



When and Where
Tuesday, February 8, 2011
9:00am - 4:30pm
Schulich Executive Education Centre
222 Bay Street, Suite 500
Toronto, ON M5K 1K2

Cost: \$500.00 per person
Lunch and refreshments provided

Register Online Now

or Call
416-360-7591

BUILDING A LEARNING ORGANIZATION IN TURBULENT TIMES:

***MANAGING THE PARADOXES OF ORGANIZATIONAL
LEARNING***

with **Dr. Marilyn Laiken**

The Schulich Executive Education Centre (SEEC) and the Canadian Organization Development Institute (CODI) invite you to a practical and business focused 1-day workshop with Dr. Marilyn Laiken.

The Learning Imperative:

The only sustainable advantage an organization will have in the future is its ability to learn faster than its competitors. This competitive advantage can be achieved by transforming the organization into a learning organization.

OD Professionals are under increasing pressure to adapt to the rapidly changing economic, technological and workforce trends that profoundly influence the strategy and financial performance of their client organizations. At the same time, senior executives are recognizing the growing strategic importance of organizational learning and are turning to the OD Professionals to become partners in defining and leading transformative change in their businesses.

The purpose of this one-day workshop is to help respond to the frequently asked question: "so how is it done?" Over the past two decades, most OD and change professionals have become familiar with organizational learning concepts through the work of Senge, Argyris and others. However, *implementation* is another matter. Although intuitively the approaches seem

to make sense, the concepts are elusive and even more difficult to put into practice. This workshop will provide the opportunity to explore specific strategies to enhance organizational sustainability and competitive advantage through learning organization concepts and design.

Key Workshop Results:

1. To provide an overview of several paradoxes of organizational learning from case materials, as an introduction to the dilemmas faced by actual organizations in their implementation attempts
2. To provide an opportunity for participants to relate these dilemmas to their own organizational experience and share both challenges and success stories
3. To introduce one intervention approach, and provide an experiential opportunity to practice the skills
4. To explore other approaches which might be used in helping organizations build capacity to deal with the paradoxes outlined.



Dr. Marilyn Laiken

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The Schulich Executive Education Centre (SEEC), Schulich School of Business, York University, is now in partnership with the Canadian Organization Development Institute.

Together, SEEC and CODI are developing a Centre of Excellence for OD, consisting of three elements:

- ◆ **The SEEC/CODI OD Seminar Series** (Dr. Laiken's Learning Organization workshop is the first in this series.)
- ◆ **The SEEC/CODI Masters Certificate in OD (MCOD)**; and
- ◆ **Custom programs**