Chapter 5: Findings, Conclusions and Recommendations

This chapter has unfolded all the findings, conclusions, suggestions and recommendations that the researcher could gather through the research study.

5.1. Findings

1. One of the most important points that the researcher could draw was that organizations are aware of Learning Organization concept.
2. Many organization big and small have implemented the LO disciplines may not be in a structured way but certainly they show the sign of being one.
3. Inherent nature of the industry does influence the way Learning Organization disciplines are implemented.
4. Many organizations today appreciate the LO discipline but do not know where to begin the journey and how.
5. Both industries show patterns of Shared Vision, Personal Mastery and Systems Thinking also reflect that these three disciplines strongly influence and impact the business results.
6. Stake Holders from Services industry do not feel that competitive advantage and branding of the organization in their industry is influenced by the LO discipline fully and thus the ratings for these parameters have been very low as per the survey responses.
7. The statistical analysis of both Manufacturing and Services Industry reflect low scores for two business outcomes of Competitive Advantage and Sustainable Growth. The Services Industry needs to further mature in their LO discipline and see how the LO disciplines could help them in achieving these two business outcomes. The Manufacturing Industry needs to accept and further adapt to the new trends and automation happening in the business to gain competitive advantage and sustainable growth.
8. The stake holders of Manufacturing and Services Industry do see value in the LO disciplines enabling the business results, they seem to show advancement in technology and embrace technology for their growth.
9. Learning Organization as a concept is appreciated by both industries and they see merit in them to achieve their business goals. Some are good at few LO disciplines while they need to work on implementing the others.
5.2. Conclusions

1. From the research study it is clear that Manufacturing Industry shows far more maturity in terms of implementing Learning Organization disciplines as compared to the Services Industry.

2. Services Industry are yet to reach the maturity, while they are at their learning peak and would need further efforts to implement all disciplines of LO and get the business benefits through them.

3. It is also observed that while both industries are aware and trying to implement the LO disciplines, they do have challenge in implementing the disciplines systematically and further more are facing challenge in institutionalizing the LO implementation and sustaining the same.

4. The researcher feels there is an inherent need for a simplified model of Learning Organization disciplines and an implementation charter which can act as a ready reckoner for organization to make Learning as their DNA and establish a learning culture.

5. Every LO discipline needs to be defined clearly with the checklist items attached to signify what that discipline expects organizations to do in order to be at the receiving end of benefits for the business.

6. The two disciplines on which organizations need further clarity for easily implementing them and leverage them are Mental Models and Team Learning.

7. The researcher concludes that the organizations need to have a strong learning culture at all levels to become a successful Learning Organization.

8. The Learning Organization is a concept and the disciplines of LO need to be appreciated and implemented by the organizations.

9. The top management plays a pivotal role in implementing the Learning Organization disciplines. Change is always difficult but adapting to the change only leads to competitive advantage and positive business results.

10. The researcher also concludes that Learning Organization is an industry agnostic concept and the size of the organization does not matter for an organization to become an LO.

11. The flavors of LO implementation may differ as per the industry but the fundamental blocks remain the same.
12. Learning Organizations outperform non learning organizations in terms of speed that is time to market, customer satisfaction and delight, productivity and efficiency, innovation, cost, profitability and competitive advantage.

13. Continuous improvement demands a commitment to learning. In the absence of learning, organizations repeat old practices and thus improvements are always short lived.

14. Fostering an environment conducive to learning, stimulating a culture of exchanging ideas, rewarding the effort of knowledge management and knowledge transfer are some of the simple and doable actions that can help organizations to become an LO and also sustain the same.

5.3. Objectives of the study fulfilled

- The study has fulfilled all its objectives and has statistically proved the hypothesis that the researcher wanted to test.
- It has resulted into some interesting fact findings of how industries show variations in their understanding and implementation of LO due to their inherent business nature and industry dynamics.

