

Creating a Culture of Learning



A learning organization is vital for a healthy and productive organization, so what's keeping us from building one?



Hello!



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Fascinated by mindset, thinking,

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Rockstar

Key-Learnings

01

Learning

How does learning work?

02

Learning Organisation

What is a learning organisation? How do you recognize them?

03

Anti-patterns

What are typical anti-patterns?

04

Learning Culture

How do you create a learning culture and why is that important?



Assignment

These two questions will help you to reflect:

Question 1:

What are your key learnings and eye-openers from our keynote?

.....
.....

Question 2:

What concrete actions for learning can you think of after listening to our keynote?

.....
.....



Learning

Do you remember how you
learned to ride a bike?

Learning

We all know that learning is important, but still in many organisations there is no learning culture...

- No time
- Too expensive
- Have to be done in your own time
- No need for it
- Not safe: pressure to perform
- Certificate important, but not applying the knowledge
- <fill in excuse>

Learning

Hands up if your company pro-actively sent you to this conference



Learning

Hands up if you use vacation/unpaid
hours to be here





Part 01

Learning

Your brain

- Neuroplasticity & neurogenesis
- You act 85% automatically, but sometimes even up to 95/100%
- Two types of brain modes:
 - Internal leader (comparable with growth mindset)
 - Follower (comparable with fixed mindset)
- What gets attention will grow

Your brain

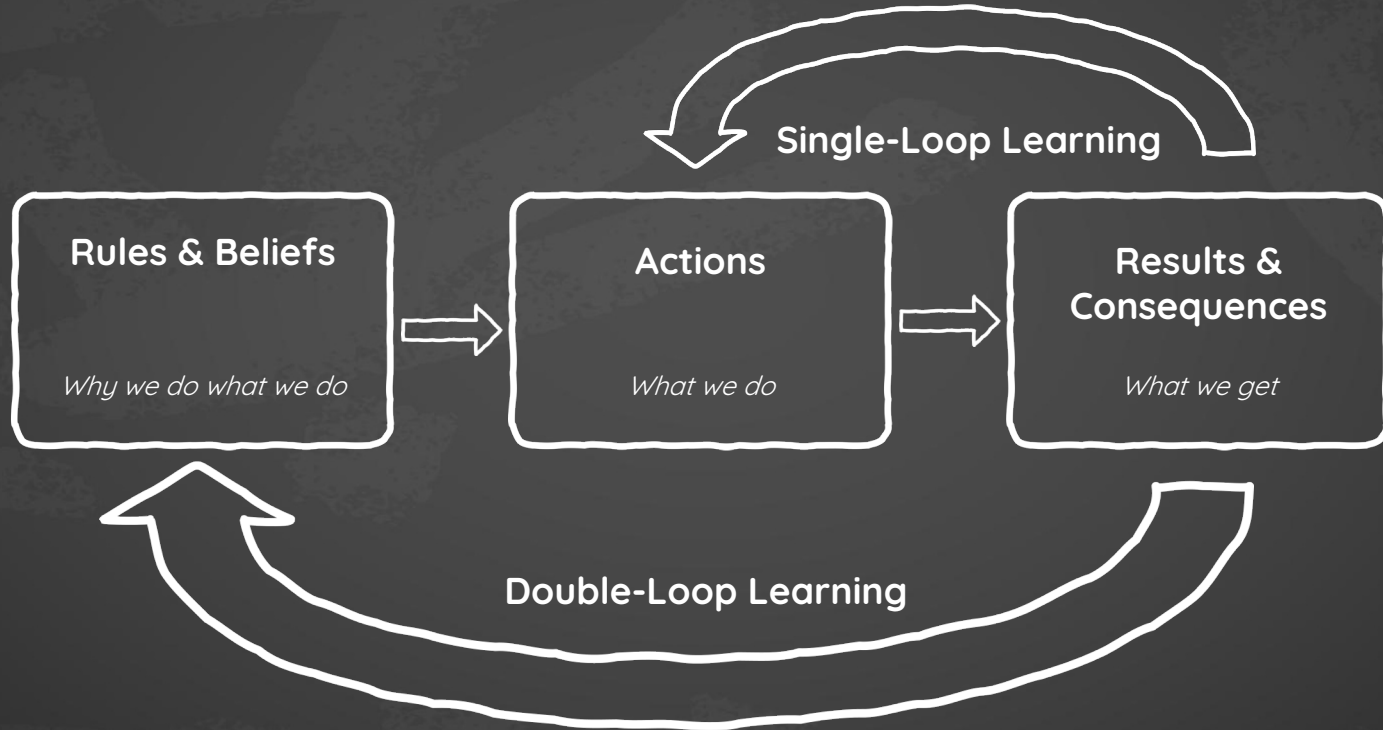
- Frequency and recency of neuron synapses increase memory
 - Increase frequency through practice and maintain fluency through use
- Emotions strengthen memory
 - Appeal to and engage emotions while learning
- Learning causes changes to the physical structure of the brain
 - Engaging in learning increases our ability to learn throughout our lives
- Memories are stored in multiple parts of the brain
 - Engage all senses when learning
- Our brains are programmed to focus on new and unusual inputs
 - Learning should tap into the brain's natural curiosity and intrinsic motivation

