

UNLEASHING TEAM LEARNING

The « Strong Link » of Learning Organizations



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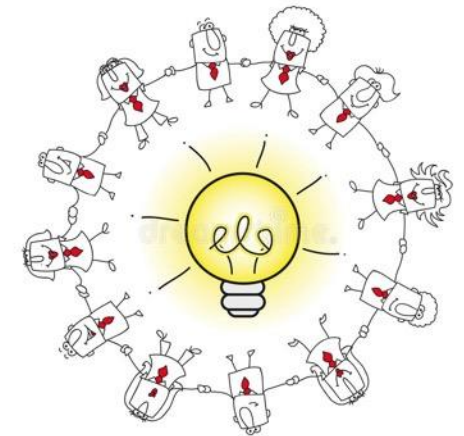
**« Back to the future »
Revisiting some key principles**



**SOL
Experience Sharing @ GERME**

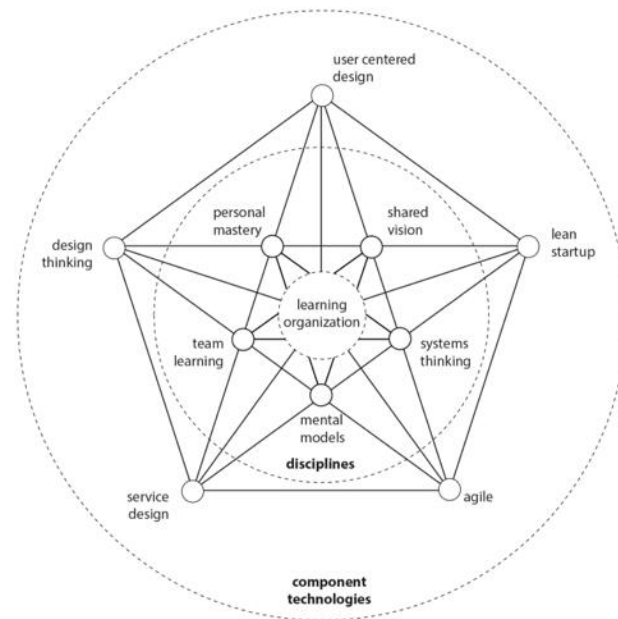


**Experience Sharing :
Team Learning initiative @ THALES**



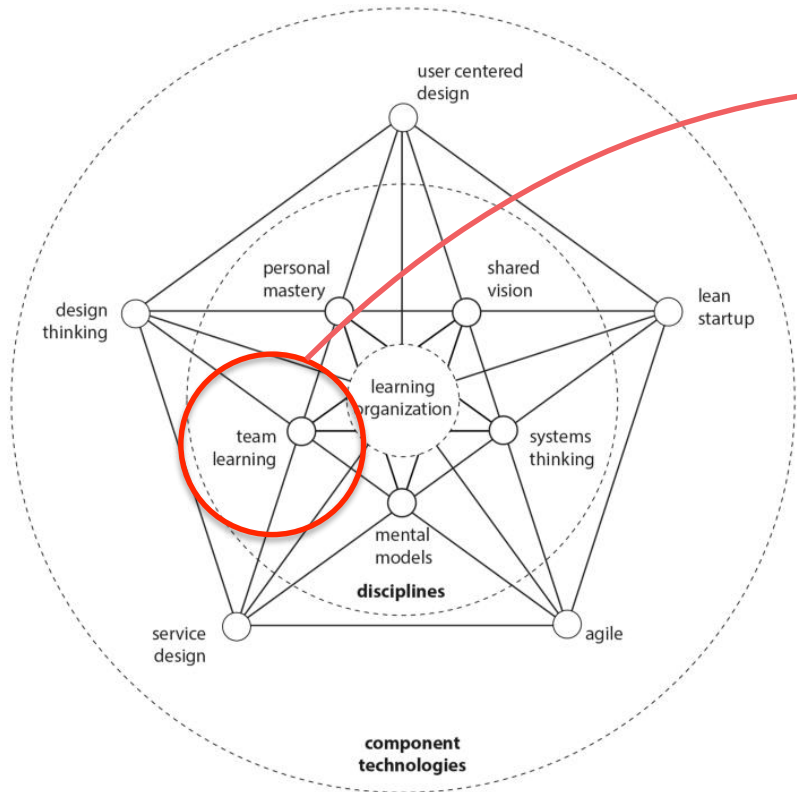
**COLLECTIVE
LEARNING**

Back to the Future: Revisiting Some Key Principles

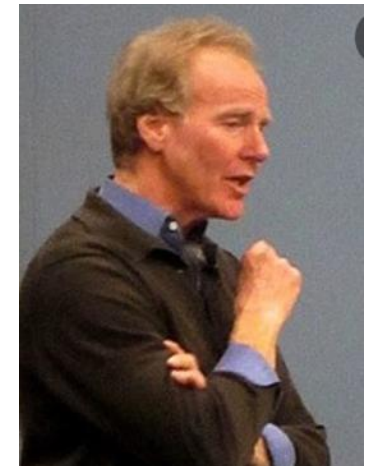


Source: Peter Senge (2006). The Fifth Discipline.

