Organisational learning mechanisms as braiding

A. A cognitive organisational learning mechanism refers to first person changes that happen in individual learning network participants as they engage:
- is it worth it?
- will it benefit the students?
- will my voice be heard?
- what have I learnt?

B. A structural organisational learning mechanism refers to organisational infrastructure – for example, a learning network within a particular module working group, using a learning technology infrastructure

C. A procedural organisational learning mechanism refers to institutionalised process stages or steps, agreed across an organisation or network

Integration of organisational learning mechanisms in a technology-enhanced distance learning HE context

There are three different types of organisational learning mechanisms (OLMs) that can encourage learning and enhance organisational problem-solving capabilities:

A. Cognitive – language, symbols, theories, values and concepts
B. Structural – organisational, physical and technical infrastructures
C. Procedural – institutionalised procedures that promote and support learning

These equate to first person, second person and third person action research processes (Lipshitz, Friedman & Popper, 2007; Shani & Docherty, 2008; Coghlan & Brannick, 2014).

Braiding of cognitive, structural and procedural organisational learning mechanisms to enhance technology-enabled organisational learning capabilities to problem-solve and improve.

Adapted from Boyd (2022, pp.298-302. Available from: https://oro.open.ac.uk/84495/)