

Conclusions

People have an overview of the organization beyond their specialty and function, and adapt their working patterns to it. 14. "Lessons learned" sessions are conducted so as to produce clear, specific and permanent structural and organizational changes. 15. Management practices, operations, policies and procedures that become obsolete by hindering the continued growth of people and the organization are removed and replaced with workable systems and structures. Continuous improvement is expected and treated receptively. Akers believes that market success and ethical conduct go hand in hand: "Ethics and competitiveness are inseparable. Compete as a society. No society anywhere will compete very long or successfully with people stabbing each other in the back; with people trying to steal from each other; with everything requiring notarized confirmation because you can't trust the other fellow; with every little squabble ending in litigation; and with government writing reams of regulatory legislation, trying business hand and foot to keep it honest. Marquardt seems to support these findings in his research by advocating; "There are many attributes that make up a learning organization, however many of them are organizational focused." He further states, "learning is best conducted by the organization as a whole using a systems thinking philosophy" (Marquardt, 1999)

References

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