

Cultural Learning Organizations: A Model

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IV. Public non-profit cultural organizations fostering learning

In analyzing the situation of cultural organizations it can be observed that there are other features that can ease the implementation of LO model in public non-profit cultural organizations. Both public non-profit and cultural/art organizations are 'mission-driven'. People are committed to organization's goals and know that they are serving public interest. This drive can be the basis for building a shared common vision within the organization, although there are legal statutory constraints.

In the same way, although its funding can suffer fluctuations, it is assured year after year because they are offering a public service. This ensures, at least, that the organization will exist as far as it provides this service under the established conditions. So, a certain stability and sense of permanence can help to reduce organization stress and to promote reflection and long-term thinking (although it could be argued, as well, that permanence can affect a certain risk of stagnation).

Furthermore, a strong belief of public non-profit organization members in offering a service that is necessary for the community facilitates genuine commitment "to a vision beyond their self interest" (Senge (1990:171), identification and internalization (Handy, 1999), and not only compliance. This is a key point if an organization really wants to aspire to LO vision.