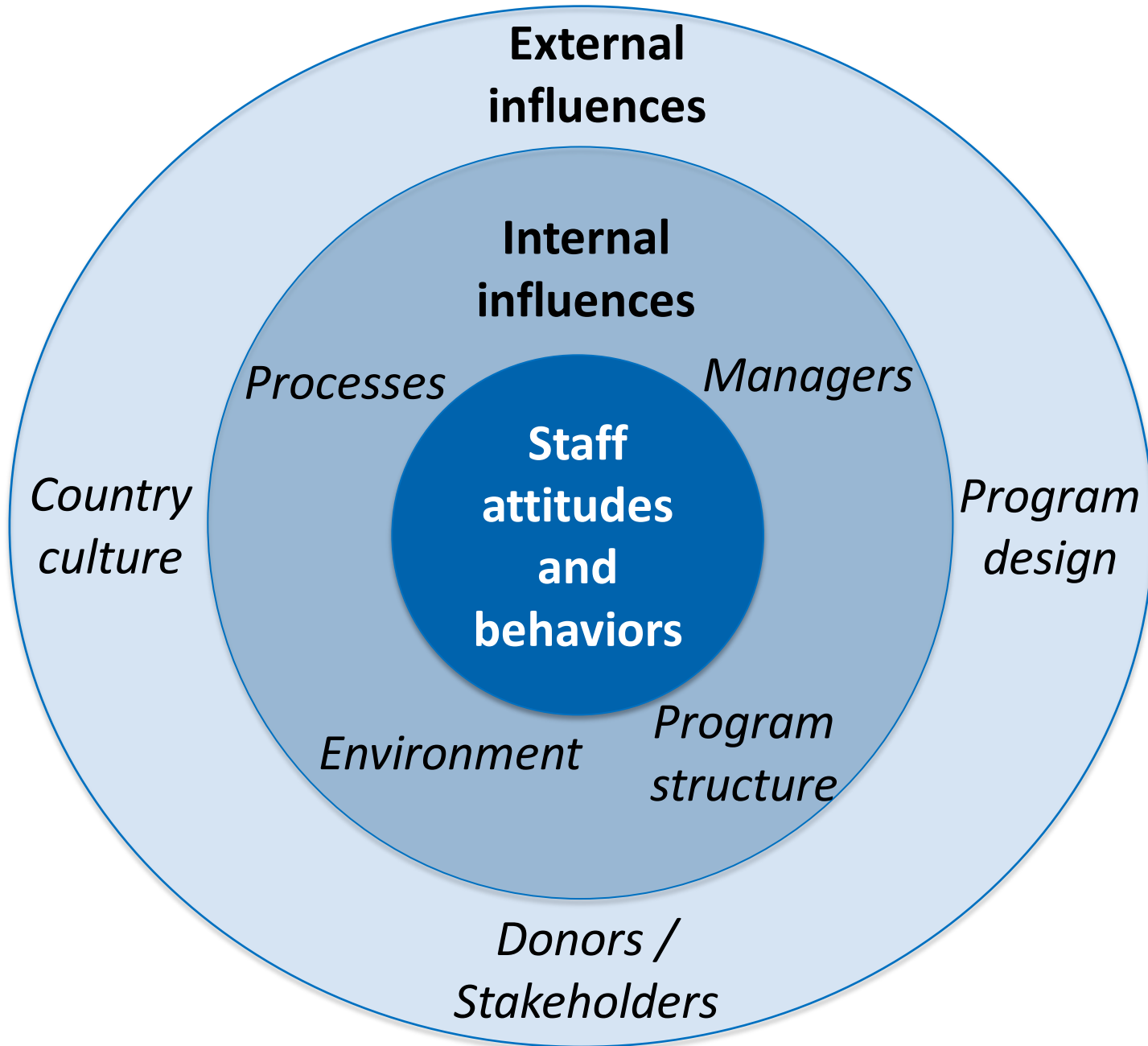
⬆

Team analyzes findings effectively and objectively

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Team investigates results thoroughly

How does a learning culture help a program?

Results Measurement

Learning Culture

External influences

Internal influences

Staff attitudes and behaviors

Processes

Managers

Country culture

Program design

Environment

Program structure

Donors / Stakeholders

Staff attitudes and behaviors

Kenya Markets Trust

passion for learning

humility

skepticism

adaptability

commitment

Learn

Gather info

Work in teams

Go to the field

Assess results

Tackle problems

Discuss & debate

Reflect

Analyze and plan

Experience successes & failures

Take calculated risks

Managers' behavior

- Shape the team

- Structure the work

- Set expectations and provide support

- Establish a constructive atmosphere

- Build competence over time

Market Development Facility

Samarth NMDP

Program Structure

- Relatively flat

- Teams manage multiple interventions

- Interaction among teams

- Sector teams responsible for most RM tasks

Physical Environment

- Open office plan

- Convenient meeting spaces

- Tools for visualization

- All staff in one office

Management Tools & Processes

M4C

External influences

- Program Design

- Donor and stakeholder support

- Country culture

Why bother?

Full video: MDF's Team Leader Harald Bekkers speaks about developing a learning culture:
https://www.youtube.com/watch?v=DfRWpIInKOY