MODULE OVERVIEW

Learning as a team: Share what each person knows

Adaptive module | ~20 min

Jobs are changing too fast for skill development to stay individual: teams that learn together shape their work, while the others are shaped by it. And the wealth of resources and AI assistants finally opens learning to the whole team, not just managers. This module makes learning a team practice: four concrete routines, the psychological safety that makes them possible, and openness to communities of practice.

LEARNING OBJECTIVES

01 Draw on the idea of learning organizations (Peter Senge's concept) to make collective learning part of everyday team culture.

02 Set up four team learning practices: post-mortems, discovery sharing, experiment sharing, and team memory.

03 Build the psychological safety that lets people say "I don't know" and learn from their mistakes.

04 Extend learning beyond the team by taking part in online communities of practice.

WHO IT'S FOR

Managers and teams rich in individual know-how who want to turn it into a shared asset.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Afthonios method: 4 collective learning practices – post-mortem (inspired by agile retrospectives and the US Army's After Action Review), sharing what's new, team memory
- Afthonios principle of psychological safety – inspired by Amy Edmondson
- Learning organization – Peter Senge (MIT), "The Fifth Discipline", 1990
- Kaizen / Toyota suggestion system – popularized by Masaaki Imai

SOURCES & REFERENCES

- Aslam et al., Journal of the Knowledge Economy, 2025: the learning organization fosters exploratory and exploitative innovation
- Peter Senge (MIT), "The Fifth Discipline", 1990 – the concept of the learning organization
- Toyota – employee suggestion system since 1951: 20 million ideas in total by 1988
- Amy Edmondson (Harvard, 1999) – psychological safety

Module created by Afthonios.com.

Content reviewed on 13 October 2026