



THE  
LEARNING-  
DRIVEN  
BUSINESS



GLOBAL FORUM  
since 1996

# The Learning-Driven Business

How to Develop an Organizational Learning Ecosystem

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Alaa Garad, *PhD*

Academic Director,  
ALM College of Higher Education,  
Scotland



جائزة دبي للجودة

DUBAI QUALITY AWARD

**NO EXCELLENCE WITHOUT LEARNING**



“

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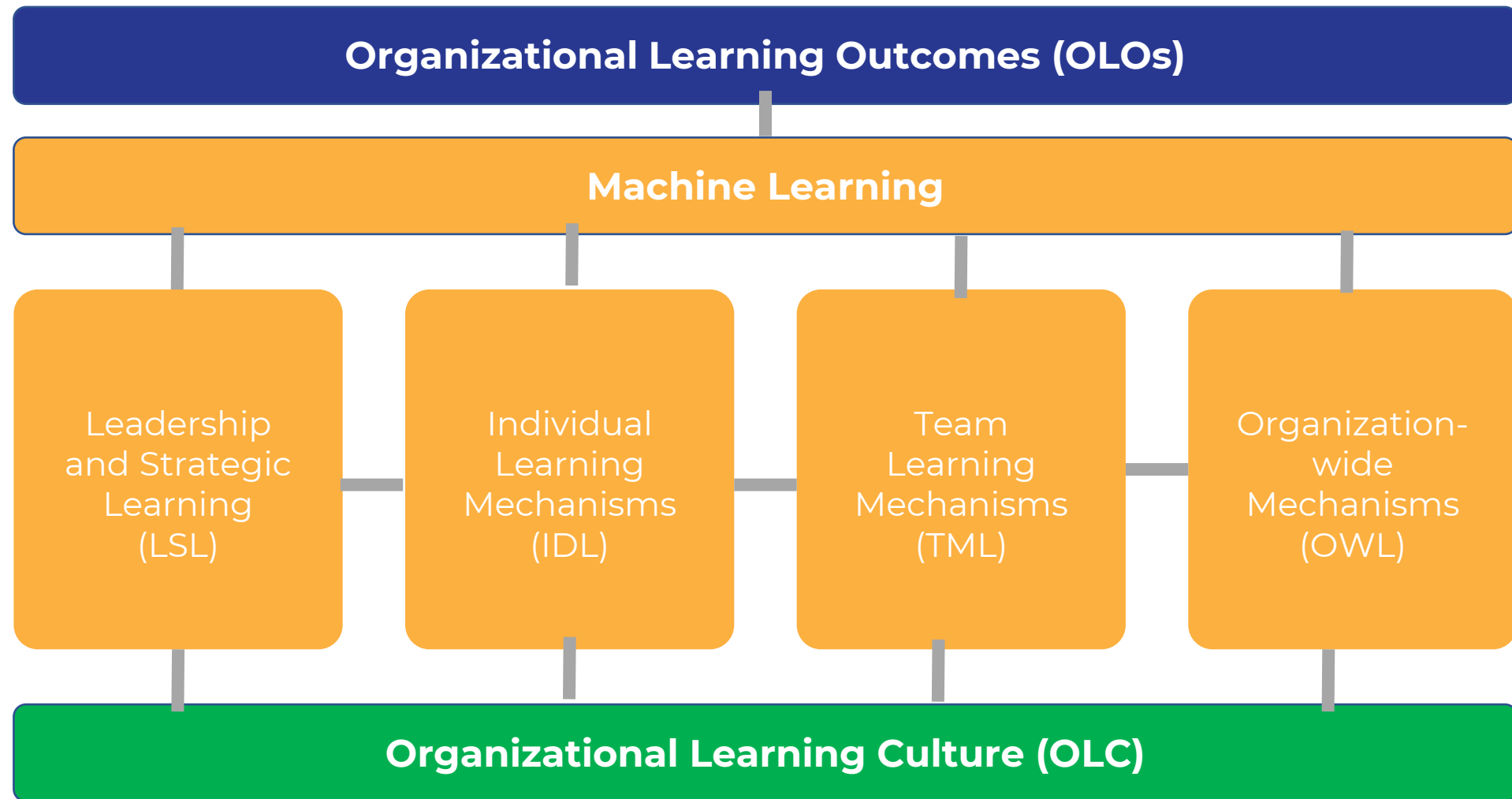
Learning is not  
compulsory,  
neither is  
Survival!

**Edward Deming**

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”

# The Learning Driven Organization Model (LDO)



LDO40

LDO40

# The LDO Model Stakeholders



Shareholders



Customers



Partner



Senior  
Management



Employees



Research  
Community



Regulators



Society



# Levels of Learning

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**Individual**  
Learning



**Team**  
Learning



**Organization-wide**  
Learning

# Individuals and Learning



## **Learning Connectors**

Active members, i.e. learning agents who think, inquire, reflect, act and share learning.



