

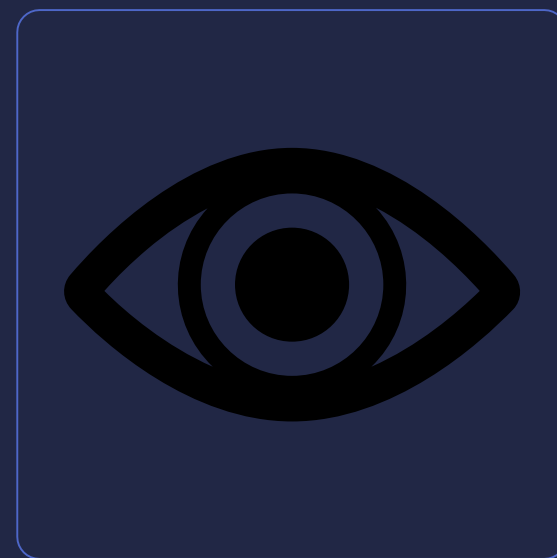
Organizational Effectiveness And A Learning Organization

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Many years
ago...
in a company
far, far away...



“Effective immediately, copy me.”



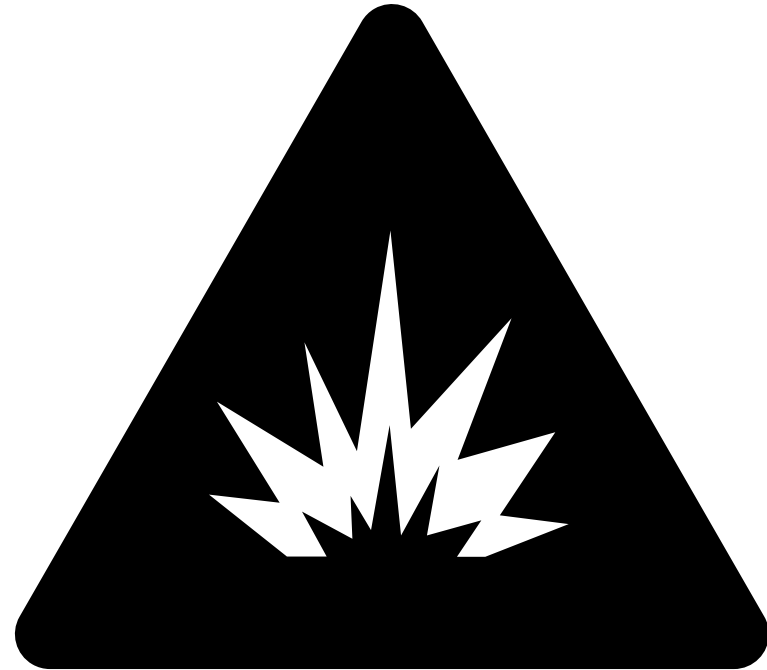
The Guessing Game

Our Amygdala Takes Over!



Who screwed up?

Must Compute!





Was it me?

Because it must be about me!

Blame Game

Alliances
and silos
take
shape!



**This email?
That invite?
What if...**

I can no longer trust my own judgement!





**Start questioning my judgement...
Who can I trust? Do I share info?**



CYA...all day...every day!



Decision Making...Production...Teamwork...
Response Times...Effectiveness...
Going, Going, Gone...

The Guessing Game

Until the next time!



If only I knew then...

- My mental model was 'do not ask questions' – act like you know.
- We all made assumptions and none of them were good.
- I did not have the skills to improve the situation.



**And the
outcome...**



A claw hammer and a screwdriver are lying on a wooden surface. The hammer is positioned diagonally from the top right towards the bottom left. The screwdriver is positioned diagonally from the bottom left towards the top right, crossing the hammer's handle. The background is a light-colored wooden surface with a visible grain.

Sound familiar?

Can we be effective if we don't have any tools in our toolbox?

Organizational Effectiveness

Are we achieving our desired outcomes?