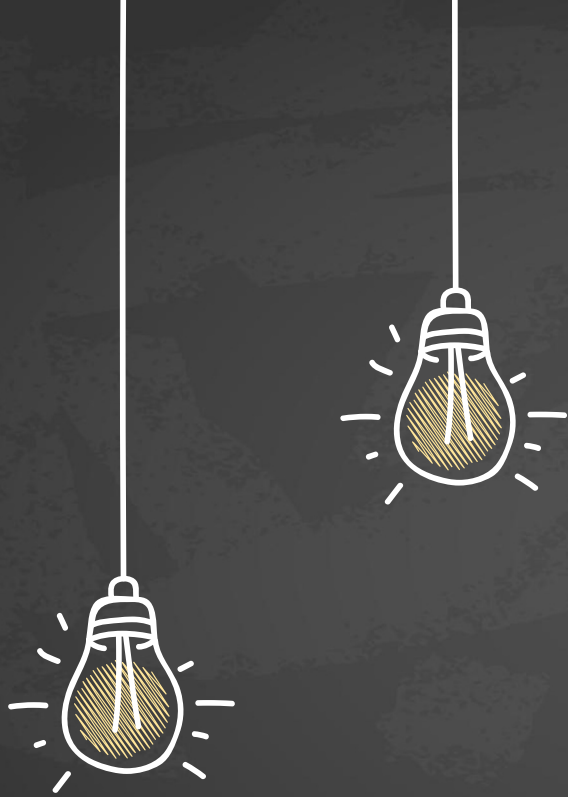
What do you need to learn effectively?

- Showing up
- Focus & attention
- Time
- Curiosity / Need
- Experimentation / Play
- Safety to fail
- No limits, no “learned helplessness”
- Reflection

Source: Unleash Your Super Brain To Learn Faster by Jim Kwik
(https://youtu.be/uT_GcOGEFsk)

Reflection: Single & double loop learning





Part 02

Learning Organisations

> Learning Organisations

What is a learning organisation?

An organisation that encourages and facilitates learning in order to continuously transform itself to survive and excel in a rapidly changing business environment.