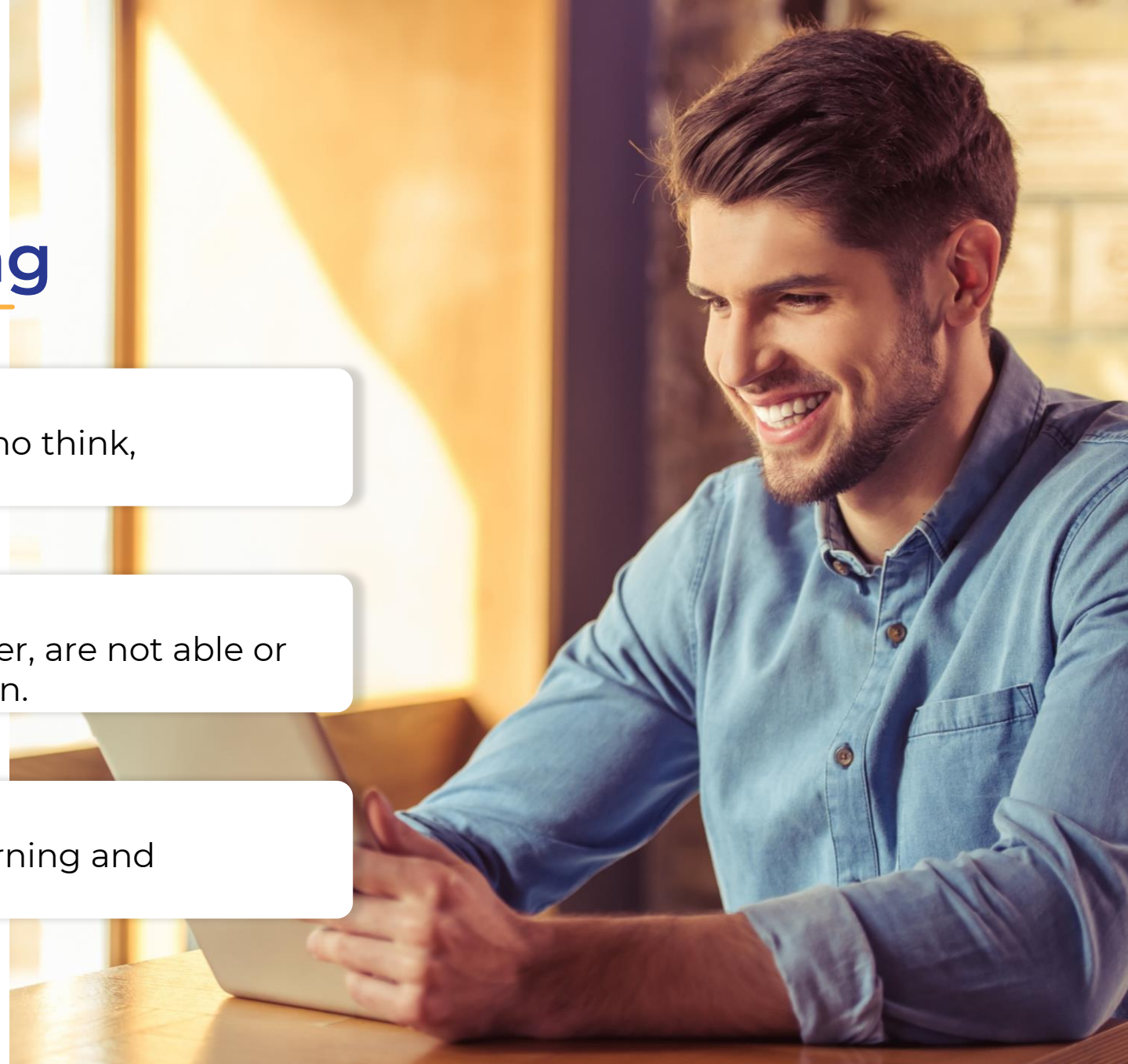
## **Learning Incubators**

Members who acquire learning, however, are not able or not willing to bring it to the organization.



## **Learning Insulators**

Members who are not interested in learning and who are compliance-oriented.



