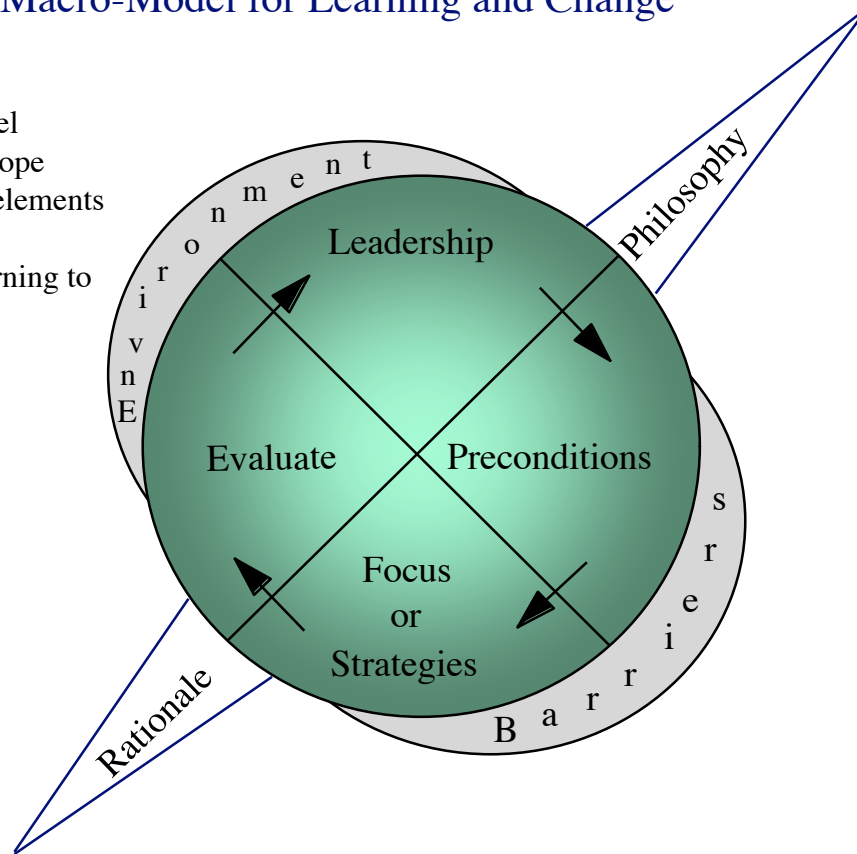


## Waves of Change Partnership Macro-Model for Learning and Change

NOTE: This model portrays a Gyroscope incorporating the elements necessary for organizational learning to occur.



### Brief Description of Macro-Model:

This model is based on research conducted by Dr. Mroz of Waves of Change Partnership and is meant to portray a systems perspective of the critical elements that need to be taken into account when undertaking organizational learning and/or organizational change efforts.

*Environment:* Includes the internal and external environments in which the organization exists.

*Leadership:* Includes all forms of leadership within an organization. The support by, and involvement of the formal and informal leaders within an organization which accelerates learning and change.

*Philosophy:* The organizational philosophy in the form of Values, Beliefs and Vision is an important and necessary factor to be considered.

*Preconditions:* The practices which are already in place within the organization, and those necessary to support future learning and change.

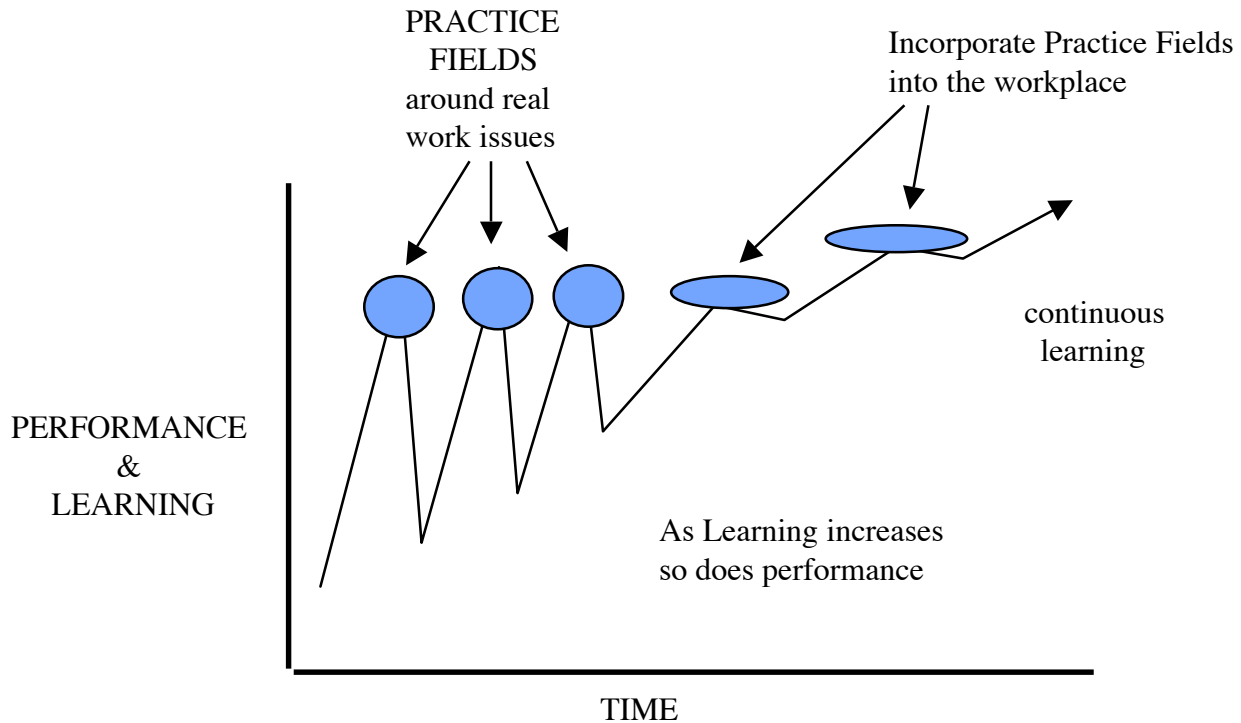
*Barriers:* The organization should be aware of the barriers that may be present which might hinder the undertaking of learning and change.

*Strategies:* A cadre of strategies and approaches should be identified as the framework, along with on-going practices to sustain the learning and change.

*Rationale:* It is important for the organization to understand the reasons for wanting to create a change and incorporate additional learning.

*Evaluation:* This should be on-going, providing input for constant improvement.

## Performance and Learning



## Performance/Learning Theory Explanation

It is our belief and experience that any group or organization undertaking an improvement effort to produce changes in behavior and ultimately performance will first need to set up practice fields where experimentation with new tools, principles and learnings can take place. This practice field creates a safe place where learnings can come from trials, successes, and failures.

The practice field(s) provide an opportunity to try new ways of doing things around real work issues. During the practice fields, tools and techniques are designed which will allow people to view things in new ways to fully realize a system perspective including their personal responsibilities within that system. In order to do this new skills must also be attained.

Over time the practice fields are incorporated into the work space where the practice eventually becomes a natural way of doing work. The graphic above depicts how learning and performance are ultimately on a continuous upward direction, with initial spikes where higher levels of learning are taking place. There is a drop off of the learning initially when the group enters back into the workplace; however, because the practice fields deal with real work issues there is an upward slant to the retention and learning. With additional practice opportunities and a continual focus on learning, the capacity to grasp and utilize new knowledge increases, thus producing increased work performance. The practice and the work almost become seamless so that learning is continuous which in turn enhances the quality of the work.