



***Quality Assurance in Learning  
Organization in the Banking and  
Financial SecTor in EuRope  
QUA.LOBSTER Project***

**January 9<sup>th</sup> 2008**

**Amsterdam**

# AGENDA



⌘ *LO definitions*

⌘ *LO systems, mechanisms & processes*

⌘ *QUA.LOBSTER Project:*

- *Partners*
- *Target group*
- *Expected benefits*
- *Objectives*

# What is a Learning Organisation?

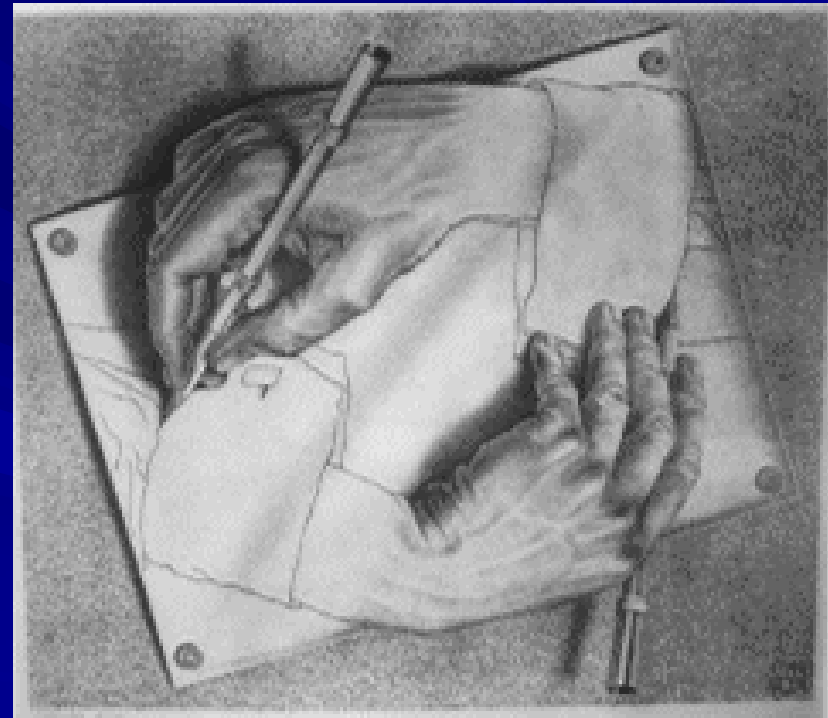
- *"The essence of organisational learning is the organisation's **ability** to use the amazing mental capacity of all its members to **create** the kind of process that will improve its own"*

*Nancy Dixon, 1994*

- an abstraction
- responsiveness to forces & environment developments otherwise we atrophy & die
- supply-chain learning
- be excellent, bright & successful