# Individual Learning



Mentoring



Coaching



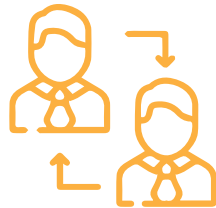
Reflection



Informal Learning



Cross-Training



Job Rotation



Conferences



# Team Learning

Quality  
Circles

Problem-  
Solving Teams

Cross-Functional  
Teams

After Action  
Reviews

Action  
Learning Sets



# Organization-wide Learning

**01**

Benchmarking

**02**

Quality Awards

**03**

Self-Assessment

**04**

Mystery Shopping

**05**

Feedback Loops

**06**

Suggestion  
Systems

**07**

SWOT Analysis

**"The world is changing, and  
people are changing;  
Alaa and Jeff have written this  
book for people to succeed."**

**Dr Edward de Bono**  
Psychologist, physician and  
author of *Six Thinking Hats*

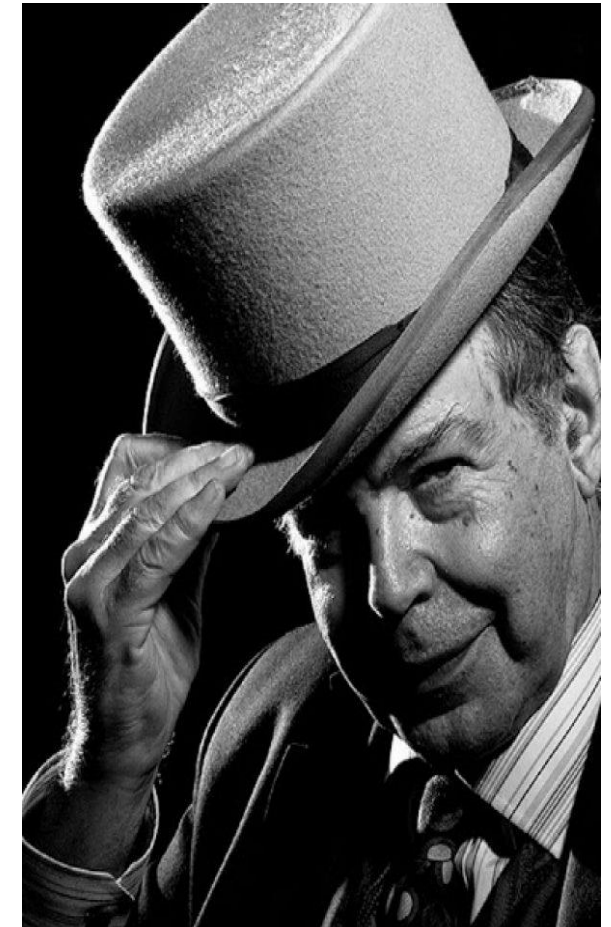
B L O O M S B U R Y   B U S I N E S S

Alaa Garad  
and Jeff Gold

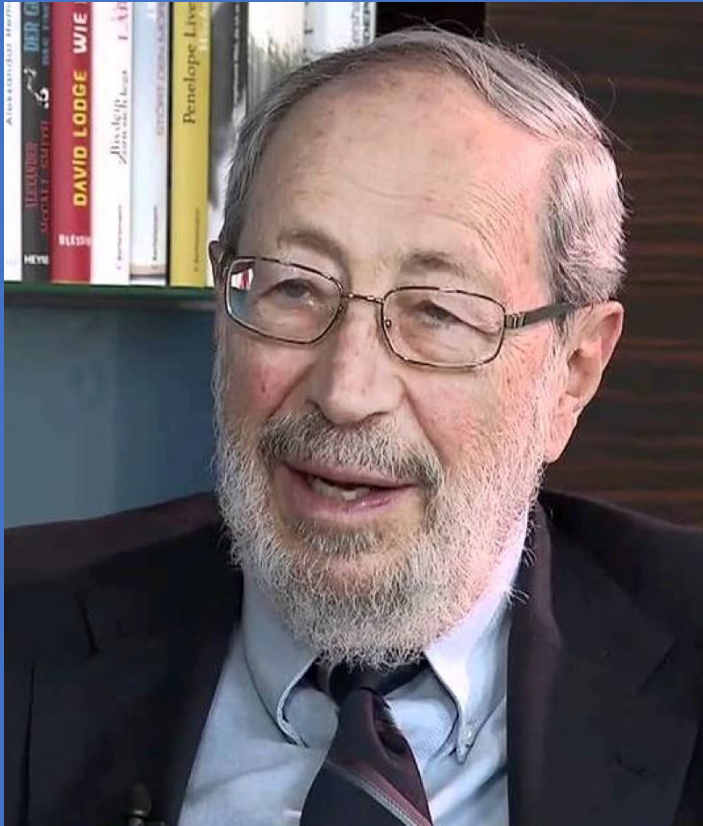
# THE LEARNING- DRIVEN BUSINESS

How to Develop  
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Learning Ecosystem

BLOOMSBURY







**"Essential reading for all  
consultants, managers, coaches,  
and teachers."**

**Edgar H. Schein**

Professor Emeritus, MIT Sloan School of Management,  
Co-author of *Humble Inquiry* and *The Corporate Culture  
Survival Guide*

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تحت رعاية سمو الشيخ هزاع بن زايد آل نهيان  
مستشار الأمن الوطني رئيس مجلس إدارة هيئة الإمارات للهوية

Under the patronage of H.H Sheikh Hazza Bin Zayed Al Nahyan  
National Security Advisor, Chairman of Emirates Identity Authority

We look forward to welcoming you at the event.



Date: 30th Nov – 1st Dec, 2014

الزمان: 30 نوفمبر - 1 ديسمبر 2014

Venue: The National Federal Council, Abu-Dhabi

المكان: المجلس الوطني الاتحادي بأبوظبي

Time: 8:00 am- 3:00 pm

التوقيت: 8:00 ص - 3:00 م







**UK  
Excellence  
Award**



# THANK YOU

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Alaa Garad



[alaagarad@gmail.com](mailto:alaagarad@gmail.com)

+44 7491 877 138

<https://www.idomodel.org>