The founding principles: Peter Senge



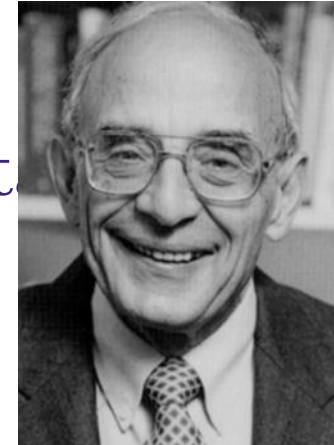
Team Learning happens when teams start ‘thinking together’ – sharing their experience, insights, knowledge and skills with each other about how to do things better



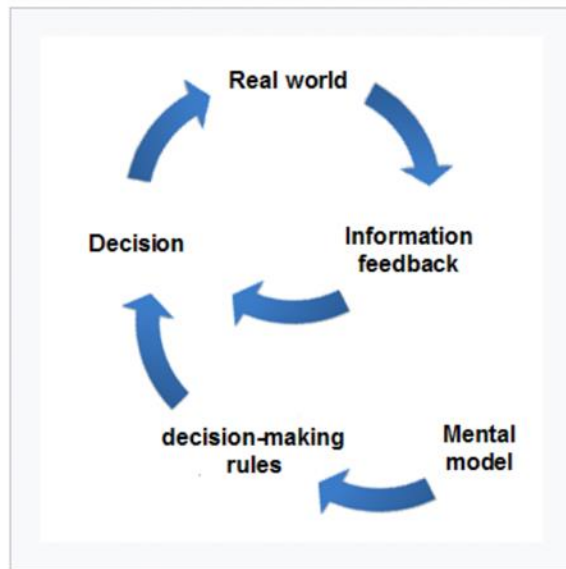
Source: Peter Senge (2006). The Fifth Discipline.

The founding principles: Chris Argyris

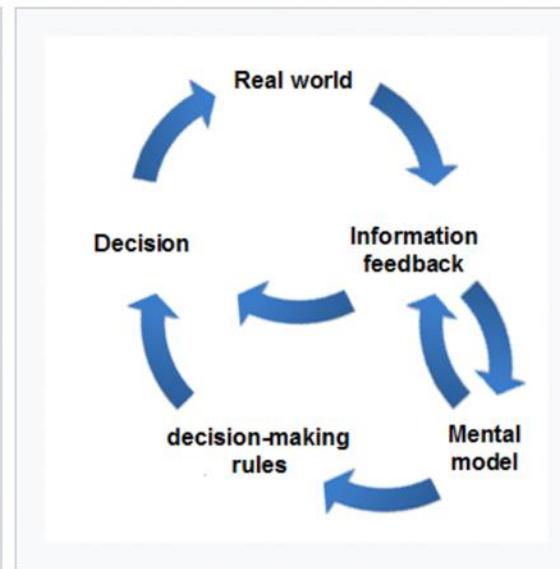
Double-loop learning is contrasted with "single-loop learning": shifting to a broader, dynamic, meta-mental model



