

# Turning Lessons Into Legacy: Strategies to Become a Learning Organisation

**Partos Event**

May 2025



# Hi, We're The Convive Collective.



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**CEO & Founder of  
The Convive Collective**



# My Big A-Ha

Philanthropies do not have a **shared language** for what it actually means to be a learning organization.



# The Learning Organization: What Does It Look Like?

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- We heard from learning leaders in philanthropy that when they began their roles, they didn't know where to turn or who to ask for guidance on **what it means to be a learning organization—or what steps to take to help their organization become one.**
- **That's because these resources don't exist** (yet!) in our industry. So each time a learning leader comes into their role, they need to reinvent the wheel (ironically - not benefitting from collective learning on this topic!)

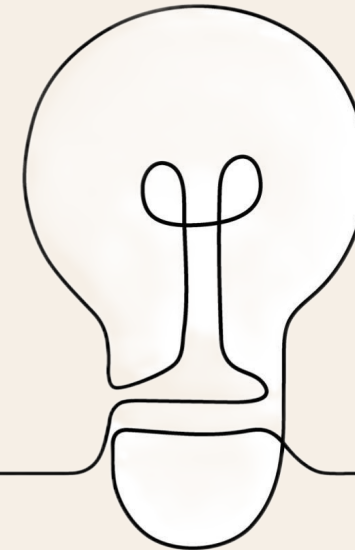
# Why Do We Need a Shared Framework?

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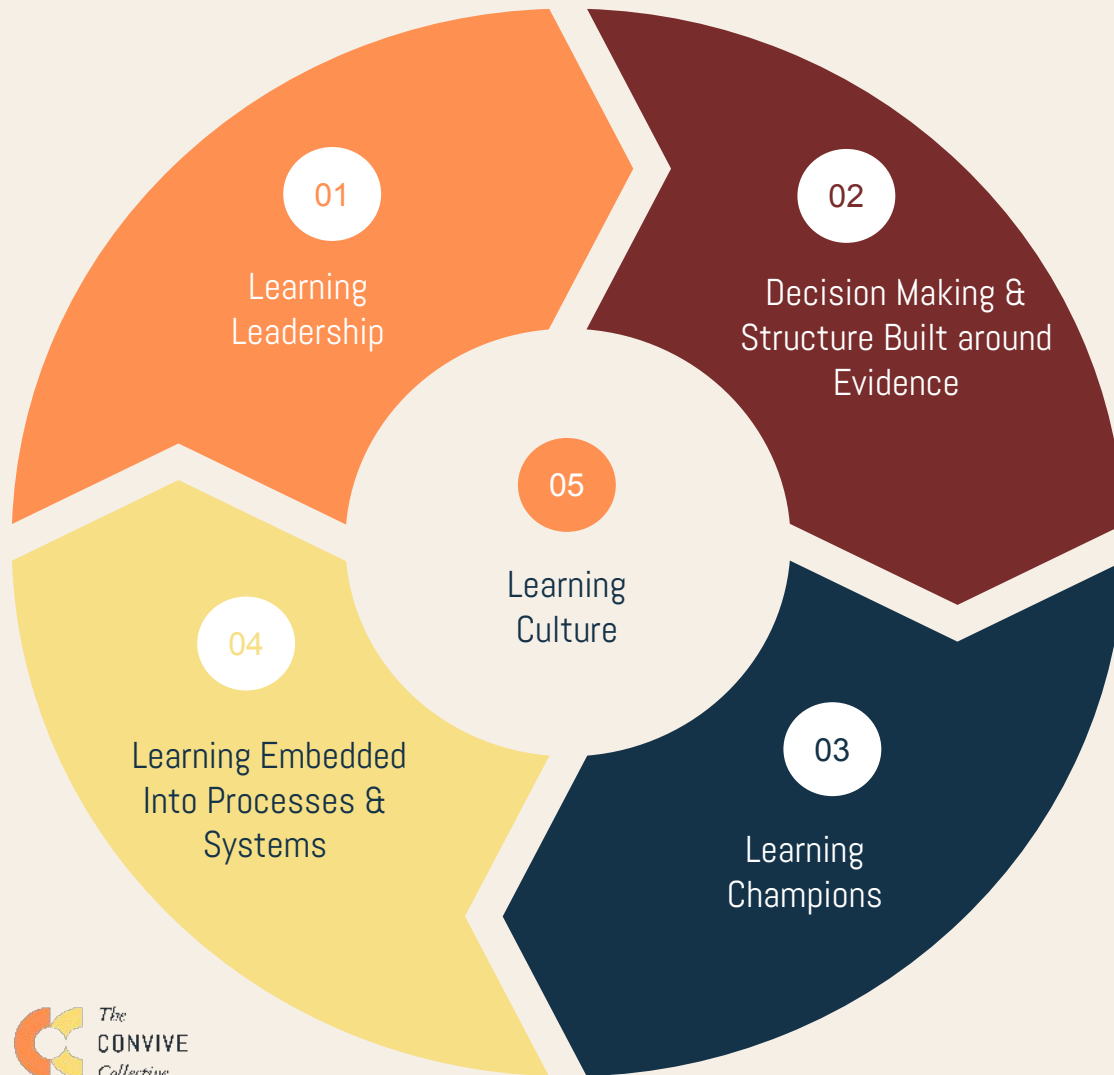
- When we have shared language, we create a pathway to a **shared understanding** of what it means to be a learning philanthropy. A shared understanding (and language) is critical for organisational change!
- When we have a model for good practices, we can get **clear on what we aspire to**
- When we know where we're headed, **we can plan and take action to get there**
- When we can articulate to others (like grantees!) what we are trying to achieve, **we hold ourselves to account**

