

## 6 Critical Tasks of a Learning Organization

- Collect information
  - Find information that already exists in paper documents, databases and personal sources
  - Verify that the information is true
  - Inquire, question and answer, to get the information that is only in people's heads
  - Observe, directly look at what and how people do things
- Benchmarking
  - Search for industry best practices (not just performance numbers) that will lead to superior performance, both inside and outside of wildland fire
  - Copy, analyze, adopt and implement practices
  - Stimulate creative thinking
- Examine past experiences and learn from them
  - Review as a regular practice
  - Systematically (i.e. AAR)
  - Record it in a form that is useful and accessible to the rest of the organization
- Experiment with new knowledge applications
  - Cultivate a continual flow of new ideas
- Do community of practice problem solving in a systematic way
  - Distinguish hard facts from gut facts
- Transfer knowledge through multiple venues
  - Traditional methods of written, oral and visual reports (i.e. video of sand table exercise using a case study)
  - New methods that apply (interactive CD, DVD, Internet, 3-D Simulations, virtual reality, scientific visualization)
  - Checklists to remind you and to keep from overlooking things you already know, to be consistent from person to person, department to department
  - Create opportunity for people to learn from each other
  - Install and maintain networking enablers

Adapted from the book, Learning in Action: A guide to putting the learning organization to work by David A. Garvin, PhD, published in 2000 by Harvard Business School Press