

## Growing a Learning Organization

<b>5 Disciplines of the Learning Organization</b>	<b>Leadership Challenge</b>	<b>Manager – Tradition</b>	<b>Leader – Transaction</b>	<b>Leadership - Transformation</b>
<b>Shared Vision</b>	<b>Shared Vision</b>	<b>Planning Work</b> Identify changes Define tasks Assign jobs/roles	<b>Setting Goals</b> Clarify objectives Sell goals Ensure consensus	<b>Creating Shared Vision</b> Values, needs, strengths Seek opportunities Facilitate commitments
<b>Team Learning</b>	<b>Enabling Others to Act</b>	<b>Staffing Workers</b> Recruit Select Train	<b>Involving Staff</b> Solicit input Coalitions Provide PD	<b>Builds Teams / Partners</b> Develop shared norms Creates learning teams problems
<b>Leadership Mastery</b>	<b>Modeling the Way</b>	<b>Manages - Directs</b> Gives orders Assigns work Accountability	<b>Guides Staff</b> The right answers Recommends Aligns Work	<b>Inspires Team Learning</b> Focus on purpose Humility and service Shared coherence
<b>Mental Models</b>	<b>Encouraging the Heart</b>	<b>Controlling Work</b> Rules / Policies Recognition Stops conflict	<b>Rewards Performance</b> Flexible guidelines Informal rewards Manage conflict	<b>Getting Better</b> Accountable autonomy Network improvement Learning to learn
<b>Systems Thinking</b>	<b>Challenging the Process</b>	<b>Evaluating Results</b> Tasks accomplished Summative Evals	<b>Progress Monitoring</b> Objectives fulfilled Progress reviews Feedback	<b>Improving Systems</b> Cycle of inquiry Reification Root causes
<b>Mooney</b>		<b>FOR</b>	<b>WITH</b>	<b>BY</b>

Adapted by Larry Nyland from:

- Peter Senge's *Fifth Discipline: the art and practice of the learning organization*
- Kouzes and Posner's *The Leadership Challenge*
- Communication Research Associates
- Ann Lieberman and Lynne Miller, *Teacher Development in Professional Practice Schools*
- Margaret Mooney; after Vygotsky – *Zone of Proximal Development*