

## Learning Organizations: Creating Cultures of Growth



**GROWTH MINDSET** permeates every element and drives the organization through active, transformative learning.

**RELATIONSHIPS** are the bedrock of learning organizations. They support an overall positive affect and foster safety, comfort, and investment—all essential to the flexibility, creativity, problem solving, and collaboration necessary for individual growth and organizational development.

**ROUTINES** lend order in the midst of chaos and turbulence. They reduce stress, generate a sense of coherence and orderliness, and make it possible to quickly and effectively overcome stumbling blocks. Routines are key to distributing responsibility among all members of the team.

**REFLECTION** allows team members to learn from one another publicly, consciously, and in the moment. Listening fully to one another creates self-awareness around the assumptions, values, and hidden biases in individual and organizational practices. Done systematically and with commitment, reflection supports individual development, community building, and institutional change while making work more productive, joyful, and progress-oriented.

**REORGANIZATION/RENEWAL** is the expression of multi-layered, collective learning. It is critical for responding to ever-changing needs and emerges when the former conditions are executed. It is the expression of shared purpose and vision, the intersection of great need and deep passion. It is learning in practice.

# REFLECTIVE PRACTICES AT WORK

IN EACH CATEGORY, WHAT ALREADY EXISTS, COULD BE CLUTIVATED, OR NEEDS TO BE DEVELOPED?

