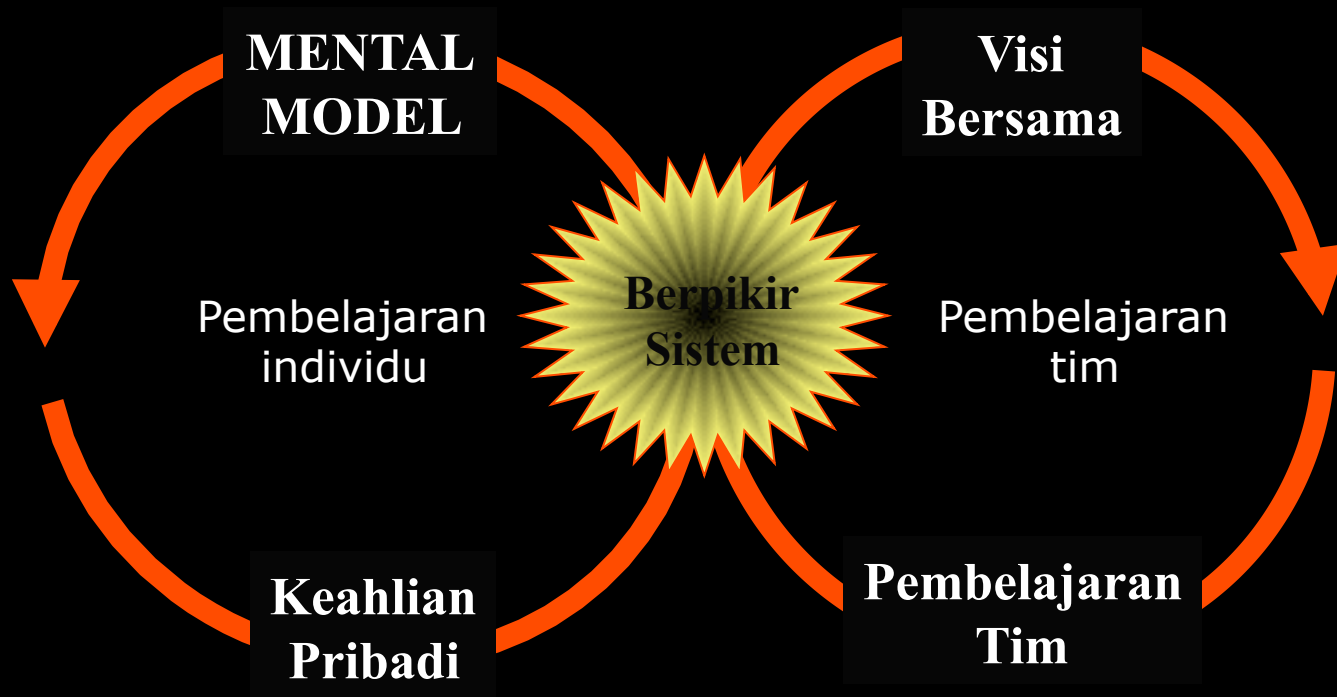# Pendalaman team Learning

Purnawan Junadi 2014

Learning through the fifth discipline

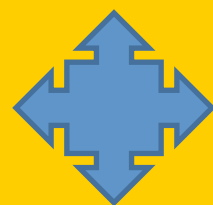# KEPEMIMPINAN adalah

Ketrampilan *nurturing change* pada organisasi pembelajaran melalui:

1. Personal mastery
2. Mental models
3. <u>Team learning</u>
4. Systems thinking
5. Shared vision
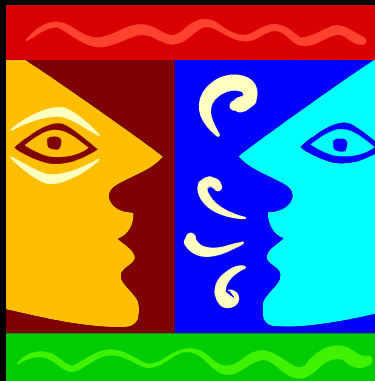
TEAM

TOGETHER EVERYONE ACHIEVES MORE

WORKS!