Start from  
clarity, not  
scratch!

Shared language,  
understanding,  
aspirations, and  
ideas to get  
there



# A Shared Learning Organization Framework



01

**Learning Leadership** models, incentives, and promotes learning behaviors and practices

02

**Decision making** is informed by evidence **and organisational structures** are fit to purpose and enable learning

03

**Learning Champions** are valued and keep learning practices alive, useful, and in demand

04

**Learning Embedded in Processes + Systems** enables partners and philanthropies to continuously learn and improve

05

Culminating in a **Learning Culture** in which learning is the norm, not the exception



# A Shared Learning Organization Framework: What Do We Look At?



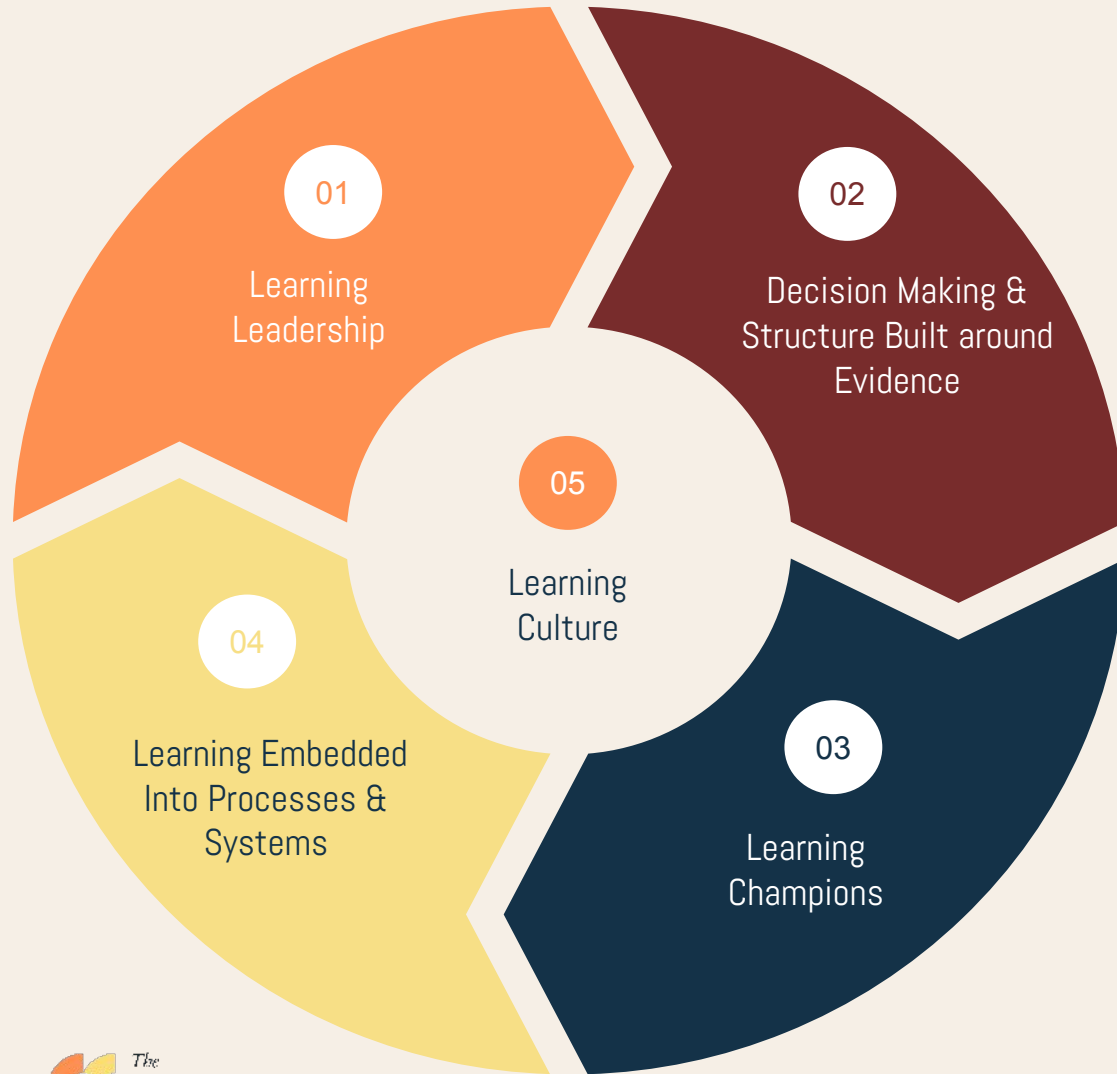
## 01 Learning Leadership

- ❑ Does leadership exemplify learning mindsets and behaviors?
- ❑ Is there a diverse leadership team that brings in connections, networks, capabilities and experience relevant to the mission?

## 02 Decision Making & Structure

- ❑ Is evidence is a key driver and input for decisions?
- ❑ Is decision making timely, transparent and accountable to teams and partners?
- ❑ Does the organisational structure incentivise learning and enable collaboration and innovation?

# A Shared Learning Organization Framework: What Do We Look At?



## 03 Learning Champions

- ❑ Do people feel supported in their different roles to take risks and innovate within a safe and inclusive context?

## 04 Learning Embedded in Processes & Systems

- ❑ Are processes and systems driven by continuous learning and adaptation?

## 05 Learning Culture

- ❑ Do workplace practices demonstrate inclusivity, respect and support for diverse perspectives and backgrounds, promoting psychological safety?
- ❑ Is learning valued and prioritised within organisational culture and reflected in team dynamics?



# Clarifying Questions

Any clarifying questions or ideas to share on this framework?





# Liliane Fonds in short

**Our Mission & Vision:** Equal rights and opportunities for children with a disability

**Background:** From a private initiative with focus on individual children to a Rights Based Approach with structural impact.

## How we work:

- Through networks of partners for an holistic approach
- Community Based Rehabilitation

**Where we work:** 25 countries with focus on African and Asian countries, phasing out support in Latin America

**Our funding base:** Mostly private donations (over 80%)

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Fonds

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# Why do we want to become a learning Organisation?

## Internal goals:

- ❑ Learning from approaches improves programs and projects.
- ❑ Opportunity to scale successful interventions among different contexts.
- ❑ Track-record for institutional fundraising.

