

Zothanmawii

SAWIHAWNNA

Pâwl (organistion) chuan tum neiin hma an la a, hruaitu turte inthlangin chanvo hrang hrang an nei thin. Chutianga an chanvo theuh te chu tha taka hlen chhuah tumin an thawk tlang thin bawk. Pâwl nazawng erawh hi chuan inzir zêlna leh zir belhna lam an hawi vek lem lo; tih tur awm sa an ti mai a, danglamna thlen an tum ber lo. Zirna sikul erawh chu pâwl ni ve tho mahse hruaitu thlan chawp ngai leh tih tur invuah chawp ngai a ni ve lo va. A danglam bik êm êmna pakhat chu hmasawn ngei ngei tuma Inzir Reng Pâwl (learning Organisation) a nihna hi a ni awm e. Khawvel thang zêlah hmasawwna a kal reng a, chumi khawvel lo danglam zêl mila zirna pawh chu herrem ve zêl a ngaih avangin sikul chu Inzir Reng Pâwl a ni ngei ngei tur a ni. Hetiang a nih avang hian thawktu mimal tinte pawh an inzir reng a, policy thar te, zir dan thar te, curriculum duan thar-te hre chianga hmang tângkai thei turin training an kal thin pawh a tûl a. Chu mai pawh chu a la tawk zo lo va; sikula thawkhote chuan anmahni hovin an inzir tlan reng a, thawhpuite leh mithiam zawkte atang leh an tawnhriat atang tea an inzir zêl a ngai bawk. Hetiang taka inzir reng sikul chuan hma an sawn ngei ngei a, than lam an pan zêl thin. Chuvangin sikul zawng zawngte hi Inzir Reng Pâwl ni theuh sela a duhawm hle.

OBJECTIVES

1. Learning Organisation tichhuaktu Peter Senge an nihphung leh ziarâng a sawite lo hmelhriattir.
2. Peter Senge-an discipline panga a sawi te hriatthiamtir.

3. An thawhna sikul apiang chu Inzir Reng Pâwl nihtir tuma hmalâktir.
4. Learning organisation kalphung hrim hrim hriat chiantir.
5. Sikul chu inzir reng a, hmasawn zêl tura hmalâkna kawnga Headmaster mawhphurhna hriattir.

HARSATNA AWM THINTE (Areas of Cultural Dysfuction)

A hmasain kan tunlai khawvel kalphungah hian harsatna lian tak tak pathum, fragmentation, competition, reactiveness-te kan hmachhawn tlangpui tiin Peter Senge chuan a sawi a, hengte hi lo sawi zau deuh hlek ila:

Thliar sinna (Fragmentation): Kan tunlai nuna harsatna kan tawhte kan hmachhawn dan tlangpui chu thliar sin phawt a, chu chu a hrang tê tê zir chian hnua zawm khawm leh ðhin hi a ni a. Amaherawhchu kan harsatna tawh tam berte hi chutianga sutkian chi an ni ber lem lo. Hetianga thliar sin (fragmentation) kan ngainat ðanna chu kan sikul kal tirh aþang daih tawh khan a ni a; kan khawvel hi ðhensawm a, chumi lak aþanga inlakhran kan ching ðhang a. A chhan chu thu chi hrang hrang kan vawng (byheart) a, history awm sa kan chhiar a, theory hrang hrang kan zir a, chubakah kan nun nena inkungkaihna nei lem lo leh tuina pawh ni chuang si lo ngaih dan (idea) kan neih phah ta ðhin a ni.

Inelna (Competition): Inelnain kan khat hneh khawp a, chu chu danglamna leh zir thiamnaah kan ngai hial tawh a ni. Inelna hi a ðha lo a ni ngawt lo, a nawm ve theih viau bakah thil tih huaina leh thil thar hmuh chhuahna atan pawh a ðangkai reng mai. A ðhat lohna ber zawk chu thawh hona kan mamawh zual lai berin inelna leh inpuih tawna kan hmang tawn thiam lo ðhin hi a ni. Kan inel a talangin kan ðanhopui turte (kan lam ðangte) nen ngei ngei pawh kan inel hlauh ðhin avangin kan ðhan tur angin kan ðhang thei lo ðhin.