5.4. Suggestions

The researcher has attempted to make a ready reckoner for organizations to implement LO discipline which has:

- Easy understanding of the LO discipline.
- The checklist for implementing LO discipline.

The reckoner is a guideline for implementing the LO disciplines and every organization has to map it to their business processes and inherent nature of the industry they belong to. The guide-line may be a perfect fit for a particular organization while for others they may have to appropriately map to their environment.
5.5. Researcher’s Contribution and Recommendation

Learning Organization is almost a two decade old topic. Peter Senge’s work is commendable in this space. There are successful stories of organizations like Toyota, General Electric (GE), Tata Steel, and HPCL to name a few who have implemented LO disciplines and have achieved the business results.

Having said this organizations yet find difficulty in implementing the LO disciplines and mapping them to their business environment. The ‘How’ part of implementation is the most difficult and then sustaining the LO culture for any organization is trivial and this bothers them and organizations are hesitant to get into the league of becoming an LO.

The survey conducted through this research had a wide coverage in terms of different organizations, their type and the people who responded to the survey. The inputs received are very valuable and apt for the current business challenges that organizations are facing. In both Manufacturing and Services industry a variety of organizations were surveyed and focused discussions with top management executives, mid-level managers and junior employees has enabled the researcher to design a re-engineered model and suggest a comprehensive checklist to implement LO disciplines within an organization.

The researcher has attempted to address critical business challenges that organizations are facing by suggesting a re-engineered learning model which can be implemented in a simplified manner through the ready reckoner suggested for enabling business efficacy and thus achieve business outcomes.

Following are the two main contributions made by the researcher as a result of thorough research study and in depth analysis that the researcher has conducted:

1. A re-engineered model of Learning Organization is proposed which maps the LO disciplines to the business outcomes enabling business efficacy .This model can be used by small, medium and big size organizations and is
industry agnostic with minimal tweaking. Probably it would be necessary to look at the inherent nature of the industry and apply the LO disciplines suitably in a tweaked manner to get the business benefits.

2. A ready reckoner as a guideline is prepared for implementation of Learning Organization disciplines within an organization. This should be mapped to the respective industries and used appropriately.

The researcher understands that every industry is different and will have their own set of challenges but LO framework can be used as an effective tool by most of them to achieve business efficacy.

With the model and checklist not only the medium and large scale industries but also the SSI industries could become a Learning Organization and reap the business benefits.

By virtue of extensive coverage of organizations responding to the survey and the inputs received, the researcher suggests that chambers such as Indian Chambers of Commerce, Confederation of Indian Industry(CII) and the likes could also look into the proposed model and help business- small, medium and large including start-ups to implement the Learning Organization disciplines and enable business efficacy to achieve the business outcomes such as Profitability, Sustainable Growth, Competitive Advantage and Branding of the organization.

Future generation organizations can certainly use the re-engineered model which will help and guide them to implement the Learning Organization disciplines successfully and ensure sustainability.

The researcher is also of the opinion that esteemed institutes like IIM’s and IIT’s can have joint research in various sectors such as Banking, Insurance, retail for example and help organizations to become Learning Organization to achieve business goals and objectives.

A joint consortium or panel of industry experts from MNC organizations, consultants, chamber members, experts from central and state governments, esteemed institutes like IIT’s and IIMS’s, experts from banking and finance sectors and foreign company owners could be a good mix of people to formally initiate, implement, monitor the
procedure of implementing Learning Organization disciplines for enabling business efficacy in organizations and thus achieve the business outcomes. They could also together develop a framework to measure the effectiveness of Learning Organization disciplines on business outcomes for organizations.

In fact start up organizations should implement the LO disciplines from the inception stage so that establishing a LO culture, sustaining the same and making it as their DNA becomes simpler as they envision to grow.

More and more industries can use this model and checklist proposed by the researcher to help them in becoming a Learning Organization.