## External goals:

- ❑ Stronger lobbying and advocacy initiatives
- ❑ Liliane Fonds profiled as expert organization regarding disability and CBR/CBID
- ❑ Capacity strengthening & sharing in partner countries through research and knowledge networks

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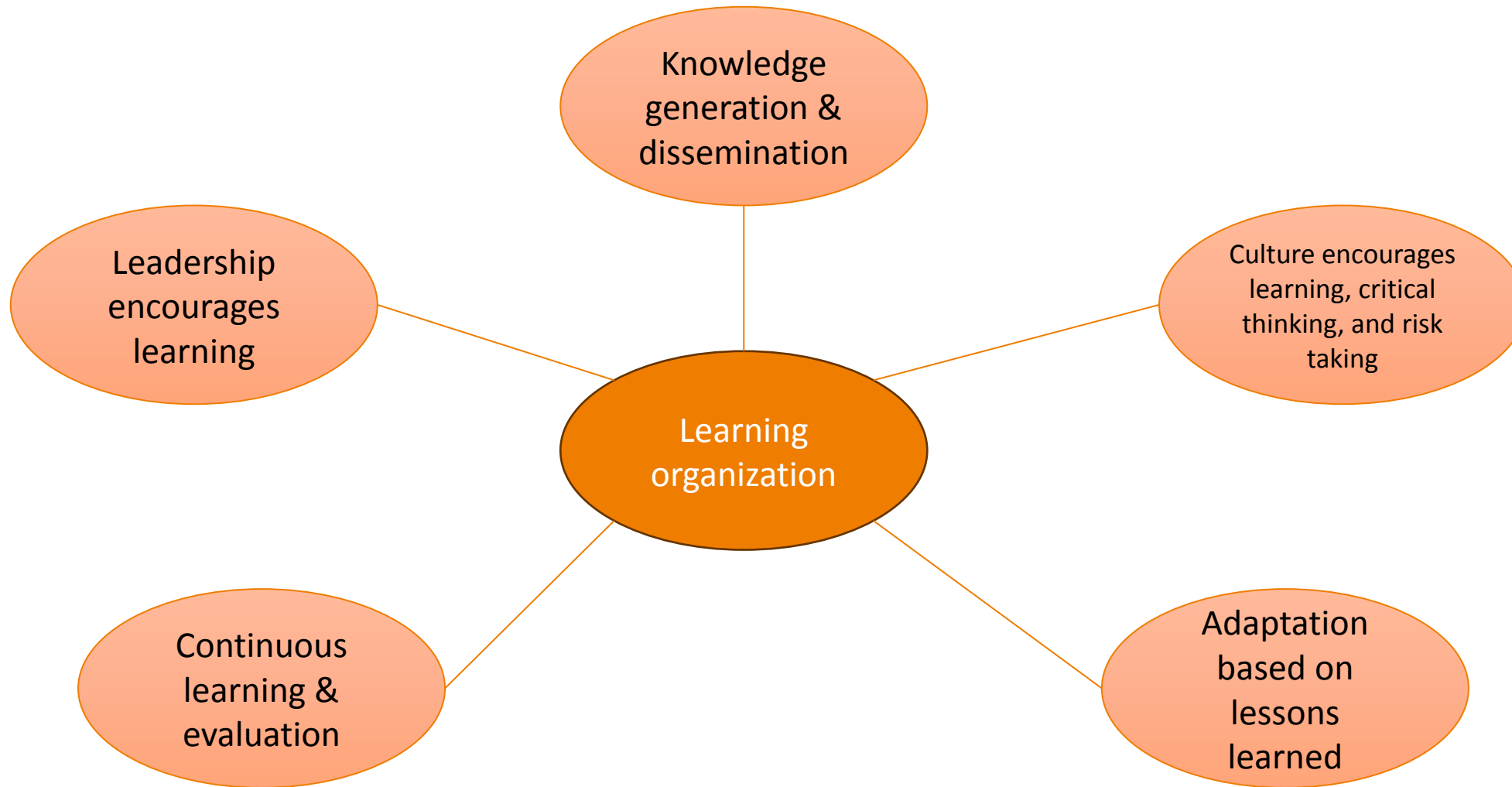
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# Learning Organisation research

- **Objective:** How can Liliane Fonds become a successful learning organizations
- **Methods used:**
  - Literature review
  - Internal interviews
  - External interviews