# What is a Learning Organisation?

- *"Organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together"*

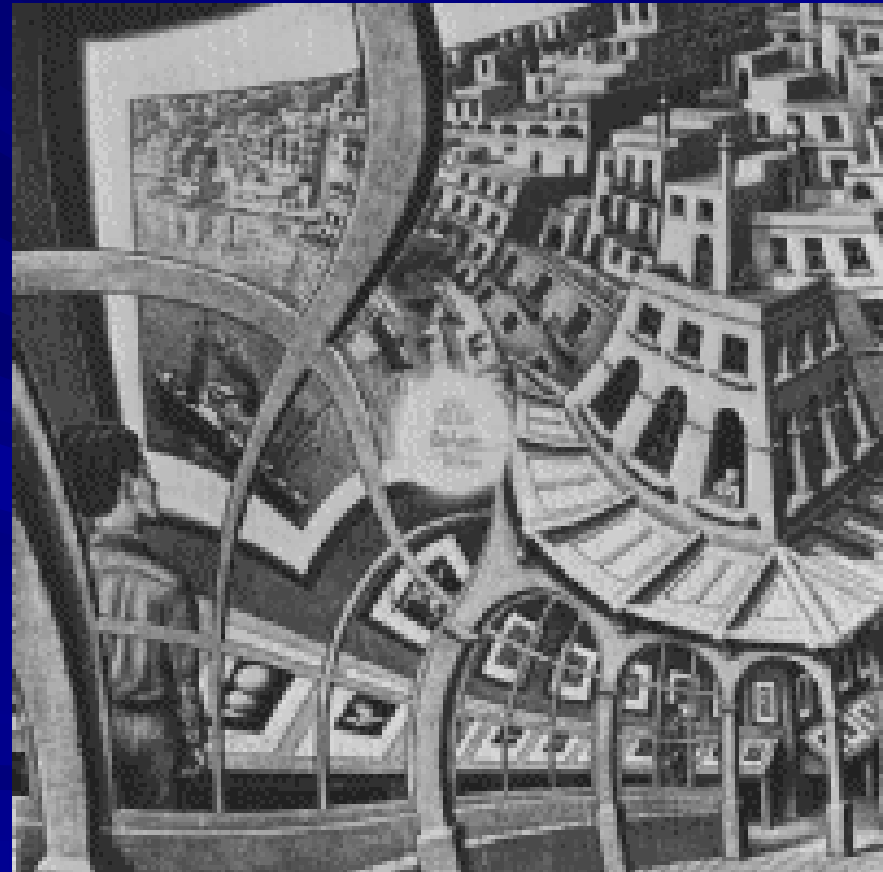


*Senge P. 1990 The Fifth Discipline: The art and practice of the learning organization, Century Business/Doubleday.*



# Learning Organisation

*“A model of strategic change in which everyone is engaged in identifying and solving problems so that the Organisation is continuously changing, experimenting and improving, thus increasing its capacity to grow and achieve its purposes.”*



Rowden R.W. 2001, The Learning Organisation & Strategic Change, S.A.M. Advanced Management Journal, Summer 2001, Vol 66, Issue 3 pg 117p

# LO systems, mechanisms & processes

Learning Organisations are those that

- have systems, mechanisms & processes in place
- continually enhance their capabilities and work with it or for it
- achieve sustainable objectives for themselves and the communities in which they participate

What systems, mechanisms and processes?

## Requires

- Trust, consistency, attitude of inquiry
- High levels of communication
- Concern for interdependencies & interrelationships

# M. Pedler al: The Learning Company - 11 characteristics

- Adopt a learning approach to strategy
- Participative policy making
- Informating (Information Systems)
- Formative accounting – valuing self-responsibility, appraisal, targeting, resourcing and review
- Internal exchange (client-server relationships)

# M. Pedler al: The Learning Company - 11 characteristics

- Reward flexibility
- Roles and flexible, matrix structures
- Boundary workers as intelligence agents
- Company-to-company learning
- Learning climate
- Self-development opportunities for all

# *QUA.LOBSTER*

- QUality Assurance in Learning Organisation in the Banking and Financial SecTor in EuRope
- A tool for FSS Organization to assess their development as LO
- Embeds a Quality Assurance approach



# ***PARTNERS:***

- **EBTN A.s.b.l. (Luxemburg)**
- **Fachhochschule fuer Verwaltung und Rechtspflege FHVR (Germany)**
- **SCIENTER (Italy)**
- **Istituto de Formaçaao Bancaria (Portugal)**
- **The Bank Association of Slovenia (Slovenia)**



# *QUA.LOBSTER: Target Groups*

- Trainers
- HR Specialists
- Everyone involved in the promotion of a LO in BFSS



# ***QUA.LOBSTER: EXPECTED BENEFITS***

- Quality of The Training Provision
- HR ACTIVE ROLE
- Improve Diversity Management by fostering Organizational Learning





# *QUA.LOBSTER: objectives*

- Create a european – wide **laboratory** for **innovation** as virtual community of practices
- Apply the **CQAF**
- Improve **LLL** processes of FSS employees
- Activate a EU – wide sectoral **network**