Reference models I and II



Single-loop learning



Double-loop learning

Single loop learning:
The repeated attempt
at the same problem,
with no variation of
method and without
ever questioning the
goal

Double loop learning:
Taking changes in the
environment into
consideration to
change mental models
(with the necessity to
question current
assumptions and goals)

SOL FRANCE / our vision...

Through its research and actions, it cultivates the energy to learn and act together, at the service of people and organizations, committed to sustainable development and aware of society.

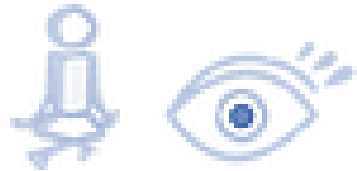


SOL
Société pour
l'Organisation
Apprenante

society for **SOL**
organizational learning



**ORGANISATION
APPRENANTE**



Clarifier les aspirations

- La Maîtrise Personnelle
- La Vision Partagée

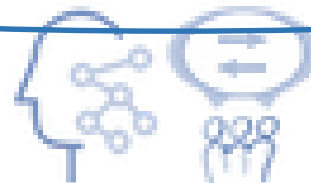


Comprendre la complexité

- La Pensée Systémique

**Engager des conversations
réflexives**

- Les Modèles Mentaux
- Apprendre en Equipe





Association created in 1998 in France

Management training organisation
for individual managers



LE RÉSEAU DE PROGRÈS
DES MANAGERS



3 principles

1. Long term commitment
2. Training to progress as a manager
3. Learning organisation through a collaborative network



LE RÉSEAU DE PROGRÈS
DES MANAGERS

Training process

1. A peer group responsible for their own learning process based on real life management situations
 1. 8 days per year
 2. Experiences, reflexive and collective approach
 3. training + appropriation + co-design
 4. Management consultants as trainers

