

# The Learning Organization (and International relations)

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Course on Regulatory Design and Practice

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**“ WHEN THE RATE OF CHANGE OUTSIDE  
EXCEEDS THE RATE OF CHANGE INSIDE,  
THE END IS IN SIGHT.”**

**-JACK WELCH**

# So do we do this?

1. Evidence Based Policy Making
2. Entrenching Learning as a culture
3. Sustaining Credibility/Legitimacy

# Learning Organization as Evidence Based Organization

- **Accuracy:** Any recommendation by you is backed by evidence correctly describing what it purports to do?
- **Objectivity:** The quality of the approach taken to generate evidence and the objectiveness of your teams, as well as the extent of contestation regarding evidence (both from the demand side (users) and the supply side (service providers, infrastructure providers

# The Learning Organization

- **Credibility:** This relates to the reliability of the evidence and therefore whether we can depend on it for monitoring, evaluation or impact assessments as a regulator
- **Generalisability:** Is there extensive information or are there just selective cases or pilots?
- **Relevance:** Whether evidence is timely, topical and has policy implications for you and other sectors

# The Learning Organization

- **Rootedness:** Is evidence grounded in reality?
- **Practicalities:** Whether you as regulator have access to the evidence in a useful form and whether the policy implications of the issue in question can be implemented.

# The Learning Organization

1. Evidence Based Policy Maker
2. Entrenching Learning as a culture
3. Sustaining Credibility/Legitimacy

# Entrenching Learning as a Culture

- What culture do we have:
- Individual: Boss mentality or the Team mentality?
- The “Government” as power and ruler or the Government as facilitator?
- What character do we have as regulator-learning from others or that we know everything

Culture -“the things we do everyday, the way we do things every day”



# Utilizing International Relations

- Creating relationships with key international stakeholders:





# ITU Asia-Pacific Centres of Excellence (2015-2018)

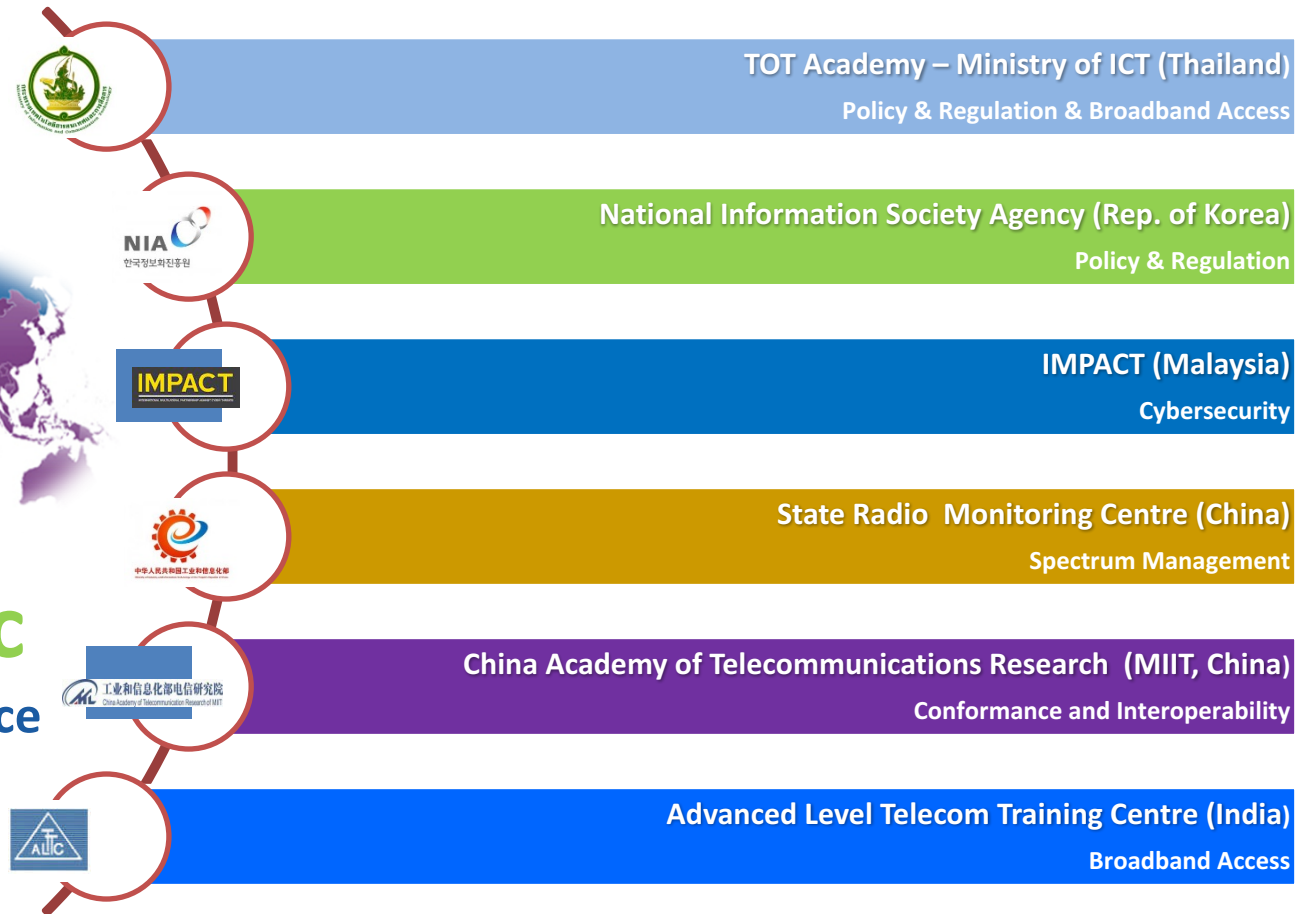
**32** ITU Centres of Excellence

**Upto 6** Centres each in

Africa, Americas, Arab, Asia-Pacific, CIS and Europe Region



## Asia-Pacific Centres of Excellence



Note: List of selected ITU Asia-Pacific CoE (Formal agreement awaited)

# Entrenching Learning

- Are performance results reported and successes celebrated?
- Is planning sufficient to ensure some quick wins?
- Are remuneration, rewards and recruitment systems aligned with the evolving sector
- Do managers and supervisors lead by example?

# Some questions to ask

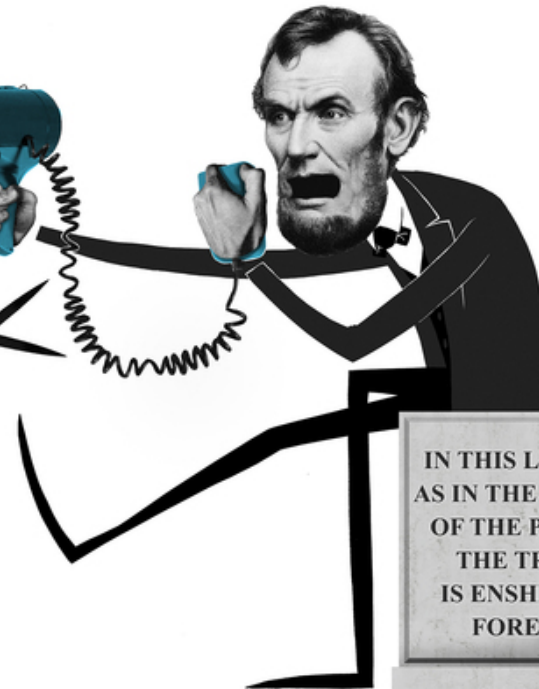
- Do you have or are sufficiently provided with needed information?
- Are you only told what the management wants you to hear?
- Is information kept confidential within the boardroom?
- Do you have sufficient debates ?
- Is there no overt disagreements?
- Is there continuous evaluation?

# Learning Organization in the face of :



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IN THIS LIBRARY,  
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OF THE PEOPLE,  
THE TRUTH  
IS ENSHRINED  
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# 3. Sustaining Credibility/Legitimacy

**Communication:** Communicates during times of crisis in a timely clear accurate and truthful manner

## Key behaviors

- Communicates effectively and concisely with internal and external audiences in the face of limited, unknown, stressful and negative situations
- Initiates communication using vertical and horizontal channels of communication to keep leadership, peers and subordinates informed

# Sustaining Credibility/Legitimacy

## Connectivity:

Activates a network of partners that spans organizational domains and multi-jurisdictional agencies, and meets the immediate (and changing) needs of the response

## Key behaviors

- Interacts effectively with officials, leadership, subordinates and peers from different agencies and organizations to engage in cross-functional activities, share information and facilitate collaboration across organizational domains
- Uses influence and diplomacy skills to reach a goal, build consensus or to resolve conflict

 Links knowledge of networks to successfully accomplish mission objectives

LIRNEasia  
Pursuing Progress

# Sustaining Credibility/Legitimacy

## Courage and Perseverance

Displays strength, confidence and persistence when faced with danger, uncertainty or intimidation

## Key behaviors

- Takes appropriate risks and accepts responsibility for the outcome
- Addresses resistance quickly, rationally and fairly with due consideration
- Preserves under difficult circumstances
- Displays steadfast adherence to public health priorities despite hardship obstruction.



# Sustaining Credibility/Legitimacy

## Credibility

Demonstrates expertise and trustworthiness in the midst of crisis, earns the confidence and respect of senior leaders , peers and subordinates (and even the Media)

## Key behaviors

- Demonstrates knowledge and experience in their area of expertise
- Exhibits humility, recognizes strengths and weakness, looks to others for guidance on topics outside of personal expertise, admits to mistakes and takes corrective action
- Discerns the appropriate information to share, and when to engage others in conversation, decisions and actions