# *QUA.LOBSTER:* *objectives*

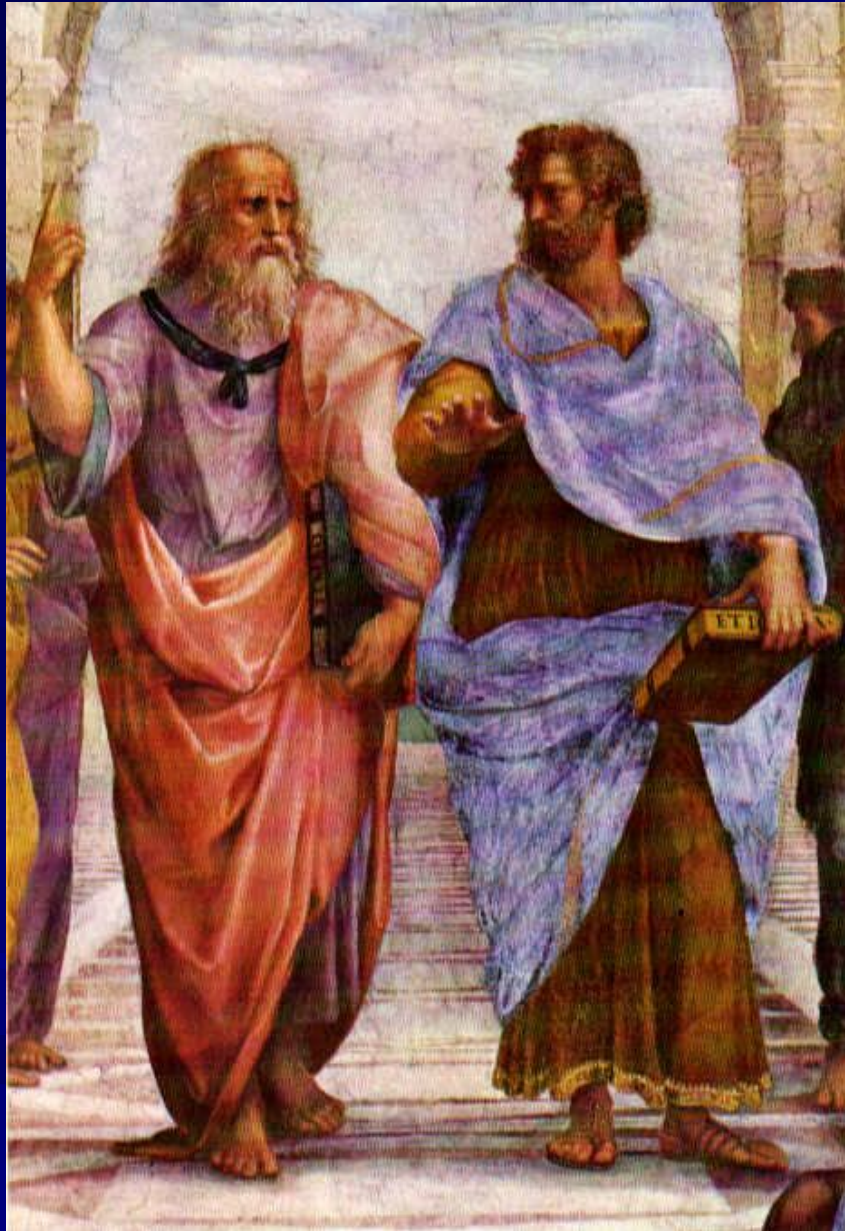


- Guidelines for transfer of innovation
- National overview of the receiving countries
- Adapted & transfers the Benchmarking System
- Training Guidelines
- Validation guidelines

# *QUA.LOBSTER:* *objectives*



- Piloting & validation of experiences
- Case studies collection
- Guidelines for HR development
- Final dissemination conference
- Conference proceedings
- Adapted web site