The researcher has developed a re-engineered model of Learning Organization Concept.

The model indicates discipline wise impact on business outcomes based on detailed analysis done on survey data collected through the research survey.
5.6. A Re-engineered Model of Learning Organization

![Figure 1: A Re-engineered Model of Learning Organization](image-url)
5.7. Impact of LO disciplines on business outcomes

- **Shared Vision** discipline strongly impacts profitability, sustainable growth and competitive advantage for an organization.

  **Shared Vision discipline – its impact on business outcomes**

  ![Diagram 2: Impact of Shared Vision on business outcomes]

- **Personal Mastery Discipline** strongly impacts profitability and competitive advantage for an organization.

  **Personal Mastery discipline – its impact on business outcomes**

  ![Diagram 3: Impact of Personal Mastery on business outcomes]
• **Systems Thinking Discipline strongly** impacts profitability and sustainable growth of the organization.

**Systems Thinking Discipline – its impact on business outcomes**

![Diagram of Systems Thinking](image)

*Figure 4: Impact of Systems Thinking on business outcomes*

• **Mental Model Discipline** strongly impacts profitability and sustainable growth of the organization.

**Mental Model Discipline – its impact on business outcomes**

![Diagram of Mental Model](image)

*Figure 5: Impact of Mental Model on business outcomes*
• **Team Learning** discipline strongly impacts competitive advantage of the organization.

**Team Learning Discipline – its impact on business outcomes**

![Diagram showing Team Learning leading to Competitive Advantage](image)

**Figure 6: Impact of Team Learning on business outcomes**

• The researcher has added Organizational culture as a discipline to the re-engineered model.

• **Organization Culture** discipline strongly impacts organizational branding, sustainable growth and profitability of the organization.

**Organization Culture discipline – its impact on business outcomes**

![Diagram showing Organization Culture leading to Organizational Branding, Sustainable Growth, and Profitability](image)

**Figure 7: Impact of Organizational Culture on business outcomes**
This is based on discussion done during focused interviews with Top Management Executives of various organizations and also from discussions with the Mid-Level Managers and junior employees of various organizations.

- A positive and supportive organization culture plays a pivotal role in retaining good employees.
- This results into commitment, efficiency and productivity of employees at work, which in turn impacts profitability, sustainable growth and organizational branding positively.

The Researcher has added knowledge management as a new discipline to the re-engineered model of LO.

- **Knowledge Management** is all about collective intelligence, best practices and Learning’s made transparently available to all through a structured mechanism.
- **Knowledge Management** discipline strongly impacts competitive advantage of the organization.

**Knowledge Management Discipline – its impact on business outcomes**

- It’s a collaborative effort to make all valuable information available at one place which can be used timely instead of reinventing the wheel. This eliminates wasted efforts and enables speed in delivery.
- It channelizes the collection and documentation of tacit knowledge available in the organization.
- There is immense learning through success and failures that the organization would have seen and when these are documented they become asset to the organization.

5.8. Learning Organizations Disciplines – Checklist

5.9. Shared Vision

**Figure 9: Shared Vision Discipline Snapshot**

- **Create Shared Vision**
  - Create compelling shared vision through classic story telling
  - Establish a goal congruence between Organizational Vision and personal vision

- **Sharing current reality**
  - Where are we today, what will take us to go closer to vision created
  - Create a creative tension by identifying the gaps and the roadmap to bridge the gaps

- **Strategy leading to action items**
  - Identify biggest opportunities to close the gap
  - Establish milestones in the journey
  - Create a roadmap for quick wins enabling motivation and belief in the vision

- **Involvement and Commitment**
  - Organization has to be committed to share and communicate achievement of milestones
  - Give due credit to the employees for their commitment and alignment to the org. goals
  - Involve employees deeply in all organization decisions and achievements

- **Leading to personal commitment**
  - Every individual in the organization should involve themselves, engage and live the vision themselves
  - Own the responsibilities in making the vision true
  - Should clearly see what’s in it for him while he pursues that vision for the organization

