

An Organization's Path to Thinking Smarter and Smarter

Learning From What You Get Compared to What You Expected



COMMENTS

- 1 Perceived situation that appears to be familiar to the organization.
- 2 A contemplative process begins that taps into the organization's repository of know-how. A measurable outcome is envisioned. *Note: The key question is where does this repository reside and how rich is it. I believe that it will most likely reside not in a database, but in the minds of many different people throughout the organization. An organization's ability to continually learn from both failures and successes, as well as to bring different people together to find the best solutions is a critical role of senior management.*
- 3 The action taken is based on a decision that may, or may not, produce the envisioned outcome. However, by using institutional knowledge and following the process described herein, the pursuit of the outcome sought will not be abandoned unless it is decided to do so.
- 4 The culmination of preceding steps is complete and the outcome has been produced.
- 5 This crucial step provides an opportunity to **learn** some, or all, of the reason(s) **why**, if applicable, a gap between the envisioned outcome and the actual outcome exists. If this step is not done, or done poorly, **no** improvements will be forthcoming.
- 6 The final step builds "know-how" that can be used if the same or similar situation occurs again. If the gap is not completely closed during the next cycle, it can be reviewed again in step 5 and the results of that review can be added to the "know-how" repository. If the gap is completely closed, by continuing to measure the outcome, any future variations will be addressed by following the identical steps. *Note: If an organization does not have the ability to transfer the new found knowledge to others, a dependency on those in the "know" will result and the potential to release know-how throughout the organization will be stymied.*