Organizational Effectiveness

**Measure What Matters
or...**

Organizational Effectiveness

**What Gets Measured
Becomes What Matters!**

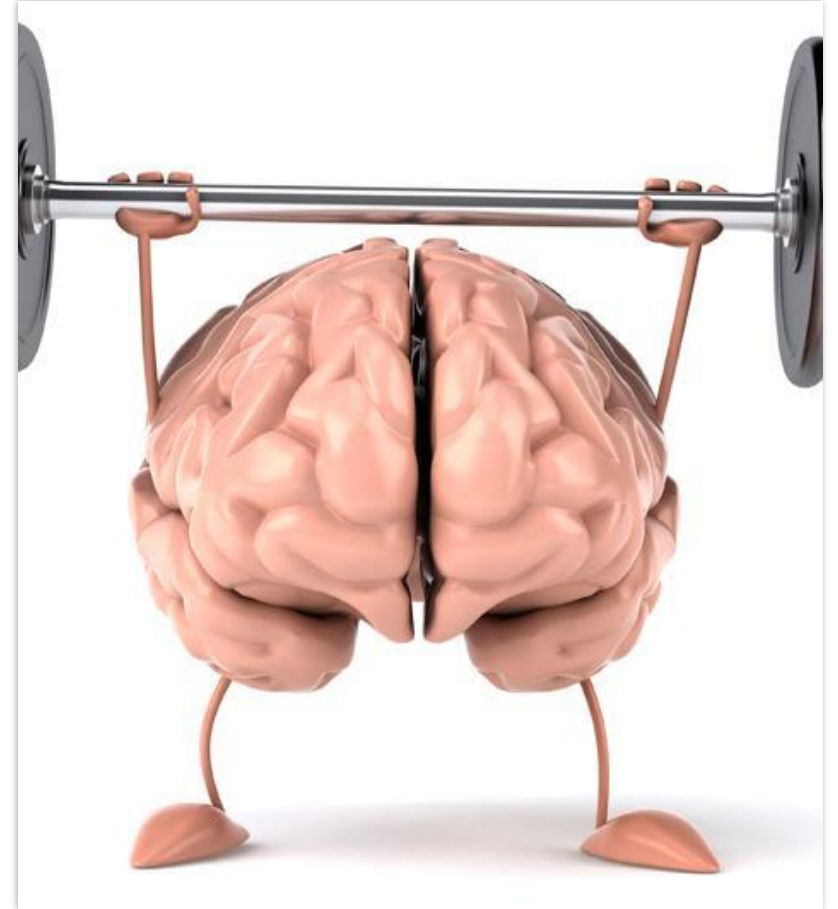
**What's
learning got
to do with it?**

Technical Skills...



To build and improve technical skills...

- Assess
- Practice
- Time
- Focus
- Feedback





**For organizational effectiveness,
learning goes beyond the technical!**

Why Advocate for A Learning Organization



Learning Mindset

- Experience and reflection



Learning Mindset

- Experience and reflection
- Self-awareness



Learning Mindset

- Experience and reflection
- Self-awareness
- Challenge limiting beliefs



Learning Mindset

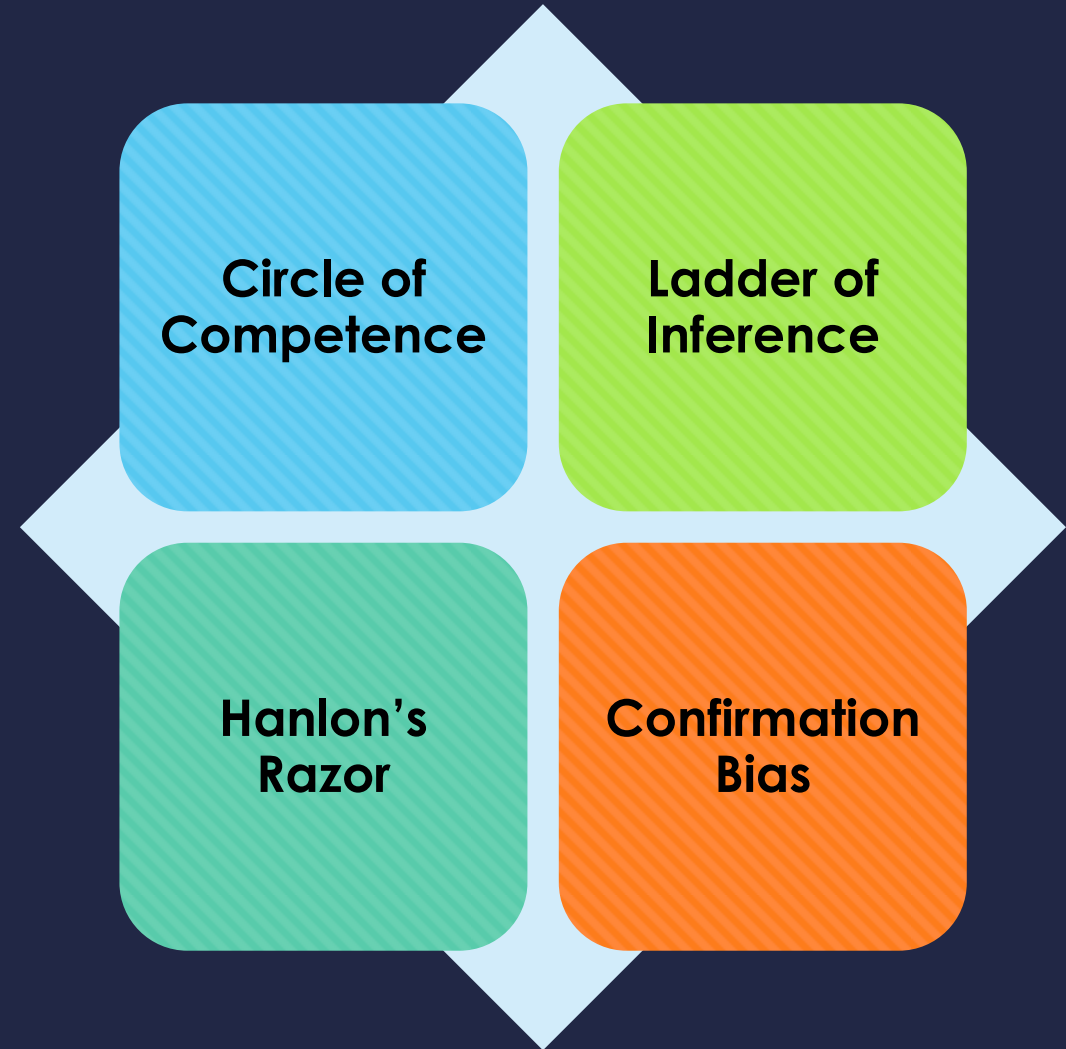
- Experience and reflection
- Self-awareness
- Challenge limiting beliefs
- Commitment beyond compliance