**Figure 10: Shared Vision Discipline Actions**
<table>
<thead>
<tr>
<th><strong>Shared Vision Checklist</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The leaders of the organization are able to share compelling vision through able story telling.</td>
</tr>
<tr>
<td>Every employee at all levels in an organization understands the vision of the organization and can map with the same.</td>
</tr>
<tr>
<td>Every employee at all levels in an organization can map the organizational goal to his personal goal.</td>
</tr>
<tr>
<td>Communication within the organization is transparent, clear, effective and timely.</td>
</tr>
<tr>
<td>There is a structured system for stake holders and the employees to communicate share and discuss.</td>
</tr>
<tr>
<td>There are established channels of communication to share success and failures at the organization level.</td>
</tr>
<tr>
<td>Organizational policies are aligned to the employee benefits and are readily accessible to the employees.</td>
</tr>
<tr>
<td>Every employee is made aware of the current realities and the gap between the current realities and the strategic vision and their role in achieving the vision.</td>
</tr>
<tr>
<td>Employees are given opportunities to give their opinions on various organizational issues.</td>
</tr>
</tbody>
</table>

*Table 1: Shared Vision Checklist*
5.10. Personal Mastery

Figure 11: Personal Mastery Discipline Snapshot

- Personal Beliefs
- Personal aspirations
- Personal efficacy
- Purpose

Awareness

- SWOT analysis of an individual – Strength, weakness, Opportunities and threat
- Self control
- Awareness of current reality and gap – Creative tension

Acceptance

- Acceptance of unknown
- Ability to take criticism and accept feedback positively
- Acceptance of creative tension and continuous learning to bridge the gaps

Ecosystem to build Personal Mastery

- Continuous, timely and structured inputs to build personal mastery
- Systems and platform to continuously learn to bridge the identified gaps
- Space, time and facilities provided to enable continuous learning
- Reward and recognition for learning and building personal mastery
- Strengthening beliefs and supporting employees to master and grow

Organizational Benefits

- Nurturing personal mastery enables enhanced efficiency, enhanced productivity, enables utilization
- Organizational success through individual success
- Committed employees with organizational and personal goal congruence
- People become the asset

Figure-55: Personal Mastery Discipline Actions
**Personal Mastery Checklist**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization creates an environment that enables every employee to be curious to learn new things continuously and keep themselves updated on the emerging trends.</td>
<td></td>
</tr>
<tr>
<td>The organization supports and allows every employee to bring innovation in their regular activities.</td>
<td></td>
</tr>
<tr>
<td>The organization makes provision for employees to find time and opportunity to learn new things and independently take the extra miles.</td>
<td></td>
</tr>
<tr>
<td>The organization has a structured practice of transitioning employees from one role to other, and from one assignment to other and enable employees to continuously keep learning new areas and master them.</td>
<td></td>
</tr>
<tr>
<td>The organization has a learning culture and allows employees to learn from their mistakes and document the learning for further assignments and for others to learn.</td>
<td></td>
</tr>
<tr>
<td>The organization provides an ecosystem and reflects risk-taking ability. Mistakes are not reprimanded but taken as a platform for reflecting and learning.</td>
<td></td>
</tr>
<tr>
<td>The organization provides developmental learning path for each employee and indicates their strength and weakness and does support in strengthening their capabilities.</td>
<td></td>
</tr>
<tr>
<td>The organization supports a systematic process for identifying developmental needs of employees and invests in them in a planned manner.</td>
<td></td>
</tr>
<tr>
<td>The organization provides a full fledge learning culture, platform and ecosystem for the employees to continuously develop their personal mastery and measure their progress.</td>
<td></td>
</tr>
<tr>
<td>Every employee is made aware of his/her role, expectations and is aligned to the organizational goal.</td>
<td></td>
</tr>
<tr>
<td>The organization has a robust reward and recognition framework to support continuous learning and motivate the employees</td>
<td></td>
</tr>
</tbody>
</table>

