ORGANISATIONAL LEARNING, KNOWLEDGE MANAGEMENT & ADAPTIVE MANAGEMENT

Introduction

The Organisational Learning, Knowledge Management & Adaptive Management Course equips professionals with the knowledge and practical skills required to transform monitoring, evaluation, research, organisational experience and stakeholder feedback into useful knowledge, learning and improved action. The programme recognises that collecting information is not enough; organisations must be able to interpret evidence, share knowledge and apply lessons to improve programmes, strategies, policies and operations. Participants explore how organisations can establish effective learning systems and knowledge-management processes that capture experience and evidence throughout the programme and organisational cycle. The course examines approaches for documenting lessons, identifying good practices, preserving institutional knowledge and ensuring that useful information is accessible to the people responsible for planning and decision-making. A key focus is placed on lessons learned and reflective practice. Participants examine how lessons can be systematically identified, analysed, validated and translated into practical recommendations. They also explore after-action reviews, programme reflection sessions, learning reviews and other mechanisms that enable teams to understand what worked, what did not, why results differed from expectations and what should be done differently. The programme further examines communities of practice, knowledge-sharing networks and organisational learning platforms as mechanisms for transferring experience across teams, departments and programmes. Participants learn how to create environments where knowledge is shared rather than remaining with individuals or isolated project teams. Particular attention is given to the relationship between evidence, learning and adaptive management. Participants explore how monitoring data, evaluation findings, research, stakeholder feedback and changing contextual information can inform management decisions and support timely programme

adaptation. The course examines how organisations can use learning to respond to uncertainty, emerging risks and changing priorities while remaining focused on intended results.

Course Objectives

- Understand organisational learning.
- Establish learning systems.
- Capture lessons learned.
- Strengthen knowledge management.
- Facilitate reflection.
- Conduct after-action reviews.
- Promote knowledge sharing.
- Support adaptive management.
- Strengthen institutional memory.
- Build learning cultures.

Course Modules

> Module 1: Organisational Learning
- Learning concepts
- Learning organisations
- Evidence and learning
- Learning culture

> Module 2: Knowledge Management
- Knowledge concepts
- Knowledge assets
- Knowledge systems
- Knowledge sharing

> Module 3: Lessons Learned
- Lesson identification
- Documentation
- Validation
- Application

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> Module 4: Reflection and Review
- Reflection processes
- Learning questions
- After-action reviews
- Programme reviews

> Module 5: Adaptive Management
- Adaptive principles
- Changing contexts
- Programme adaptation
- Decision-making

> Module 6: Evidence for Adaptation
- Monitoring evidence
- Evaluation findings
- Research evidence
- Stakeholder feedback

> Module 7: Knowledge Sharing
- Communities of practice
- Knowledge platforms
- Internal communication
- Learning events

> Module 8: Institutional Memory
- Documentation
- Knowledge retention
- Organisational records
- Staff transitions

> Module 9: Learning Governance
- Learning responsibilities
- Learning policies
- Management roles
- Learning accountability

> Module 10: Building Learning Organisations
- Learning strategies

- Innovation
- Adaptive cultures
- Continuous improvement