Memperbaiki Tim

- We need to master:

- Dialogue

- Discussion.

Spektrum Komunikasi

Healthy conversations move team learning on a continuum from :

X--------------X---------------X------------X

Raw Debate   Polite Discussion   Skillful Discussion   Dialogue

Discussion

- Different views are presented and defended and there is search for best view.

Skillful Discussion

- A process in which people come to some type of closure on an issue:
  - Making a decision
  - Reaching an agreement
  - Identifying priorities

- Develops deeper meaning among members, but the primary focus is on task and convergent thinking.

Dialogue

- Dialogue is a process in which people engage in conversations where they openly share their views and develop knowledge about each other's assumptions.

  – Peter Senge, 1990, The Fifth Discipline

Dialogue

- Balances advocacy with inquiry
- Invites learning at a deeper level
- Encourages us to listen on multiple levels – self, one another, and collectively...to honor differences
- Challenges us to suspend our judgment
- Is different then discussion or debate
- Promotes creativity and shared meaning

In Dialogue…

- We rid ourselves of thinking…
  - Our beliefs are the truth
  - The truth is obvious
  - Our beliefs are based on real data
  - The data we select are real data
    - Chris Argyris, 1990, Overcoming Organizational Defenses

Dialogue

- Free and creative exploration of complex and subtle issues.

- Deep listening

- Suspending of one's views

- Thinking "out of the box"

Dialogue

- Phase 1 - Instability of the group

- Phase 2 - Instability in the group

- Phase 3 - Inquiry in the group

- Phase 4 - Creativity in the group

- Peter Senge, <u>The Fifth Discipline</u>

"I believe we can change the world if we start listening to one another again…Simple, truthful conversation where we each have a chance to speak, we each feel heard, and we each listen well…Human conversation is the most ancient and easiest way to cultivate the conditions for change."
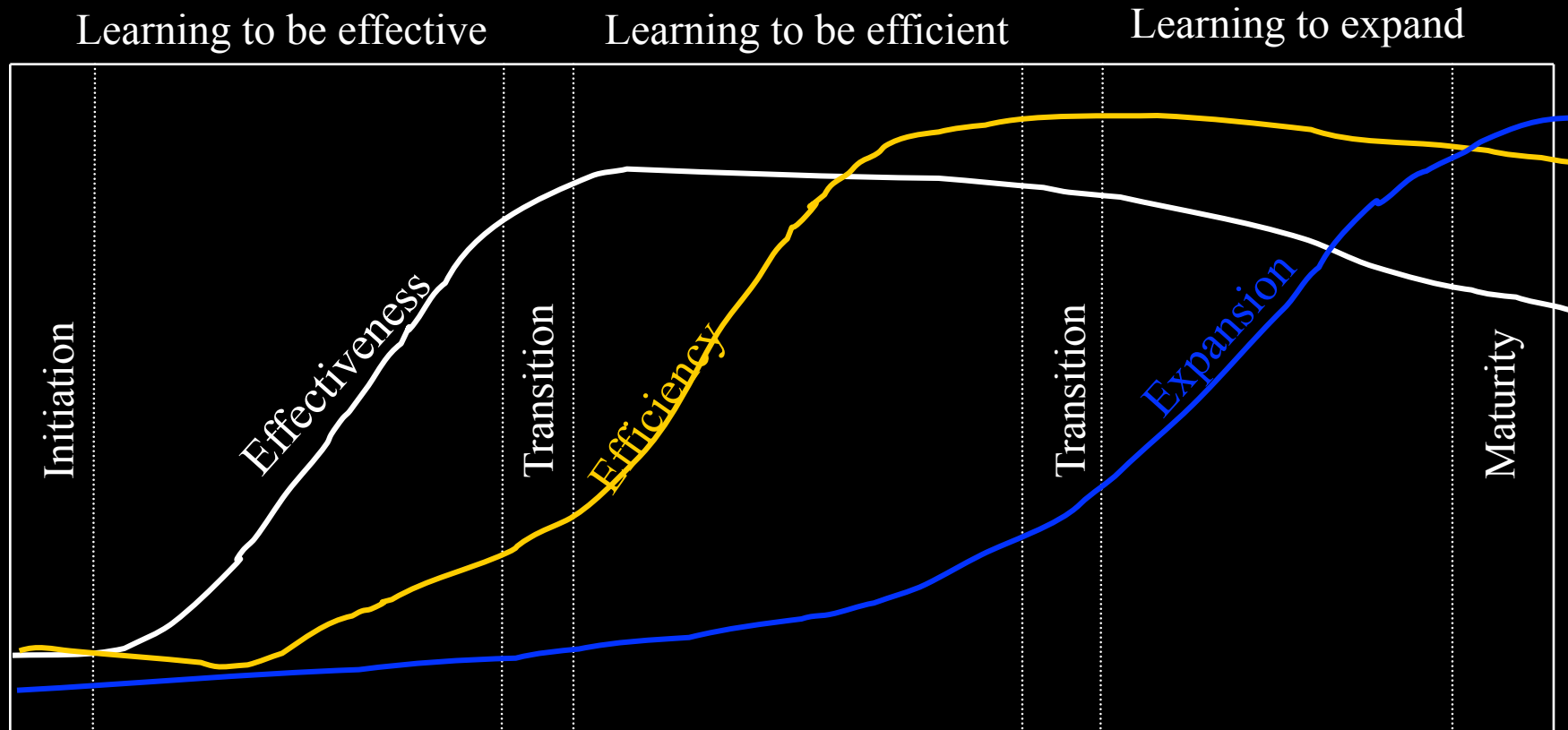
- Margaret Wheatly, 2002, p.3, Turning To One Another: Simple Conversations Restore Hope to the Future