*Table 2: Personal Mastery Discipline Checklist*
5.11. Systems Thinking

Figure 12: Systems Thinking Discipline Checklist

- **React**
  - Seeing a particular incidence or event
  - Detail analysis

- **Anticipate**
  - Establish interconnectedness
  - Understand patterns and trends
  - Root cause analysis

- **Design**
  - Analysis of patterns and their cause
  - Triggers contributing to the patterns

- **Transform**
  - Understand the system arch types
  - Look at a solutions-based approach
  - Connect the dots
  - Understand cause and transform through new approach ensuring the effects of change to the whole

- **Holistic Approach**
  - Analyze the pattern
  - Understand the cause and interconnection of the events
  - Transform through simulation, challenge the obvious
  - Apply with assurance

Figure 13: Systems Thinking Discipline Actions
<table>
<thead>
<tr>
<th>Systems Thinking Check List</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization’s reactions to any spontaneous event, what and how is the reaction.</td>
</tr>
<tr>
<td>The organization analyses the patterns that occur with respect to any event and looks</td>
</tr>
<tr>
<td>at the past trend if any.</td>
</tr>
<tr>
<td>The organization practices looking at bigger picture while solving a problem or issue</td>
</tr>
<tr>
<td>at hand.</td>
</tr>
<tr>
<td>The organization looks at causes of the patterns, interconnectedness and their root</td>
</tr>
<tr>
<td>cause.</td>
</tr>
<tr>
<td>The organization always looks at a solution to a problem to be scalable &amp; refrains</td>
</tr>
<tr>
<td>from undesirable impact of the same on other areas.</td>
</tr>
<tr>
<td>The organization promotes new experiments and out of box thinking for finding a solution</td>
</tr>
<tr>
<td>to disruptive patterns.</td>
</tr>
<tr>
<td>The organization promotes the culture of revisiting an event, reflecting on the cause or</td>
</tr>
<tr>
<td>the failure if any and derives new learning for the future.</td>
</tr>
<tr>
<td>The organization transforms the situation after detail analysis and comes up with a</td>
</tr>
<tr>
<td>solution to a problem through simulations and applications.</td>
</tr>
</tbody>
</table>

*Table 3: Systems Thinking Discipline Checklist*
5.12. Mental Models

**Figure 14: Mental Model Discipline Snapshot**

- Observation
  - Observing a particular incidence

- Selection
  - Selecting a part of the observed incidence

- Meanings & Assumptions
  - Draw meanings out of the selected observation
  - Make assumptions on the selected observation

- Conclusions
  - Conclude based on selected observations and assumptions

- Actions
  - Take actions selectively based on concluded observations and assumptions resulting into incorrect actions or decisions
  - Inference based actions
  - Shaping actions based on internal pictures created

**Figure 15: Mental Models Discipline Actions**
<table>
<thead>
<tr>
<th>Mental Models Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization should reflect the culture of looking at events and incidences as a whole.</td>
</tr>
<tr>
<td>The organization should refrain from selective observation of incidences.</td>
</tr>
<tr>
<td>The organization should refrain from adding assumptions to the selective observations.</td>
</tr>
<tr>
<td>The organization should refrain making conclusions based on selective observations and assumptions.</td>
</tr>
<tr>
<td>The organization should not take actions based on biased or beliefs formulated through selective observations and understanding.</td>
</tr>
<tr>
<td>The organization needs to question the patterns, the trends and infer by taking a holistic approach towards any incident.</td>
</tr>
<tr>
<td>The organization as a whole should have the ability to reflect on the past trends, look at the current patterns and take actions based on complete incident and thorough understanding of the situation.</td>
</tr>
<tr>
<td>The organization needs to strengthen the mental models with the help of solid evidences and not just by superficial beliefs.</td>
</tr>
<tr>
<td>The organization should take actions based on facts and evidences and not by general beliefs.</td>
</tr>
</tbody>
</table>