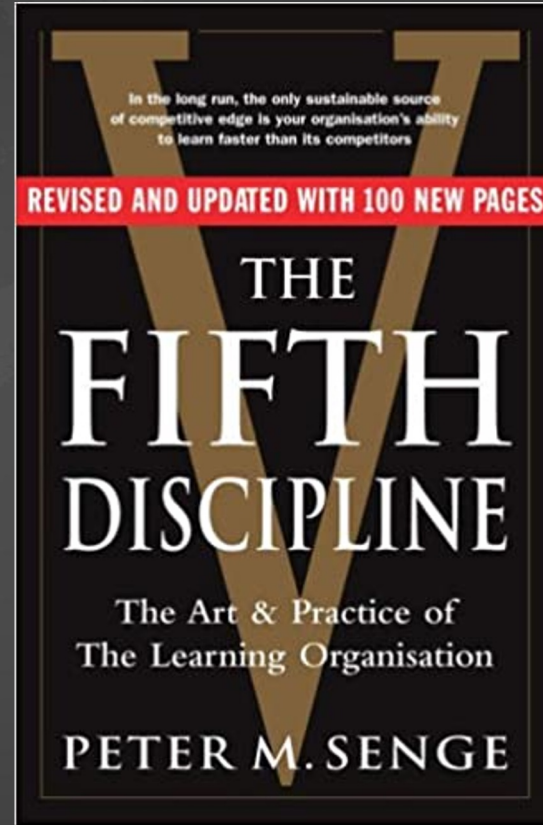
Source: <https://study.com/academy/lesson/learning-organizations-characteristics-examples-quiz.html>

Learning organisations create conditions for people to learn faster and more effectively so that the organisation and its people can thrive on change.

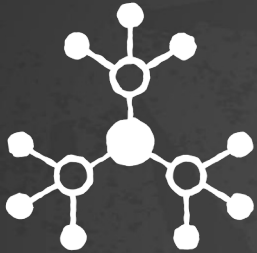
Source: <https://talenttalks.net/enabling-talent-learn-15/>

Characteristics of learning organisations

- Senior management encourages learning
- Growth mindset
- Psychological safety
- People-orientated and talent focus (mastery)
- Part of way of working
- Open communication
- Teamwork
- Inspired leadership
- Empowerment
- Learning opportunities
- Customer-orientation



Peter Senge on learning organisations



Systems Thinking

- Learning Culture
- Complex whole VS individuals
- Metrics as discussion starter



Personal Mastery

- Applying over acquiring
- Learning cannot be forced
- Need is important



Mental Models

- Espouse theories VS in-use theories
- Organizations have memories
- Learned helplessness



Shared Vision

- Leadership facilitates learning
- Helping teams helps the business
- Imposed vision hinders shared vision



Team Learning

- Access to knowledge
- Sense of community
- Interaction
- Learning and thinking together



Part 03

Anti-patterns

> [Pattern Catalog](#)

Anti-patterns

Thank you twitter-verse!!

@LenaPejgan, @ClareCatherine6, @Lisihocke, @pgrizzaffi, @guna_iv,
@AgentAJay, @ruudcox, @kriscorbus, @FullSnackTester, @MarkusAretz,
@emna_ayadi, @AdharalT, @TG2G, @NativeWired, @heather_reiduff,
@jonhussey, @andreasschliep, @astridclaessen, @janetgregoryca,
@aahunsberger, @ErkkikPoyhonen, @qahiccupps