Stages of the learning process

- 1. Efficacy*/Effectiveness
- 2. Efficiency
- 3. Expansion

- David Korten, "Community and Rural Development: A Learning Process Approach"

- * additional term in epidemiology

Program learning curves - D. Korten

Learning to be effective   Learning to be efficient   Learning to expand

Initiation Effectiveness Transition Efficiency Transition Expansion Maturity

Why does each stage requires a new learning process?

- When we expand, we change the composition of the team. Conditions and resources also change.

Why does each stage requires a new learning process?

- The "best practices" of "special forces" or elite units in any army cannot be easily transferred to regular soldiers.
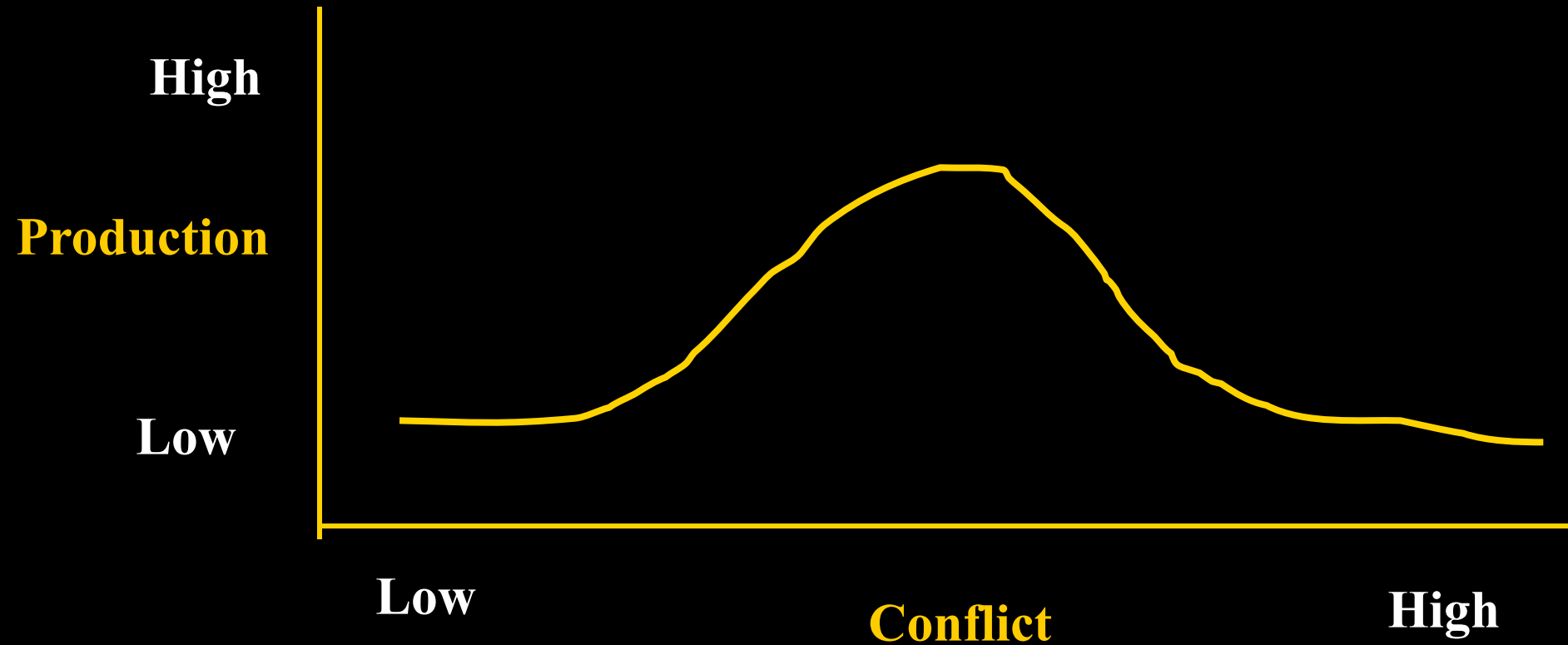
Change is always met with resistance

- Resistance to change is neither good nor bad.

- It is always a signal for further inquiry.

What is conflict?

- Conflict exists when we have incompatible behavior and incompatible interests.

- The essence of social development is how to manage conflicts, not to resolve every single one.

Moderate conflict is good.

Moderate conflict increases productivity

- Too little conflict minimizes learning and creativity.

Too much conflict wastes time and energy.

Type of conflict

	Interest	
Behavior	**Compatible**	**Not compatible**
Compatible	No conflict	Latent conflict
Not compatible	False conflict	True conflict

What are the basic approaches to management of conflicts?

Where?	Why?	What to do?
Vision	Values	Communication
Situation assessment	Information	Structural change
Strategy	Processing	Change of actors

How can communication help manage conflicts?

Clarify:

   1. Values

   2. Mental models

   3. Shared vision or interests

   4. Practices

How can structural change help manage conflicts?

1. Clarify roles and responsibilities.
2. Reallocate resources more efficiently and effectively.
3. Enhance better practices.
4. like "reconfigure" and "reallocate"

How can change of actors help manage conflicts?

1. Remove "deadwood" and "dead horses".

2. Promote a more positive learning climate through "new blood".

3. Achieve better alignment of values, practices and resources.

Is this valid?