*Table 4: Mental Models Discipline Checklist*
5.13. Team Learning

**Figure 16: Team Learning Discipline Snapshot**

- **Team spirit**
  - Collaborative and cohesive culture
  - Suspending assumptions

- **Dialogue & Discussions**
  - Organizational ecosystem promoting integrated dialogues and discussions within the team
  - Room for defense and agreement

- **Competitive Edge**
  - Appreciate expertise
  - Nurture skills
  - Replicate and multiply knowledge within groups in a collaborative manner

- **Reward for Team Spirit**
  - Reward team spirit
  - Recognize teams contributing to excellence in organizational performance
  - Promote collective intelligence

**Figure 17: Team Learning Discipline Actions**
## Team Learning Checklist

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization promotes collaborative and cohesive culture and builds collective intelligence.</td>
<td></td>
</tr>
<tr>
<td>The organization rewards team spirit and team performance.</td>
<td></td>
</tr>
<tr>
<td>The organization has the culture of integrated dialogue and discussion platform.</td>
<td></td>
</tr>
<tr>
<td>The organization gives precedence and importance to team learning and team deliverables.</td>
<td></td>
</tr>
<tr>
<td>The organization gives a platform to discuss, brainstorm, dialogue, defend and appreciate ideas and approaches while doing work assignments and projects.</td>
<td></td>
</tr>
<tr>
<td>The organization nurtures the culture of learning and sharing best practices.</td>
<td></td>
</tr>
<tr>
<td>The organization has a proctored approach towards validity of team discussions and final outcomes.</td>
<td></td>
</tr>
<tr>
<td>The organization provides a practicing ground to the teams and allow them to story board their ideas</td>
<td></td>
</tr>
</tbody>
</table>

**Table 5: Team Learning Discipline Checklist**
5.14. Organizational Culture

**Figure 18: Organizational Culture Discipline Snapshot**

- Values of organization
  - Values of the organization needs to be driven in the organization, oriented and reinforced to all
  - Values should be reflected in the day to day conduct of the organizational affairs from top to bottom by all
  - Every employee and the management have to live by the values

- Motivating Ecosystem
  - The organization should have employee friendly policies and facilities
  - Supportive culture and practices
  - Committed and caring towards employees of the organization
  - Learning from mistakes and not reprimanding mistakes
  - Employees treated as asset and given due credit and value

- Trust
  - Transparent and timely communication at all levels
  - Inclusive and participative culture within the organization

- Fair Play, Meritocracy and Performance driven
  - Merit based decisions and systems
  - Equal opportunities for all
  - Roles and responsibilities well defined and percolated to all
  - Performance driven culture which is reviewed and evaluated fairly

- Reward & Recognition
  - Reward and recognition for commitment, sincerity and accountability shown by the employees
  - Support in learning and timely upgradation of skills
  - Extending right career opportunities and ensuring continuous growth and remuneration
  - Constant endeavor to ensure employees are benefitted and taken care of.

**Figure 19: Organizational Culture Discipline Actions**
### Organizational Culture Checklist

- The values and culture of the organization is known to every employee of the organization.

- The entire organization lives by the values and walks the talk from top to bottom.

- The organization reflects amplified behaviors of the leadership team aligning to the organization culture.

- The organization has shared beliefs and values amongst the management and the employees.

- The organization culture is evident in the day to day affairs at workplace.

- Employees get flexibility, empowerment and support as and when required.

- The organization has powerful systems in place to ensure communication, collaboration and connect.

- The organization truly practices and believes in meritocracy and fair play – equal opportunities for all, clearly defines roles and responsibilities to perform better.

- The employees are aware of reward and recognition policies and employee benefit policies.