# Literature review findings

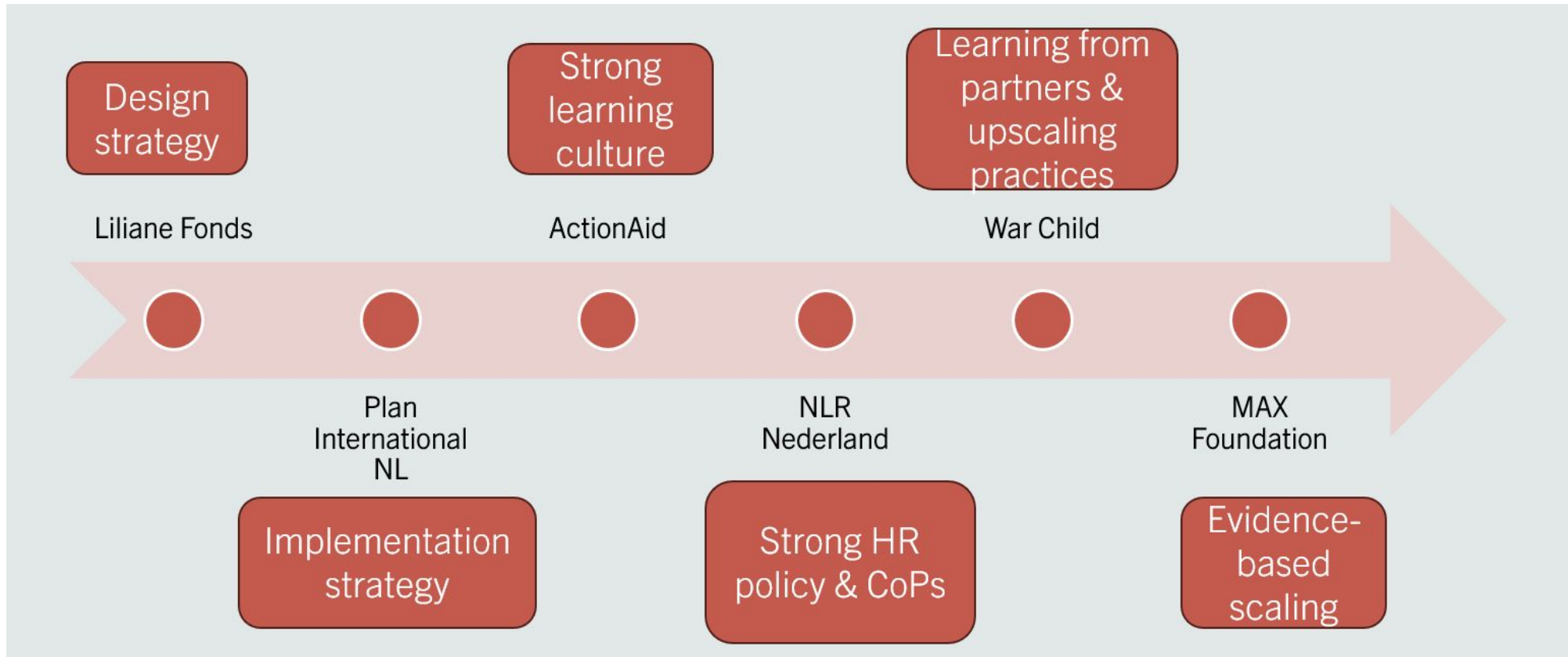


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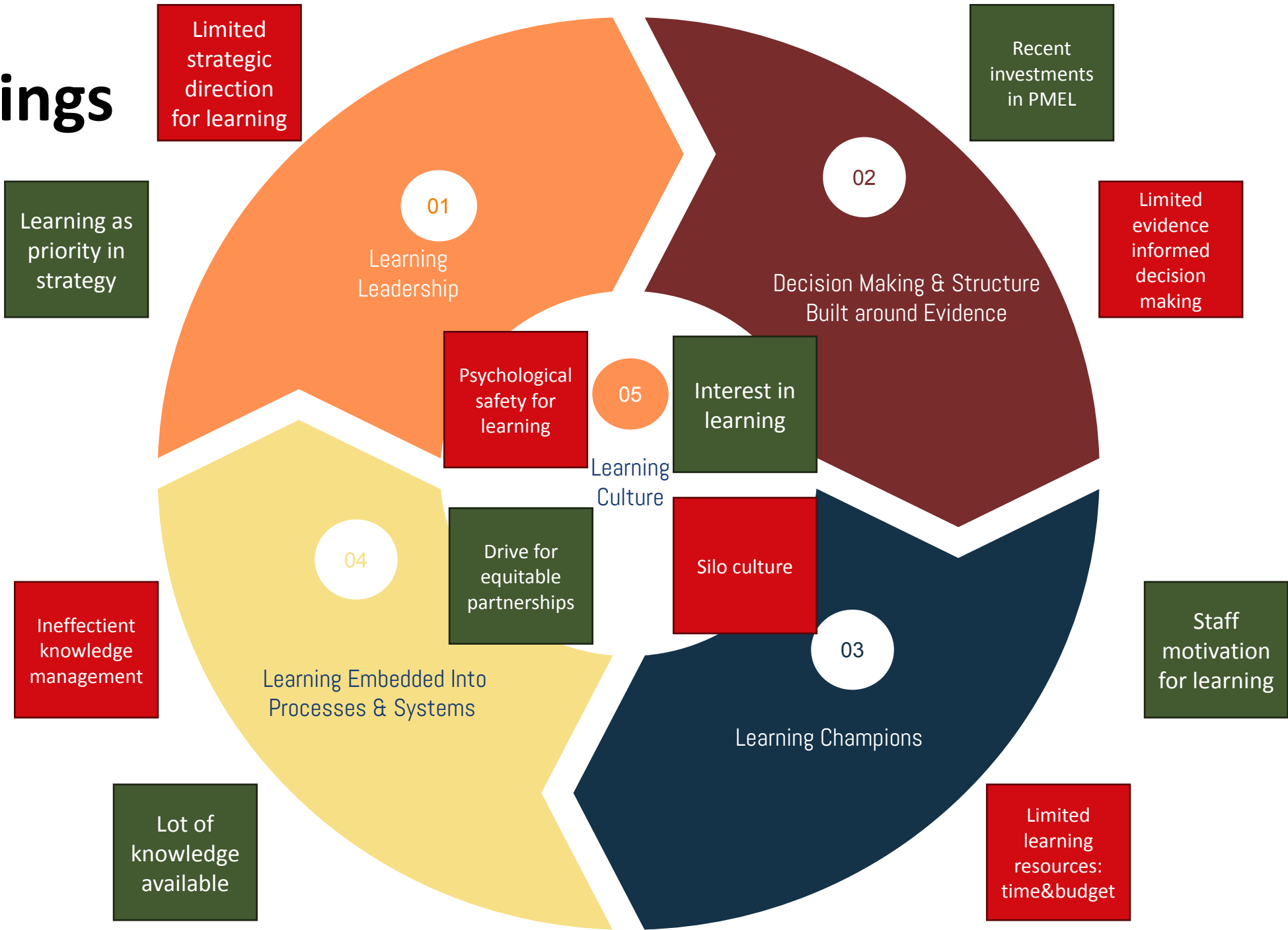
# External interviews



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# Findings



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# Key research recommendations