Tur chawp ngaihna (Reactiveness): Midang turna avang inthlak danglam kan ðhan hnan lutuk hian zir thiamna lo chhuahna hnâr tak tak zawk, tum ruhna te,

suangtuahna leh enchhinna te kan hlamchhiah phah fo. Kan naupan tet lai khan pawn lam aṅanga turna tel lovin thil tam tak kan zir thiam a ni; kal kan zir a, ṅawng leh mihring nih dan pawh tih luihna vang ni lovin kan duh avangin kan zir zêl ṅhin kha a ni a. Tunah chuan kan inkaihhraina avangin midangte fuihna leh turna avanga zir tur emaw kan inti tawh hial a ni. Zir tura intur chu dik lohna a awm hauh loh laiin, kan zir châkna vanga zir tur kan nihna min theihngihltir hial tawh hi a pawh a ni. Mi tam zawkte tan chuan ni tinin sikulah heng (reactiveness) hi kan zir reng a. Harsatna (problem), midangin an hmuh chhuah kan sukiang (solve) a, chhiar tura min hrilh kan chhiar a, ziaak tura min tih kan ziaak bawk ṅhin; tichuan, mahni nih mai aiah midangte rualrem leh pawm zawngin nun kan tum hrâm ṅhin a ni. Keimahni ina zawhna kan neih ai chuan zirtirtu zawhna chu hlawhtlinna kailawnah kan ngaih phah hial a ni.

ACTIVITY 1

1. Harasatna pathum tarlan takte hi in harsatna a ni ve em?

2. In sikula thawh hona kawngah eng harsatna nge in tawh ve ṅhin?

3. Engtin nge chung harsatna chu in sutkian?

INZIR RENG PÂWL ZIARÂNG

Inzir Reng Pâwl chu a chhunga mi te (member-te) chu inzir reng tura buatsaih a, hma lam pan tur leh tih dan thar dap chhuak tura intuaithar reng thinte an ni. Hemi learning organisation hi Peter Senge leh a thawhpuite zir chianna (research) leh an hnathawh aţangin he ngaihtuahna hi a lo piang chhuak a, chu chuan kawng hrang hranga sawi fiah a ni. Peter Senge chuan, ‘A huhova anmahni thiamna leh theihna tihmasawn tur leh an beisei ang tihlawhtling tura mi an thawh tlanna hmun hi Inzir Reng Pâwl chu a ni,’ tiin a sawi. Peter Senge chuan a lehkhabu, ‘The Fifth Discipline’ hmangin hemi thu hi a sawi chhuak a, chutah chuan chu pâwl ziarâng chu hetiang hian a tarlang a ni:

- 1. Mahni inhriat chianna:** *“Inzir rengna hmunpui thil tum laimu ber chu ngaihtuah dan thlak thleng a ni, hetiangin – khawvel lak aţanga hrang nia inhriatna aţangin inzawmkhawm vek nih inhriatna te, midangten harsatna an thlen nia hriatna aţangin harsatna thlentu ni vea inhriatnaah te. He inzirna hmunah hi chuan miin an nihna tak an inhmu chiang a, chumi aţanga hma lam panin hmasawn zêl an tum thih” Peter Senge.*

Mahni inhriat chianna hi kan zir hmasak ber tur a ni a; hemi kawnga min pui turin darthlalanga inen ang maiin mahni nihna inbih chian a, eng hi nge ka duh a, eng ang danglamna nge thlen ka duh a, eng nge ka tum tak hi ni ta tih indap chian a tûl. Peter Senge baw k chuan The Fifth Discipline-ah chuan mimalin hmathlir neih ngei tur a ni a, chu chu thil tum tihlawhtlinna kawng pakhat a niin, chutiang thila kan tihlawhtlin châk sawi chhuahna leh kan inpekna leh thil tihte awmze neihtirtu a ni tiin a sawi baw k a ni. Chubâkah chuan, ngaihhlut zawng (value) te, ngaihtuah dan te, kan hawi lam te leh kan mimal nun insiamţhatna kawng a ni baw k.

- 2. Ngaihtuahna entawn tlak:** Science zirtirtu tha tak mai hi sikul dangah sawn a ni a. Chu a thawhna thara Headmaster chuan a chanchin tha lo

zawng hliir a lo hriat lâwk avangin a hna a va zawm tih a tangin sawisel chânin a lo châng a. Eng hna pawh pe se a theih tawp chhuahin a tha thei ang berin a thawk zêl thin. Mahse chuti chung pawhin fak leh duhsak a hlawh chuang lo. A nihna takah chuan Headmaster chuan chu zirtirtu thar chu engmah thiam lo leh tiha thei lova a lo ngaih tawhna avang chuan a hmu tha thei ngang lo va, fak a hnekin sawisel a hlawh ta zêl zawk a ni. Chutiang reng a nih avang chuan a lo rei deuh hnu chuan a hna thawh tuina chu hloh tial tialin a thawk tha lo tial tial ta reng a ni.