■ Need of HR  
Professionalism  
&  
■ Changing the  
Culture Company

■ No more functional  
analysis but  
individual analysis



# THE VALUE:

Sharing of  
experience



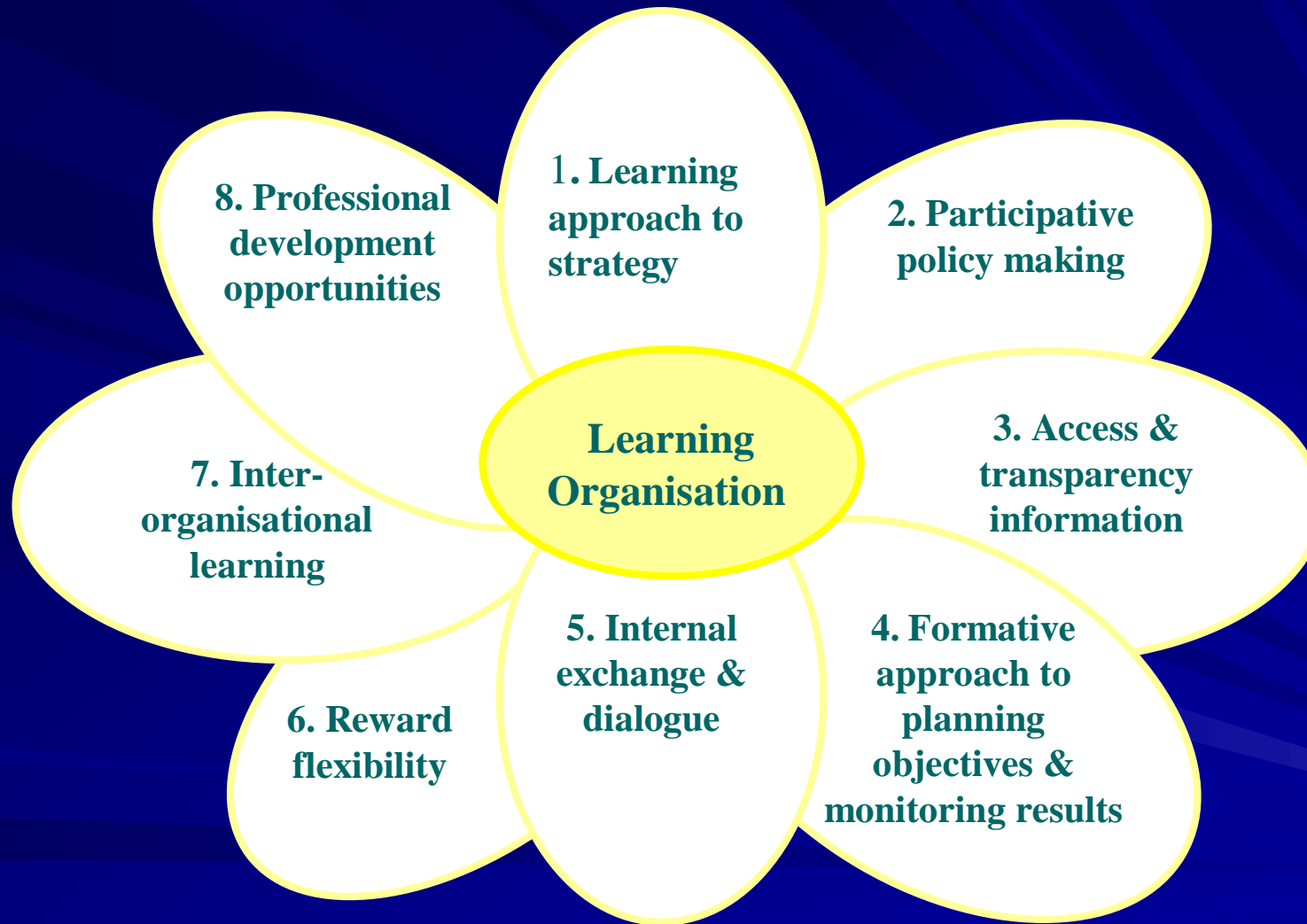
Mutual  
learning

Learning  
network/community

Empowerment

Community of practices

# L.O. Criteria



# Learning approach to strategy

- Employee Relations Management (ERM)

- “internal customer”

- Internal climate survey

- Formative evaluation

- Collect new ideas from staff (individuals & units)





*“We need new ways of thinking in order to resolve the problems created by old ways of thinking”*

*(A. Einstein)*





**THANK YOU  
FOR YOUR ATTENTION**

*Mario Spatafora*