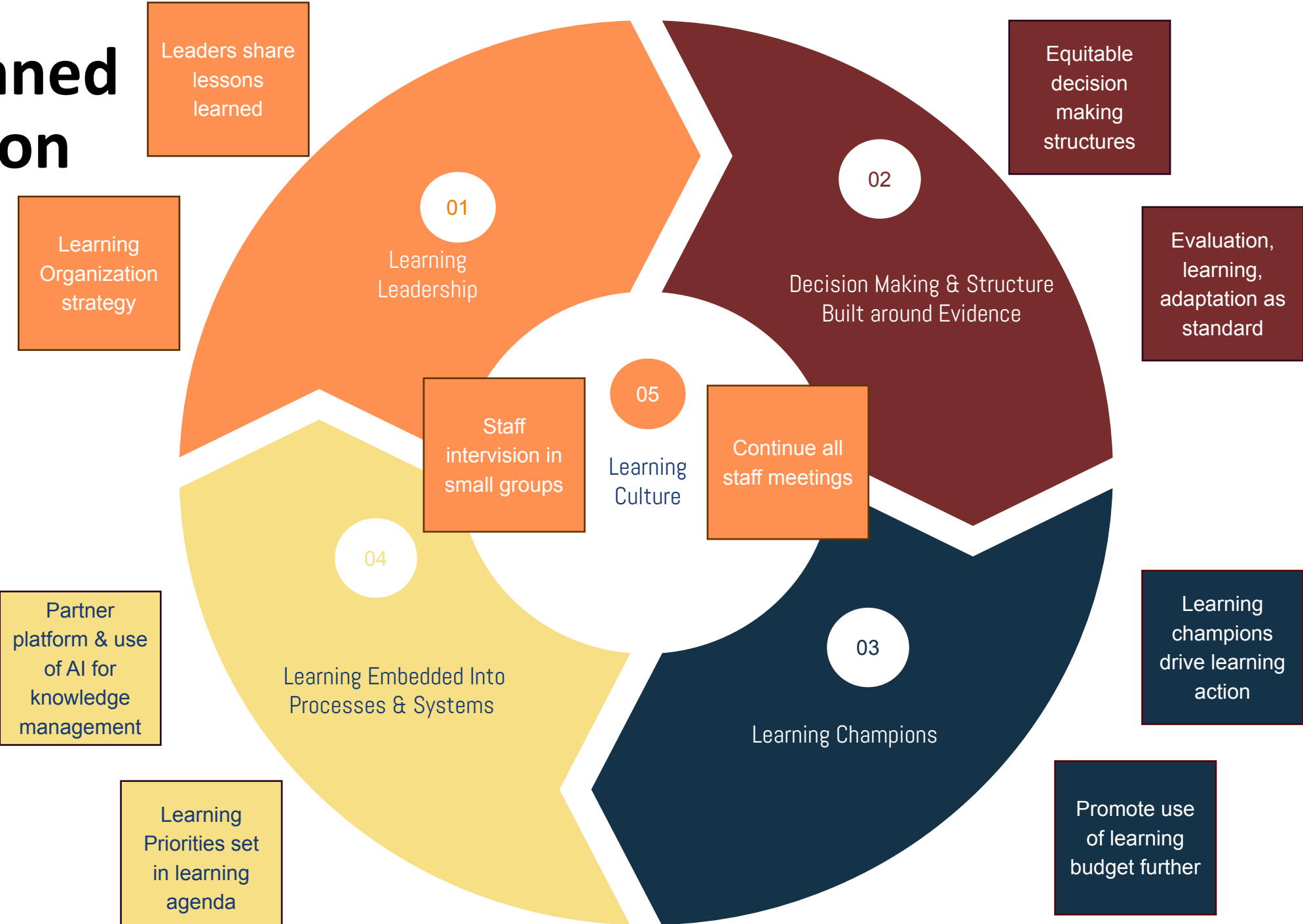
Learning Organization Framework	Recommendations
Learning <b>Leadership</b>	<ul style="list-style-type: none"> <li>• Need for explicit management support to become a learning organization</li> <li>• Establish clearer guidelines for learning opportunities</li> </ul>
<b>Decision-Making</b> and Structure Built Around Evidence and Learning	<ul style="list-style-type: none"> <li>• increase the gathering and use of data in projects and programs</li> </ul>
Learning <b>Champions</b>	<ul style="list-style-type: none"> <li>• create a freer flow of information and knowledge between teams and departments</li> </ul>
Learning Embedded into core <b>processes &amp; systems</b>	<ul style="list-style-type: none"> <li>• Learning should become a structured and embedded part of all stages of the project cycle</li> <li>• develop a platform for internal and external knowledge management and sharing</li> </ul>
Learning <b>culture</b>	<ul style="list-style-type: none"> <li>• incorporate learning in the policy, vision, mission, and strategy of Liliane Fonds</li> </ul>

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# Planned Action



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