Rilru puthmangin kan chetzia a nghawng thei tih chu kan hre chiang hle awm e. Kan thil thliir danin min thunun tlat chuan tarmit dum buna khua kan hmu thim vek thin ang hian ni tura kan ngaih angin thil kan hmu fo thin. Hei hi rilru zirmite chuan ‘selective observation’ an ti a, kan hmuh duh zawng angin thil kan hmu thei thin a lo ni.

Hetiang hi a nih avangin ‘Ngahtuahna entawntlak’ nei tur chuan mahni lam inenfiah fo a ngai a, kan rilru puthmang leh ngaih dan siam te pawh chu enfiah thin a tûl. Hetiangin –

- Ngaih dan kan neih te pawh thutlûkna kan siam hmain midang nena inhriatsak leh inrawn thin.
- Kan thil hmuh leh thliir dan te pawh sawilan fo va, sawiselna leh thirna tlang dang a awm thei tih hriain insiamthat pawh huam ila.
- Midang tute pawh kan rilrua ngaih dan kan neihin anmahni chungchanga kan awm dan leh kan thil thliir dan a nghawng hle a ni tih hriat.
- Ngahtuahna tha tak kan neih te pawh a khât tawka inenfiah thin a, a tha zawk a la awm thei cheu tih hriain inthlak danglam ngam bawka ila

- 3. Ngaihtuah leh sawi inkar zau tihphui:** Thawhpuite nen meeting kan nei thin a, hotu lian te, khawtlang hruaitute leh nu leh pate nen pawh neih chang a awm bawk thin. Hetiang hunah hian chhan hrang hrang vangin kan rilru ni chiah lo te pawh sawi chhuah châng a awm. Entirna atan Principal leh Vice Principal-te ngaihtuahna leh an sawi chhuah hi lo tarlang ila. Principal ngaihtuahna chu, “Eng nge maw ka zawh kher ang ni, darkar khat pawh a zirtir ve si lo,” tih a nih laia a sawi chhuah tâk zawk chu, “Thla tina zirtirtu inthlak kual hian zirtirna a siamthat i ring maw?” Vice Principal thung chuan, “I hnuaia thawkte tana phurrit i pek belh hi i hria ang chu maw,” tih a ngaihtuah laiin, “Aw, a tha a lawm” a ti daih thung bawk a.
- 4. Hmathlir inṭawm:** Hmathlir chu sikulin thlen a tumna, (goal) nakin huna sikul la awmna tura duhtlan, tih tur (mission) keng tel bakah target nei bawk hi a ni. Sikul hi hmathlir inṭawm neihna hmun ber pakhat chu a ni a, tah hian hruaitu mawhphurhna pawimawh ber pakhat chu hmathlir fel tak neih a, chu chu thawhpuite nena duan ho hi a ni. Hmathlir tel lo chuan sikulin kalna tur kawng kawhmuhtu nei lovin, thawktute pawh mahni kal kala chet lak a ngai thin. Hmathlir inṭawm neih a nih erawh chuan awmze neiin thawktu zawng zawngten mahni zawn theuhvah chumi tihlawhtling tur chuan an bei tlang thin thung a ni.
- 5. Thawk ho chung a zir:** Hei hian zirnain hma a sawn nâna tih tur lam a hawi a, pâwlah chuan mimalin nasa taka a zir vak ringawt a sâwt ber lo va; inmamawh tawna a awm avangin intichak tawn turin an zir thin zawk a ni. Thawk ho chung a zirteah chuan zirtir dan tunlai ber ber leh tha an tih zawng te an sawi ho phawt ang a, chu chuan zirtirtu thlir dan leh ngaih dan lo neih sa pawh a siam thain chona thar a pe ang. Chumi hnua chutiang zir dan thar leh tha apiangte chu an zir ho leh ang a, thutlûkna inṭawm siamin chu chu tihlawhtlin an tum tlang ang. Tichuan tuna an zirtir dan

hman mek te pawh enfiah pah chung zêlin sawi hona te pawh an nei cho zêl bawk ang. Chubakah zirlai naupangte chauh ni lovin, zirtirtute ngei pawh ina hmasawna leh hlawhtlinna an neih tlan theuh nân zir chung zêlin hna an thawk tlang thei dawn a ni. Ngaih dan sawi ho leh hnathawh dan zir ho hian pâwl a tichak a, harsatna sukiang tur leh hmasawn zêl turin kawng a hawnsak bakah chung hmasawna tura an hnathawhte chu an enzui tlan theih phah thin a ni.

