Abstract

Making Organizational Learning Real

Introduction

Objectives of the research:

• To establish a link between organizational learning (OL) theory and practices through a literature review and empirical validation of OL practices;
• To determine the extent to which these practices are implemented and considered as effective contributions to OL.

Achievements of the research:

• Link between theory and practice established;
• List of practices validated through a literature review;
• List of practices validated through interviews;
• Perception of practices’ effectiveness measured;
• Way opened for further research.

This research:

• Proposes a list of 87 validated OL practices;
• Reviews 5 prominent OL theories and models;
• Identifies 13 OL principles;
• Establishes a link between organizational learning (OL) and results-based management.

Results-based management

OL Practices Validation Through Interviews

OL Practice Groups’ Presence Within Considered Organizations

Conclusion - Discussion

• Groups of practices identified in the literature are largely present in the observed organizations;
• Groups of practices identified in the literature are largely perceived as contributions to OL in principle;
• Groups of practices identified in the literature are largely perceived as contributions to OL in practice;
• Practitioners validate 86% (75 out of 87) of the specific practices identified in empirical literature.

Practitioners validate 86% (75 out of 87) of the specific practices identified in empirical literature.

Other Results

• 75% of participants consider OL is useful only if it brings higher individual or collective performance.
• Although no question about politics was asked, 75% of participants consider OL is useful only if it brings higher individual or collective performance.

Objectives of the research:

• Establishes a link between organizational learning (OL) theory and practices through a list of theoretically and empirically validated OL practices;
• To determine the extent to which these practices are implemented and considered as effective contributions to OL.

Achievements of the research:

• Link between theory and practices established;
• List of validated practices identified a second time through interviews with 16 practitioners from international development organizations, which are widely recognized for their leading role in OL.

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