

Foundations of a Learning Organization

1. **The burden of learning is on the individual.** It is the right and responsibility of staff to learn and acquire new skills. Learning is necessary and urgent to any successful organization. Everyone knows the difference between learning and training.
2. **Everyone needs to know what the organization's big-picture success looks like and each individual's part in creating that success.** This is a shift from the "my tasks" orientation to more universal knowledge of how an individual's task fits in with the team's task. Everyone is responsible for the team's task, as well as the organization's success. Also need to have a view of what is happening in the library world in general and what that success looks like.
3. **Learning happens at all levels of the organization.** Curiosity is seen as a good thing. Recognition that everyone learns.
4. **Organic communication is encouraged.** Communication is the responsibility of all staff and happens at all levels. Assumes that there is no such thing as too much information and it is the responsibility of the individual to seek out and share information.
5. **There is a consistency of policy implementation and practice.** There are clear boundaries within which staff can operate to help the customer.
6. **Curiosity is encouraged; learning is supported; new skills are actively sought at all levels.** Everyone is responsible for the success of the learning organization and ideas come from anywhere and everyone.
7. **Coaching and mentoring happens at all levels.** This includes peer-to-peer mentoring and includes both formal and informal processes.
8. **Feedback at all levels is an essential ingredient to success.** It must be constructive and well-thought out and everyone must do it.
9. **Mistakes are a learning opportunity for everyone involved.**