Instagerme.. groupe self assessment

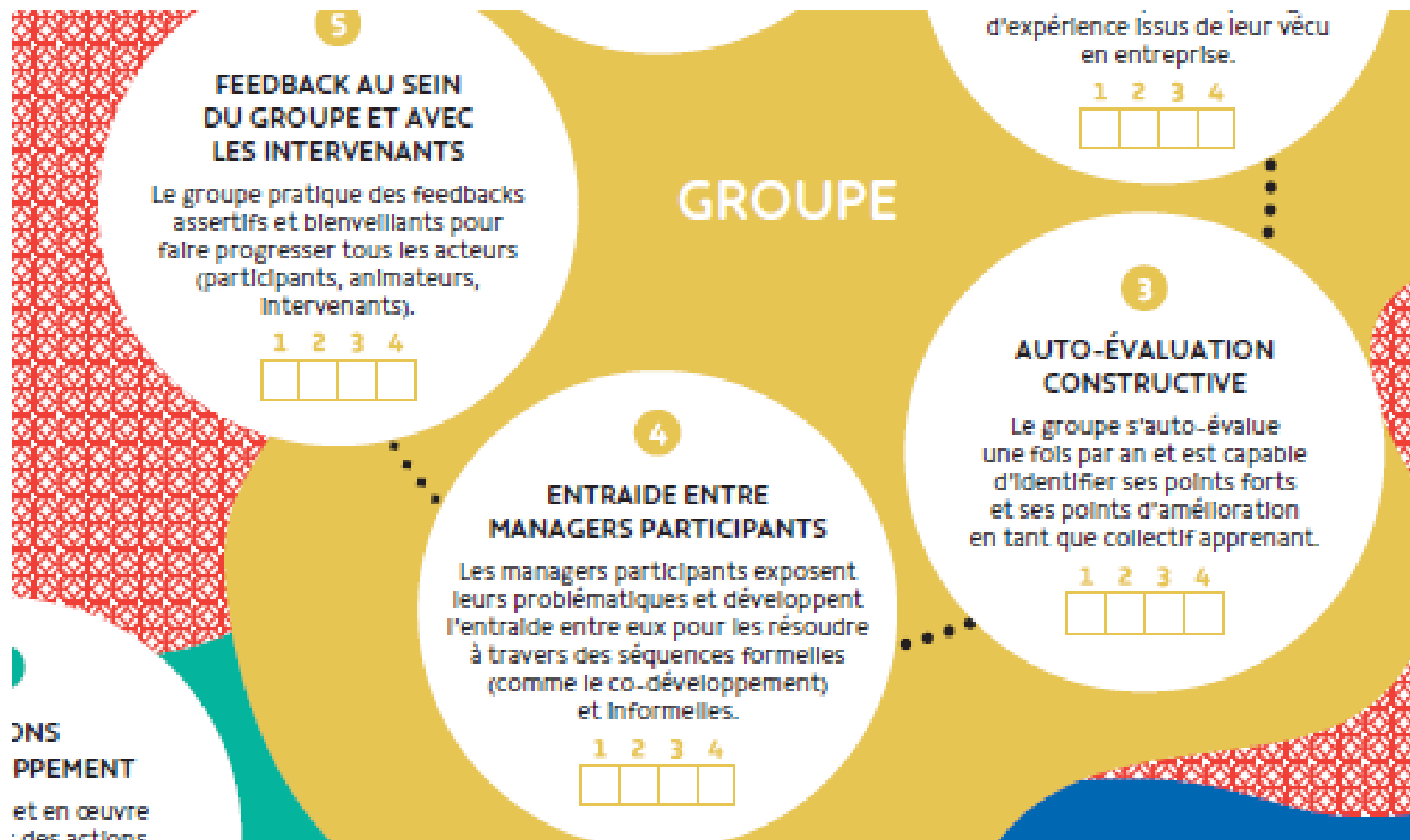
1. Based on reflexive approach from Team Academy Finland
2. Built by managers et consultants
3. Process shared between groups

4 NIVEAUX

- | | |
|--------------------------|-----------------------------|
| 1 Pas d'action | 3 Pratique régulière |
| 2 Expérimentation | 4 Expertise |



THE CORPORATE
UNIVERSITY CLUB



HOW TO DEVELOP EFFECTIVE CONTINUOUS LEARNING WITH TEAM LEARNING

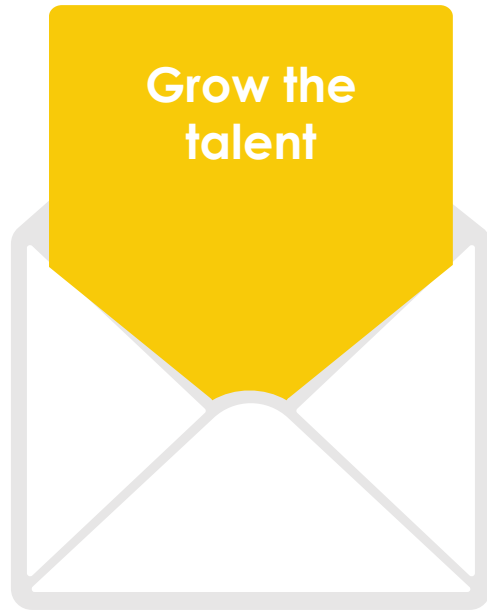
Thales ENGiO concrete example

« Team learning means to learn how... to learn together »

Peter Senge – The Fifth discipline



The Head of Discipline: Learning catalyst of Engineering organizations



Team learning moments: the cornerstone of the Continuous learning culture

Learning...

