

# THE HISTORY OF ORGANISATIONAL LEARNING AND ITS INFLUENCE ON LEARNING CULTURE

(AS WE KNOW IT)

## Pre-20th Century

### On-the-job learning

The apprenticeship model was an early form of learning culture. It promoted continuous learning, hands-on experience, and learning in a community. It emphasised mentorship and the practical application of knowledge. These principles influenced modern learning cultures in organisations, where learning is ongoing, collaborative, and applied to real-world situations.

*Apprenticeship Model: **Informal learning through on-the-job training.***



## Early 20th Century

### Standardised learning

Emphasising efficiency and standardisation in workplace training started here.

The ideas behind **Taylor's Scientific Management Theory** became very popular, and as a result, workers and managers started working together as a team (as we do today). Although the pure form of Taylorism isn't used much now, the concept of scientific management made important contributions to how management works. It brought in methods for carefully selecting and training employees, it showed us how to improve efficiency in the workplace, and it promoted the idea of organising things systematically.

***Frederick Winslow Taylor** - An influential figure in scientific management, emphasising efficiency and standardisation in workplace training.*



## Mid-20th Century

### Behaviourism and instructional design

**Behaviourist principles** in training and instructional design shaped learning culture by aiming to create measurable and observable learning outcomes for learners. It aimed to use tangible rewards and informative feedback to improve learning performance. As well as to guide learners in mastering a set of predictable skills or behaviours.

***B. F. Skinner** - A leading behaviourist who influenced the application of behaviourist principles in training and instructional design.*

## Late 20th Century

### Shift to technology

Digital tools and technologies offer us many more learning modalities, which can only enrich and deepen the learning experience. The contributions of key figures during this time have influenced the development of the concept of learning culture that emphasises **evaluation**, effective instructional design, and the importance of **social interactions and communities** in fostering continuous learning and knowledge sharing within organisations.

***Donald Kirkpatrick** - Introduced the 'Kirkpatrick Model' for evaluating training effectiveness.*

***Robert Gagné** - Developed the "Nine Events of Instruction" model, contributing to instructional design theory.*

***Etienne Wenger** - Pioneered the concept of communities of practice and social learning.*



## Late 20th Century to Early 21st Century

### Blended learning

Blended learning has had a significant impact on learning culture by combining face-to-face instruction with online learning, providing flexibility and personalised experiences. It has shaped a culture that values technology, self-directed learning and flexibility in acquiring and sharing knowledge.

***Michael G. Moore** - Pioneered the concept of **blended learning**, combining online and face-to-face instruction*

## Recent Years

### Personalised and continuous learning

The work of key figures during recent years has influenced the development of learning cultures that prioritise learner-centred approaches, **individualised learning experiences**, and the application of knowledge in real-world contexts. Their contributions have shaped the way organisations design and deliver learning programs, fostering cultures that value learner engagement, relevance, and the active involvement of learners in their learning journey.

***Malcolm Knowles** - Known for his work on adult learning theory and advocating for learner-centred approaches.*

***Marc Rosenberg** - Influential author and speaker on e-learning and instructional design, emphasising learner-centric strategies.*



## Ongoing

### The rise of learning culture

In 2010, learning expert, Josh Bersin, said that the biggest factor affecting an organisation's success is the strength of its learning culture. This idea was discussed in Bersin's report called "**High Impact Learning Culture: 40 Practices for an Empowered Enterprise**".

***Josh Bersin** - Renowned industry analyst focusing on corporate learning and talent management.*

***Peter Senge** - Known for his work on organisational learning and the learning organisation concept.*