Anti-patterns

1	2	3	4
5	6	7	8
9	10	11	12

Measuring learning
with grades or
certificates

Learning things
you aren't going to
use

Doing a training
because you must,
not because you
need it

Not having/getting
any time or mental
bandwidth for
learning

Trainings as a
starting point for
change or
transformation

Training as a
solution for a
problem

Silo-training, for
instance only
training the
testers, not the
whole team

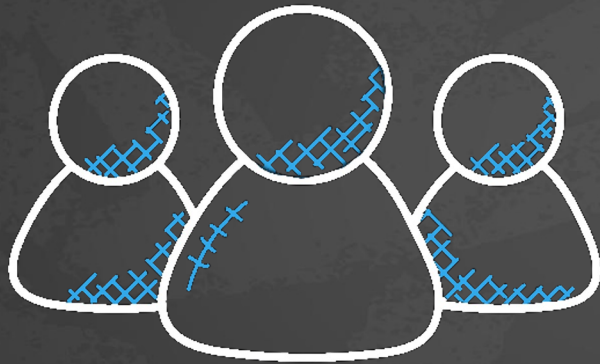
Trainings are not
evaluated explicitly

Learning a skill
takes MUCH more
time than a
training allows you
to invest

Any training where
reflection is not
part of the training
itself

Trainings are the
same for
everybody

Responsibilities for
learning and
business success
compete



Part 04

Learning Culture

> Learning Culture

Culture

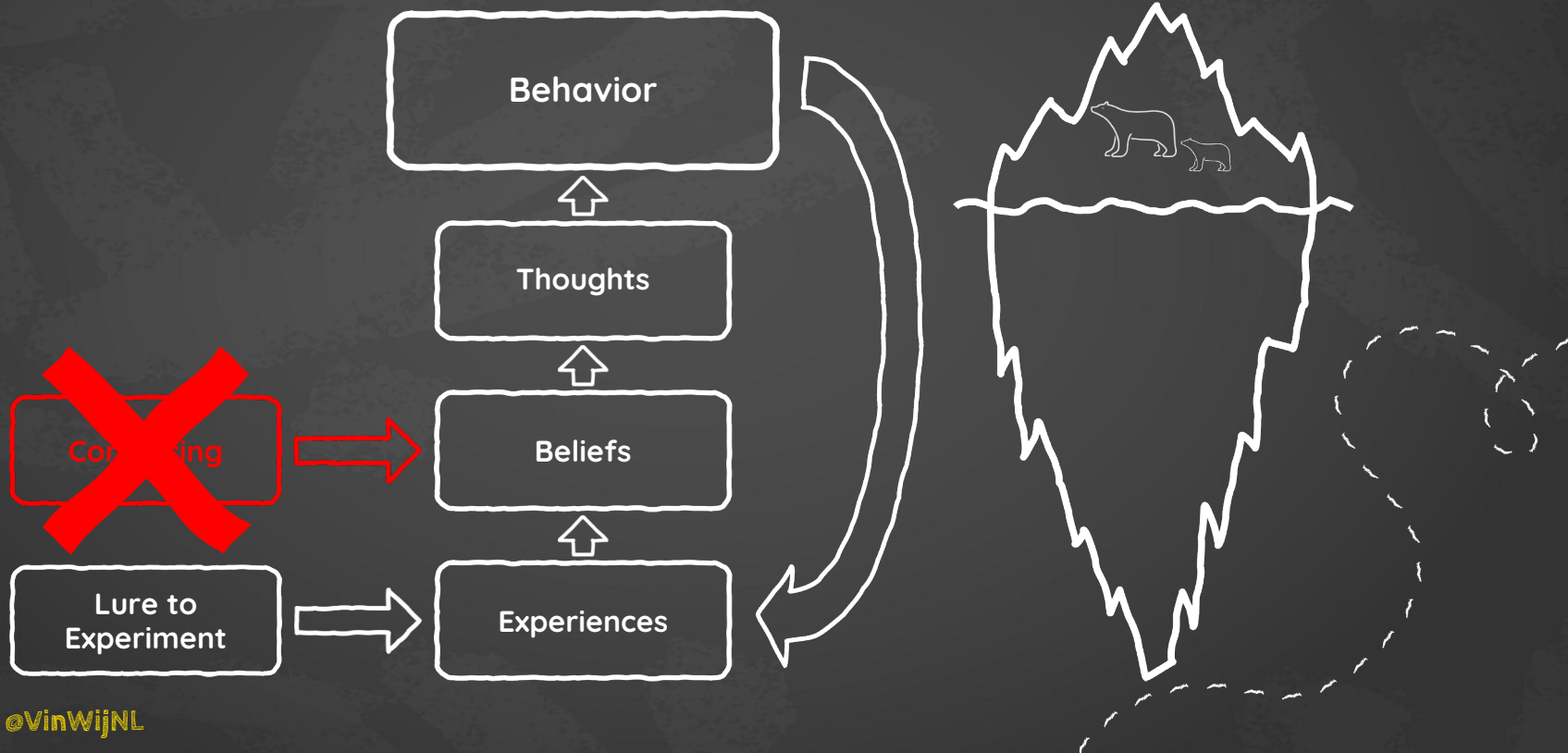
- Organizational culture = collectively solidified behavior
- Culture is a historical sum of our behaviors
- Culture is a consequence of behavior

