



Overview

This unit is appropriate for you if your role involves:

- developing learning within the organisation
- sustaining the learning organisation

The activities you are likely to be involved in:

- seeking alternative ways of helping others to learn
- conducting audits of existing systems
- selling the benefits of a learning organisation to others
- contributing to learning strategies and systems

What the unit covers:

- 1 ensuring the contribution of learning to the organisation
- 2 contributing to learning strategies and processes of the organisation
- 3 assisting the organisation to sustain learning processes



Element G2.1: Ensure the contribution of learning to the organisation

Performance criteria

You must be able to do the following:

- a Contribute to the definition of learning and its role within the organisation.
- b Establish how learning will contribute to organisational performance.
- c Contribute to a shared understanding of the learning needs of the organisation.
- d Establish the indicators for successful organisational learning.
- e Identify existing opportunities for learning within the organisation.
- f Identify the barriers to organisational learning and how they may be overcome.

Element G2.2: Contribute to the learning strategies and processes of the organisation

Performance criteria

You must be able to do the following:

- a Maximise access to learning opportunities in all the core activities of the organisation.
- b Encourage individuals to take responsibility for and structure their own learning and contribute to the learning of others.
- c Build learning potential and opportunities into appropriate aspects of the organisation's structures and activities.
- d Identify barriers to effective learning inherent in organisational structures and processes and review ways of overcoming them.
- e Match individual learning aspirations to organisational needs.
- f Identify alternative forms of delivering learning and development and match them to individual and organisational priorities.
- g Create opportunities for group and team learning.

Element G2.3: Assist the organisation to sustain learning processes

Performance criteria

You must be able to do the following:

- a Create opportunities for regular personal and team audits of learning successes, mistakes and future needs.
- b Contribute to the review of shared organisational learning goals.
- c Review achievements against indicators of success and continuous learning.
- d Apply the results of learning throughout the organisation and its processes.
- e Gather information on individual and shared future learning needs across the organisation.
- f Share assumptions and results of reviews openly with others.
- g Review alternative ways of delivering learning which cater for diversity of need and differing learning styles.



Knowledge requirements

You need the following knowledge to perform this Unit of Competence. You will show this through the outcome of your work activities and through evaluations of your systems and processes.

You need to be able to show that you have general knowledge and understanding of the following:

The nature and role of learning within the organisation

- 1 how the learning culture relates to organisational aims and objectives
- 2 how to promote the organisational benefits of a positive learning culture
- 3 how to establish and overcome the likely factors which will hinder a positive learning culture
- 4 how to establish the features of, and necessary conditions for, a continuously developing and learning organisation
- 5 the indicators of a successful learning organisation in terms of new ways of interacting, re-defining relationships and work practices and learning processes and their outcomes
- 6 how to recognise and respond to the influence of organisational culture on the learning process
- 7 how to assess the effect of working relationships and work patterns on the effectiveness of learning within the organisation
- 8 issues of equality, diversity and access, and how they influence learning entitlement
- 9 how to develop a culture of sustained organisational learning
- 10 which factors influence motivation and commitment to organisational learning
- 11 how to identify and encourage the conditions needed for effective learning

Principles and concepts

- 12 ways of extending knowledge and learning across an organisation
- 13 ways of identifying learning needs in organisations and creating a shared learning need
- 14 how to identify and manage the different learning requirements of individuals, teams and groups
- 15 ways of accessing learning opportunities and systems
- 16 how to identify the learning processes and tools needed to react to challenges and change
- 17 ways of achieving knowledge and skills transfer
- 18 how to respond to alternative learning styles of individuals and groups
- 19 how to recognise and overcome blocks to learning
- 20 ways of motivating individuals to look for learning opportunities in their work
- 21 ways of identifying and pooling shared knowledge and experience
- 22 the role of learning groups and teams
- 23 ways of using collective information about organisational learning
- 24 ways of encouraging open and equal feedback on learning



25 ways of gathering, considering and using information in new and innovative ways

External factors influencing learning within the organisation

26 how to identify and quantify the external influences on the implementation of learning systems within the organisation, including economic, social and political

27 how to analyse and make use of relevant national and international debates relating to the role of learning within an organisation