- Learning from mistakes is supported.

- Agility and innovation is practiced and supported.

- Employee opinions and suggestions are considered seriously and implemented.

- Exit interviews are carefully scrutinized to see what employees feel about the organization.

- Engagement surveys such as LEO surveys and likes are judiciously conducted to get the pulse of their employees and their belongingness.

- Employees are treated as assets and this is clearly communicated through rewards and recognitions.

---

**Table 6: Organizational Culture Discipline Checklist**
5.15. Knowledge Management

**Figure 20: Knowledge Management Discipline Snapshot**

- **People**
  - Promoting collaborative culture within the organization
  - Inculcating knowledge sharing culture
  - Sharing of best practices
  - Awareness and orientation on knowledge management process and systems

- **Process**
  - Embracing technology, automation and having systems in place for easy access of information
  - Formulation of communities of practice, knowledge advisors
  - Knowledge capture, content management, governance
  - Documenting best practices and forming a central repository
  - Effective and timely usage of information gathered
  - Any-time, any-where information available for access to all

- **Technology**
  - Robust knowledge management system which are user friendly
  - Team collaboration through discussion forums
  - Experts forum and accessibility through system
  - Search and help facilities
  - Accessibility to org. wide information for all

- **Reward and Recognition**
  - Practice the knowledge sharing culture
  - Sharing of information, best practices, success and failure stories
  - Reward and recognize the knowledge sharing process at org. level

**Figure 21: Knowledge Management Discipline Actions**
<table>
<thead>
<tr>
<th>Knowledge Management Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>To ensure that the knowledge management portals and systems are in place and are user friendly and accessible</td>
</tr>
<tr>
<td>The culture of knowledge sharing is promoted in the organization appropriately.</td>
</tr>
<tr>
<td>Ensure employees know where to look for information or share information.</td>
</tr>
<tr>
<td>Ensure the culture of collaborative learning and sharing is evidently practiced.</td>
</tr>
<tr>
<td>Is information free flowing in the organization - any time anywhere access to all</td>
</tr>
<tr>
<td>The information collected from everywhere is screened before storing into the repository.</td>
</tr>
<tr>
<td>The knowledge management process is governed by a governance team, new information is added and obsolete information removed from the portal.</td>
</tr>
<tr>
<td>Ensure the information collected and stored reused effectively.</td>
</tr>
<tr>
<td>Ensure sharing of knowledge happens transparently.</td>
</tr>
<tr>
<td>Future information knowledge needs are assessed and collected timely by the knowledge management task force team.</td>
</tr>
<tr>
<td>Build a group of knowledge advisors in the organization and ensure they are known to all and are easily reachable.</td>
</tr>
<tr>
<td>Build communities of practice, discussion forums and make them available to all.</td>
</tr>
<tr>
<td>Ensure a robust reward and recognition framework is defined for all knowledge management process and is known to all in the organization.</td>
</tr>
</tbody>
</table>

*Table 7: Knowledge Management Discipline Checklist*
5.16. Business Outcomes achieved through implementation of LO Disciplines

**Profitability**
- Increased revenue
- High profit margins
- Good pricing structure
- Increased growth rate

**Sustainable Growth**
- Year on year optimum growth
- Business Expansion
- Strength in Core Business

**Competitive Advantage**
- Skilled workforce
- Niche offerings
- Value added service
- Being the early adopters
- Innovation

**Organizational Branding**
- Delighted customers
- Customer referrals
- Employees taking pride in being a part of the organization

*Figure 22: Business Outcomes achieved as a result of LO implementation*

Figure 23: A Re-engineered model of Learning Organization disciplines enabling business efficacy to achieve business results

The above diagram clearly explains the impact of various Learning Organization Disciplines on the Business Outcomes.

This could prove to be a guideline for organizations who desire to be a Learning Organization.

Note: All figures and tables in Chapter-5 are self-developed by the researcher.