



Vision, Empowerment, and The Learning Organization

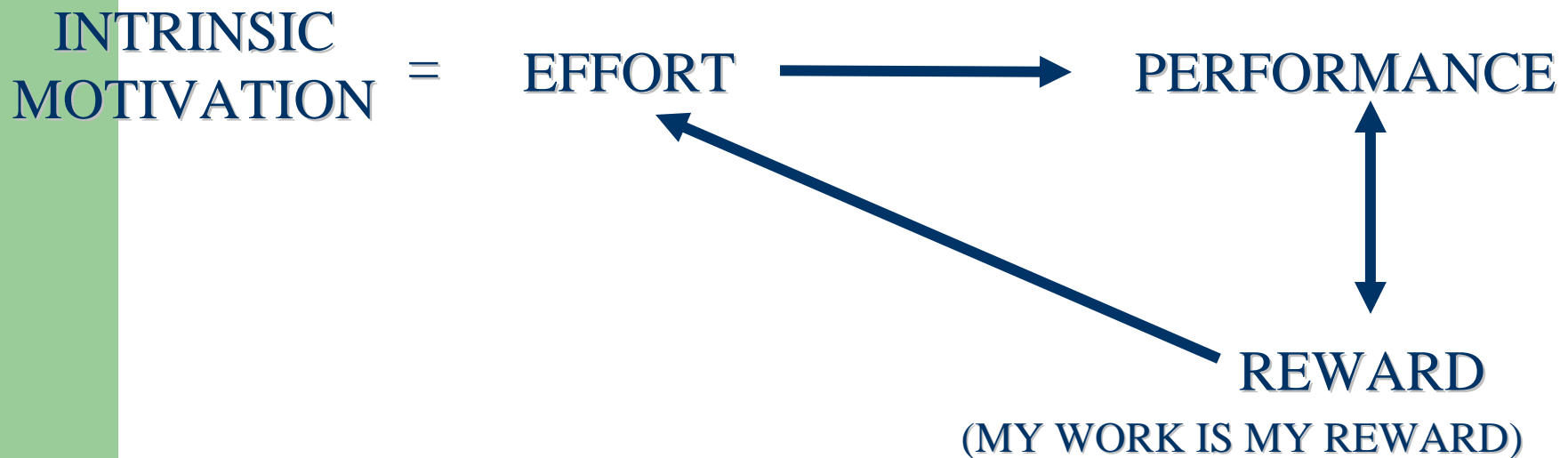
Definitions

- Vision/Purpose/Mission:
 - What is our journey?
 - Why are we taking it?
 - Who are we and what do we do?
- Qualities of an Effective Vision
 - Broad appeal to key Stakeholders
 - Defines the Destination and Journey
 - Reflects High Ideals
 - Encourages Hope/Faith
 - Establishes a Standard of Excellence

Learning Organization

- Replacing centralized, standardized, and formalized fear-led bureaucracies
- Customer/Client-obsessed to provide quality products/services that exceed expectations
- Team-based
- Flat
- Flexible
- Networked
- Diverse

Extrinsic vs. Intrinsic Motivation



Learning Organization

- It's people are empowered with
 - Committed strategic leaders
 - Empowered teams
 - Personal level coaches
- Listens, experiments, improves, innovates and creates new leaders

Elements of Empowerment

- Empowered teams receive information about organizational performance.
- Employees receive knowledge and skills to contribute to organizational goals.
- Employees have the power to make substantive decisions.
- Employees understand the meaning and impact of their job.
- Employees are rewarded based upon organizational performance.

Learning Organization

- Personal characteristics
 - Open and generous, capable of thinking in group terms
 - Innovators, risk-takers and innate ability to motivate others
 - Tough-skinned, good technical skills, and ability to lead
 - Able to abandon old alliances and establish new ones
 - Attitude of “Do what it takes” instead of “Not my job”
 - View honest mistakes as necessary for learning and “celebrate the noble effort”