



## Types of Organizational Learning

Give individual consideration at the beginning of the performance cycle to what you do well and enjoy doing, what you must learn or improve upon, and the related training options available. In this regard, consider initiatives such as special work assignments, task force participation, formal mentoring and coaching, skills enhancement training, and the pursuit of learning opportunities.

There are nine distinct types of organizational learning.

- **Technical/task learning**—Related to specialized (functional) expertise and how to perform and improve those related tasks assigned to you in an organization.
- **Systemic learning**—Understanding the basic business systems and processes of an organization, how they're developed and implemented, and how to improve them.
- **Cultural learning**—Learning the myths, values, beliefs, and attitudes that underpin the way work gets done in that particular organization so that work is accomplished more productively.
- **Group/team development learning**—Learning how to function effectively in a group or team to foster its learning, growth, and maturity.
- **Leadership/management learning**—Learning how to better lead and manage individuals, work groups, teams, and business units.
- **Business learning**—Learning the basics of a business or a high-performing team configured as a micro-business and how to make that business run.
- **Strategic learning**—Understanding the basic business strategy of the organization, how it's developed and implemented, and how to improve it.
- **Reflective learning**—How to think about and question assumptions, mental models, positions, and paradigms regarding the business.
- **Transformational learning**—How to bring about significant and needed change in individuals, teams, and the organization as a whole.

(Reference: Chawla, S., & Renesch, J. (editors) (1995). *Learning Organizations*. Portland, OR: Productivity Press, p. 340.)