IS

- A **team ritual**
- With **dedicated time**
- Aiming for **Discipline excellence** and **individual engagement**
- Addressing various topics: **pains, issues, skills, behaviors...**
- A **bottom-up** approach
- In a **safe** place
- **Within** Thales or **outside** of Thales
- based on a **collaborative working environment** enabling to create and share contents

ISN'T

- **Only a short-term problem solving meeting**
- a **weekly team meeting**
- a **mandatory moment** pushed in the team's agenda
- A meeting **organized and led by the manager**
- **Allocated Time without any agenda and goal**

Learning moments framework



Retrospective:

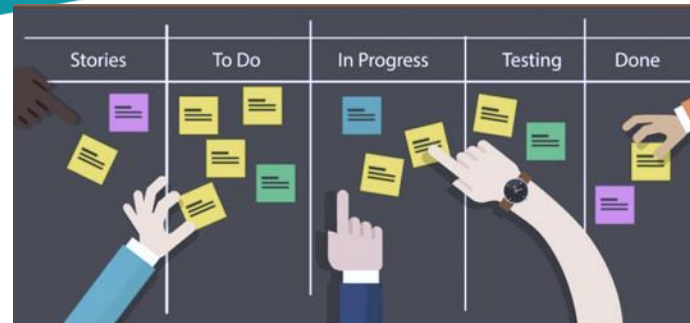
- What did we achieve?
- Did we meet our ROE?
 - Did we progress?
- What have we learned to be more effective in the next learning moment?

A learning season is made of learning moments rituals based on individual and collective activities



Retrospective

Learning board update



Learning Backlog Prioritization
based on organization & people needs

Topics Prioritization

- 1 →
- 2 →
- 3 →



Continuous learning, a mix of team and individual moments

Evening in an Agile external meet-up

The Agile HoD gave Agile meetup plans ; I can participate in the evenings - I share what I learn with my peers ; one of our rules in the team is « bring back as much knowledge as possible and share it with others »

Virtual classroom

I can also participate to a virtual classroom to access agile teachers. I see & hear the trainer via the video/audio stream. The online whiteboard allows teachers to explain ideas visually and work through exercises collaboratively. Members : Teacher and peers

Structured content

I have in my ToLearn list the Golden Path developed for the Agile discipline plus Udemy learning paths
Members : in Solo

Team Retrospective

The **Team retrospective** helps to evaluate the results of the work as a team and determine **what support to give to each team member and the points for improvement**. Members : HoD, L&D, Team

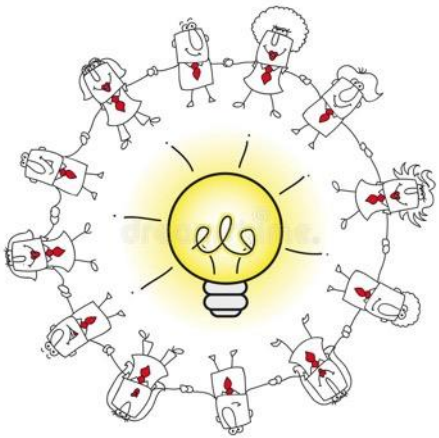
Agile Go & See in a GBU

At the end of the Team Health Check, I've been offered to **do a go & see go** in an external team to observe how agile is practiced
Members : I will go with new engineering guys lacking agile XP

Dojo in the Agile CoP

I've been also recommended to participate in a learning DOJO organized by the Agile COP ; the goal of the Dojo is to train the team to adopt the mindset of Lean, and Agile through real world problems exercises

SHARING & LEARNING TOGETHER



Based on what we heard, as well as your own experience, what are in your views, the ingredients to foster team learning in organizations?

- ✓ personal reflection: 2 mn
- ✓ Sharing / Questions (chat)