Learning Mindset

- Experience and reflection
- Self-awareness
- Challenge limiting beliefs
- Commitment beyond compliance
- Why am I asking...to learn, or to judge?

Mental Models and Organizational Impact



Build your skills!

A photograph of an outdoor swimming pool. In the foreground, the blue water of the pool is visible with lane lines. To the left, there's a small green building and a lifeguard stand with a person on it. In the background, there are more lifeguard stands, a string of colorful pennant flags, and a dense line of green trees under a clear sky.

Yes, and...

**Share your
reasoning.**

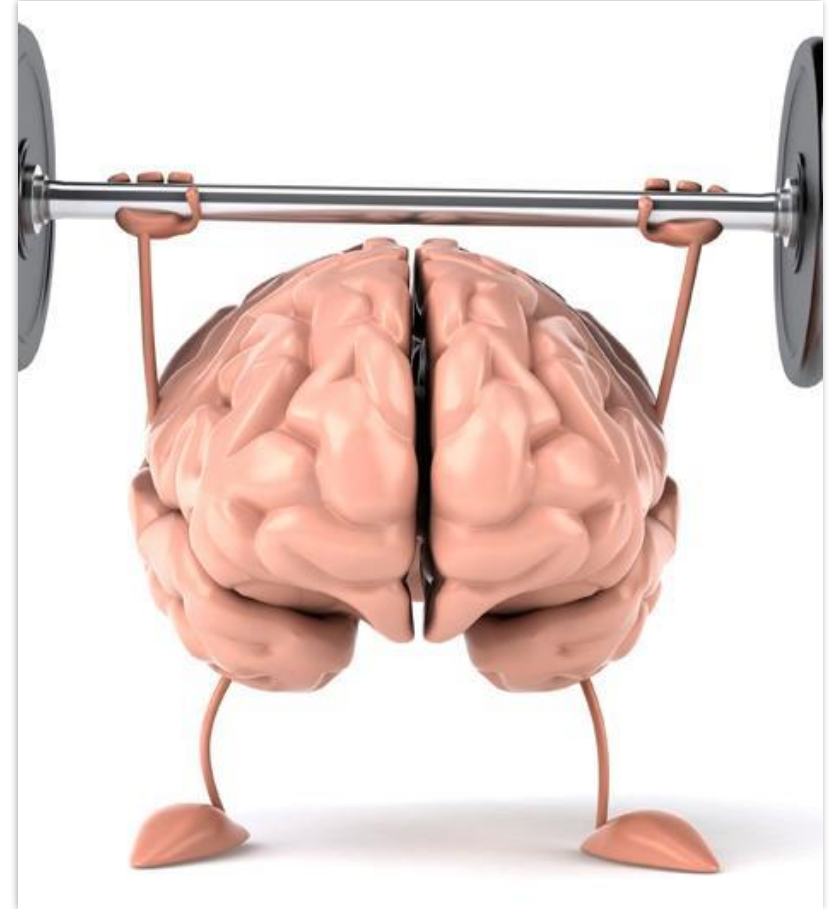
**Advocate and
Inquire.**

The sum of all surpasses the skill of one.

**The best decisions are
made from the largest
pool of shared, relevant
information.**

So remember...To build
and improve all skills...

It takes practice.
It takes time.



Who's learning in your organization?

And what are they learning?



**Organizational
Effectiveness**

The Learning Organization

Thank you.

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A blue geometric footer consisting of a solid blue trapezoidal shape at the bottom, with a smaller blue triangle pointing upwards from its center edge.