- Find the right people,
- place them in the right slots,
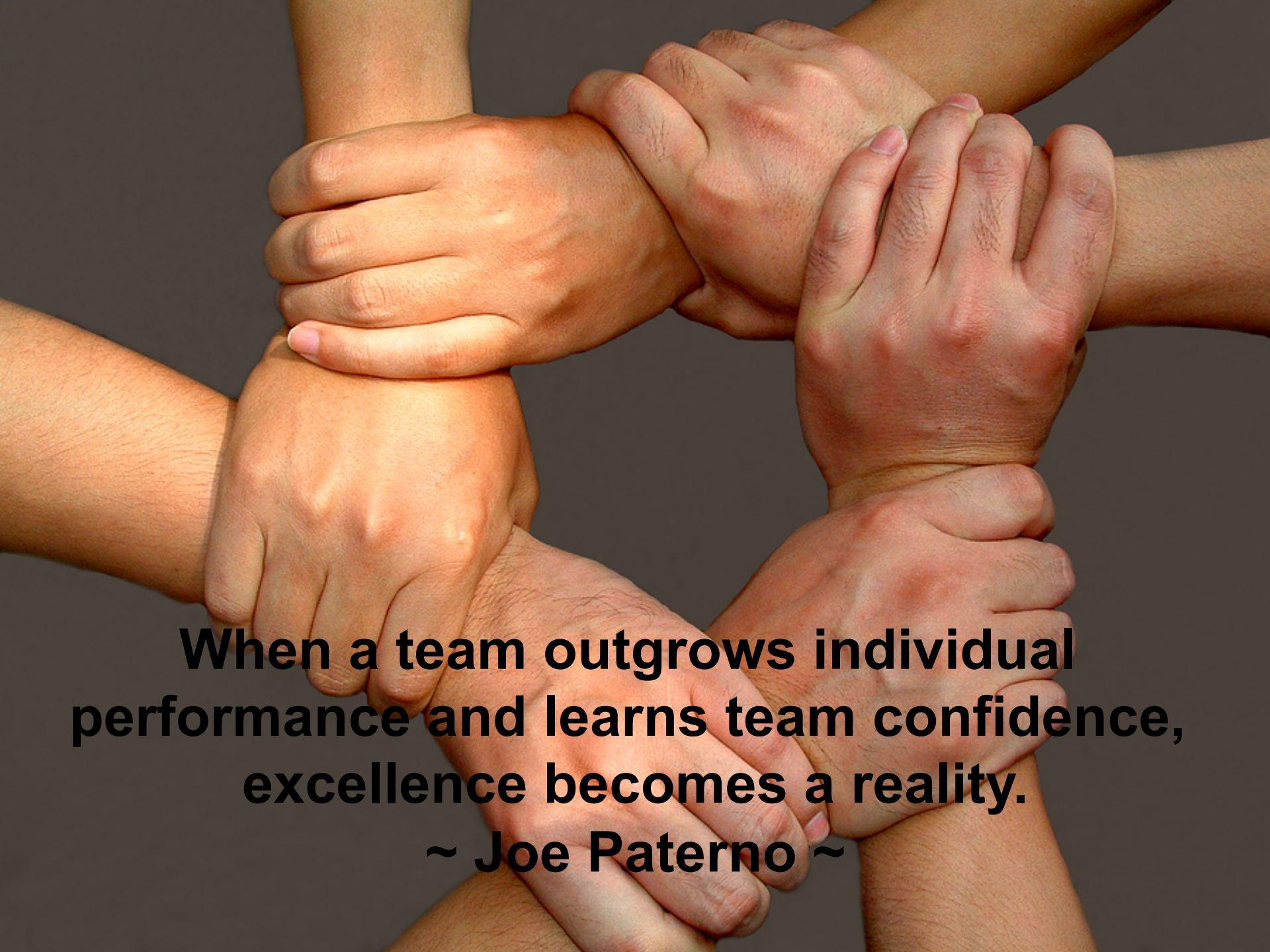- show them the right direction and
- then get out of the way!

To change

- **take risks**
- **seek responsibility**
- **be accountable for your actions.**

LEADERS ARE CLOCK BUILDERS, NOT TIME TELLERS.

When a team outgrows individual performance and learns team confidence, excellence becomes a reality.
~ Joe Paterno ~

Together **E**veryone **A**chieves **M**ore

WORKS!

THE JOHNS HOPKINS SCHOOL OF PUBLIC HEALTH / CENTER FOR COMMUNICATION PROGRAMS