Performance of the organization is determined 1/3 by the system and 2/3 by behavior

So focus on behavioral change rather than culture change

Take your time, create short feedback loops, do experiments, reflect, make adjustments, set a good example

Change



Building a learning culture

- Start solving problems systematically
 - Plan, Do, Check, Act
 - Fact-based management = using data, measuring improvements
- Do more experiments
- Learn from past experience (reflection)
- Learn from others (community)
- Transfer your knowledge (interaction)

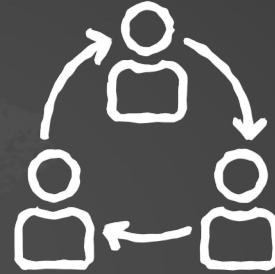
Learning Culture - Tips



Take Baby
steps



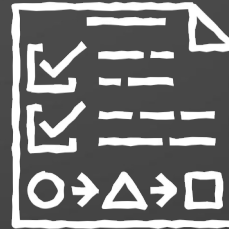
Do, don't ask



Share knowledge



Reflect together

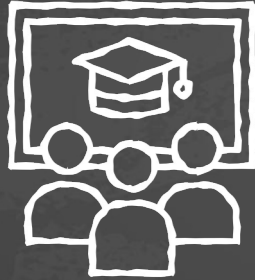


Deliberate practice
& learning goals

Learning Culture - Stories



Learning
Pacts



Organize
Masterclasses



Knowledge
Sessions



Mentoring
Network

Learning is a prerequisite for growth
and performance of people

Therefore learning is a prerequisite for
performance in organizations

Reflection

Double loop learning!

When we reflect, we deeply consider something that we might not otherwise have given much thought to. This helps us to learn. Reflection is concerned with consciously looking at and thinking about our experiences, actions, feelings, and responses, and then interpreting or analysing them in order to learn from them.

(ref: The Open University).

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THANK YOU!



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References & more info



- The fifth discipline - Peter M. Senge
- How we learn - <https://youtu.be/wlaG99awCD8>
- Unleash Your Super Brain To Learn Faster by Jim Kwik - https://youtu.be/uT_GcOGEFsk
- How the Brain Learns - <https://bit.ly/LearningBrainATD>
- The art of reflection - <https://www.huibschoots.nl/reflection>
- Barbara Oakley - Learning How to Learn - <https://www.coursera.org/learn/learning-how-to-learn>
- Barbara Oakley - Learning How to Learn - <https://youtu.be/vd2dtkMINlw>
- Building a learning org - <https://hbr.org/1993/07/building-a-learning-organization>
- Is yours a learning org? - <https://hbr.org/2008/03/is-yours-a-learning-organization>
- The Learning Brain - <https://youtu.be/cgLYkV689s4>
- Samman method - <https://sammancoaching.org/>



Questions to help you reflect

Phase 1: Describe the experience/situation you wish to reflect upon. What was the actual situation?

- What did I have to do in this situation?
- What action did I actually take?
- What was the outcome of this action?

Phase 2: Looking back: What exactly happened?

- What did I see?
- What did I do?
- What did I think?
- What did I feel?

Phase 3: Awareness of essential aspects

- What does that mean to me now?
- What is the problem (or the positive discovery)?
- What has all that caused? What does it involve?

Phase 4: Alternative methods

- What alternative methods do I see (solutions or ways of making use of what I have discovered)?
- What are their advantages and disadvantages?
- What will I remember for next time?

Phase 5: Trial/action

- What do I want to achieve?
- What should I watch out for?
- What do I want to try out?

More info: The art of reflection - <https://www.huibschoots.nl/reflection>