

Cultural Learning Organizations: A Model

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III. 3 The 'learning organization' infrastructure

The values and principles that enlighten the spirit of the LO must inform not only the behaviour of organization individuals but also the ensemble of structures, processes and systems of the organization, what I call the 'LO infrastructure'. LO ethics and LO infrastructure are entirely complementary since reflection, participation and sharing of knowledge can be disrupted if structures and systems are not thought to foster LO values; and simultaneously those mechanisms (structures, processes and systems) will only fulfil that role if those principles are influencing and inspiring them. Three pillars, in my opinion, are supporting organization ethics and being inspired by it: structural communication, individual development and participative decision-making process.