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Organisational Learning

An organisation's ability to learn is a combination of "hard" and "soft" factors. "Hard" being the analysis of how efficiently resources are utilised – people, technology etc. However, it is the "soft" factor which really determines how effectively an organisation operates and its ability to form and reform to meet its challenges.

Managing and balancing both "hard" and "soft" factors are essential to create the right environment for continued success. How well this is done will provide the commercial competitive edge for the Private Sector, and the effective and efficient delivery of services in the Public Sector.

CMA can **deliver sustainable results** through analysing an organisation's strengths and weaknesses, leveraging the former and improving the latter. We can also help to identify the threats to an organisation's success, opportunities for commercial or service improvement and the associated actions required to minimise the threats and maximise the opportunities.

- Strategic resource planning
 - The right quality and scale of resources need to be in place to achieve an organisation's vision and objectives
 - Flexible resourcing is essential to respond to changes in its environment – human, technological and financial
 - Gaps need to be identified and filled through a variety of means – recruitment, training and development, partnering etc. Can be short and/or long term
 - Must be linked to its performance management system
- Organisational development
 - Organisations need to continually evolve and develop to meet changing needs
 - The inter-relatedness and inter-connectedness of all resources and their deployment must be understood
 - Releasing internal capability, capacity and potential is crucial to timely response to change
 - Any change needs to be managed carefully
 - Links to organisational performance and the performance management system will enable better informed decisions and improve the opportunities for success



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- People development
 - People are the key assets of any business
 - Their competence is a critical success factor
 - Organisations with the best people, managed well, in a supportive and enabling culture will have a competitive edge and/or deliver effective and efficient services to meet their customer needs
 - However, training and development must be aligned with the needs of the organisation, as defined by a competence framework directly linked to the organisation's strategy and objectives
 - The impact measurable and managed through the performance management system
- Cultural analysis and re-design
 - Difficult to define but crucial to an organisation's success
 - The "right" culture can create energy, innovation and managed risk taking: improving the acquisition and retention of key skills
 - The "wrong" culture can stifle these, increase loss of key personnel and damage performance
 - Cultures cannot be changed through words, only behaviours
 - Behaviours can only be changed through the identification of what needs to be different and the actions/outcomes required for that change to be successful
- Capability and capacity building
 - There is first the need to know what capability and capacity the organisation has in relation to what it needs to achieve its vision and objectives
 - Gaps need to be identified and alternative solutions sought
 - These may be either/or short or long term
 - As the environment rapidly changes there is a need to build more flexible resourcing strategies
 - Need to build alternative sources of resources into the Strategic Resource Plan ,financial and non-financial, managed through the performance management system



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- Knowledge sharing
 - An organisation's knowledge is recognised as being its key asset
 - Confusion between data, information and knowledge
 - Usually difficult to harness and share ("knowledge is power" being the norm)
 - Held, explicitly, within its documents, web sites etc.
 - Held, implicitly, within its people's heads
 - Need to create the culture and provide the practical tools to turn " knowledge is power" into "knowledge sharing is power"

- Mentoring and coaching
 - A cost effective way of sharing knowledge and experience
 - Practical experience can be shared and transferred across an organisation
 - Confidence of individuals can be enhanced in a "safe" environments
 - Consistent mentoring and coaching, formal and informal, can rapidly improve the performance of individuals and the organisation as a whole
 - Builds a sharing culture and can have a great influence on the organisational behaviours required for success

For further information please contact us at enquires@cmassociates.co.uk or by phone on +44(0)7766 052251.