

Enclosure 5 (Learning Organizations) to TRADOC FY 04 Command Training Guidance.

1. This enclosure describes the Army's concepts for lifelong learning and learning organizations. I expect U.S. Army Training and Doctrine Command (TRADOC) organizations to model themselves as learning organizations.
2. Army learning organizations are skilled at creating, acquiring, interpreting, transferring, and retaining organizational knowledge. They purposefully modify their behavior to reflect new knowledge and insights. They continuously clarify what is important; see reality and the future more clearly; and apply knowledge, skills, and capabilities to improve their products and services. Additionally, Army learning organizations effectively translate new knowledge into new ways of behaving. They apply and actively manage learning processes that are focused and purposeful. Army organizational learning occurs by design and in pursuit of clearly defined needs, rather than for its own sake.
3. These learning organizations use a new framework for learning—training and knowledge management (KM) interacting with one another. (KM) is a systematic approach to identify, catalog, store, and make available all the information and knowledge that people in Army organizations generate and place it in a location where people can access it. A key objective of KM is to give people in the organization an ability to make better, smarter, and faster decisions.
4. Army learning organizations also openly foster members' commitment to their own lifelong learning. They demonstrate their commitment to lifelong learning by:
 - Providing training and educational products based on a standards-based and leader development approach.
 - Providing education, tools, and support to foster soldier and leader lifelong learning.
 - Developing and providing distributed learning reach-back and reach-forward programs for soldier and leader self-development.
 - Teaching soldiers and leaders the importance of lifelong learning and the knowledge management tools to do so.
 - Having leaders who assist younger soldiers and leaders in creating self-development action plans and priorities.
5. Army learning organizations:
 - Prepare the organization for the future by conducting strategic planning that centers on the organization's mission, vision, goals, values, priorities, mission essential tasks, and emerging changes in the operational environment.
 - Manage resources to sustain the quality of training and education today.
 - Strengthen and/or transform training and education for tomorrow through investment in faculty, technology, training development, and training support.

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- Quickly incorporate emerging doctrine, best practices, tactics, techniques, and procedures (TTPs), lessons learned from combat training centers (CTCs) and deployments, and senior leader guidance into its training and education programs.
- Provide and use reach-back and reach-forward distributed knowledge and learning programs to its customers and stakeholders.
- Direct and enable their staff and faculty to collaborate with their counterparts at the CTCs, Center for Army Lessons Learned (CALL), and other schools and centers.
- Maintain effective systems for collecting, managing, and using information and continuously updating their knowledge base.
- Encourage and foster a climate/environment conducive to inquiry, practice, creativity, and responsibility to their profession of arms.
- Include leaders that model lifelong learning activities. They present officer and noncommissioned officer professional development programs, make use of distributed learning programs for personal and professional development, conduct staff rides, partner with the Combined Arms Assessment Teams (CAATs) at CALL, and encourage “right-seat rides” at the CTCs.
- Have senior and mid-level leaders who openly and candidly support the value and importance of soldier self-development.
- Demonstrate their awareness of the transformational Army and respond to those changing concepts, incorporating appropriate changes into their curricula.
- Capture and apply constructive feedback from students, faculty, field commanders, and other stakeholders.
- Reach out to, define, and meet the needs of the Army (within their lane[s]).
- Use the results of internal and external evaluations to make timely, meaningful changes.

6. An excellent reference on learning organizations is Peter M. Senge’s *The Fifth Discipline*.