- 6. Ngaihtuahna awmze nei:** Inzir Reng Pâwlin inngahna bulpui atana a hman chu ngaihtuahna awmze nei hi a ni. Chu chu thil a maha awm aia thil dang nen a inkungkaih dan hmuh thiam leh thil tha awm sa ringawt aia hmasawna danglam hmuh thiam hi a ni. Ngaihtuahna awmze nei hmang chuan thil awm dan emaw, thil thleng emaw te rêng rêng chu eng vang nge tih leh tuin nge tih chhanna hmu turin hma a la thin. Chik zawka zir a, a chhan leh a vang hre tura zawhna zawh thin chuan awmze neia hma la turin nasa takin a pui thei.

Thil thleng chu zirlaiten an entawn chungchang a nih chuan, eng vanga entawn nge an nih tih atanga zawtin a chhanna chu result tha neih an duh vang ni ta se, eng vanga result tha neih duh nge an nih zawh lehna chhanna pawh chu nu leh paten ti tha tura an nawrna vang a tih theih ang. Chu pawh chu a chhan zawh leh zêl chuan an fate tan hma lam êng tak an duhsak vang a ni ngei ang. Chutiingin a chhan tak hre tur chuan eng vangin nge tia zawh chhonzawm zêl a ngai thin. Harsatna chu a bul thûmah hriat a, sutkian tum thin tur a ni. A chhan hre lovin harsatna sutkian a theih loh avingin a chhan tak zawn chhuah a, ngaihtuahna awmze nei hmanga sutkian a tûl. Hruaitu tha chuan zau takin thil a thlir a, kawng hrang hrangin a ngaihtuah a, a chhan tak hmuchhuak turin hma a la a, a bulthûm atingin sutkian a tum thin. Hemi kawngah hian a thawhpuite chu an thlirna tlang hrang hrangte a ngai pawimawh mai ni lovin ngaihtuahna thuhmun

an neih theih nân sawi hona zalen tak neiin hmalâkna kawngah pawh an thawk ho thin a ni.

ACTIVITY 2

1. In sikul chuan Inzir Reng Pâwl ziarâng, a chung a sawite hi a neiin i hria em?

2. Inzir Reng Pâwla insiam turin tlakchham eng nge in neih?

3. Engtin nge hma in lak ang?

DISCIPLINE PANGATE

“Inzir Reng Pâwl chu a chhunga mi ten an thinlung taka rah chhuah neih an duh nei thei tura an theihna leh thiamna an tihpun zêlna, ngaihtuah dan thar leh zau zawk nei tura inchawm lian, tum ram thuhmun nei tura zalenna leh a member ten zir ho dan an zir rengna a ni” tiin Peter Senge chuan a hrilh fiah a. Hetiang Inzir Reng Pâwl siam tur hian discipline panga a rawt chhuak a, chungte chu –

- Systems Thinking
- Mental Models
- Team Learning
- Personal Mastery leh
- Shared Vision-te a ni

Heng discipline hote practice-a hmang thei tur hian dam chhunga inzir a ngai a, zir zawh tih awm lovin hman nghal zêl a ÷ul bawk a ni. Heng hote hi tawi tê têtin lo sawi dawn ila.

System Thinking chu mimal harsatna neuh neuha insawrbing lovin, a system pumpui ngaihtuahna leh thlithlai ÷atna a ni. A awmzia chu harsatna chu hun leh hmun bik thil a ni fo lo va; thil tih leh a nghawng inlaichinna hriatthiam a ngai a, hun leh hmun dangah pawh a awm thei a ni. Mimal thil emaw, thil thleng pakhata kan insawr bing hian a pumpui ngaihtuahna a dâl thei a ni.

Mental models Chuan thil nihna a sawi mai ni lovin, la nih tura mitthla a sawi tel a ni. Senge an sawi a tum chu pâwl hlutna leh eng ang chiah nge nia kan ngaih chu a ni a; tu nge kan nih inhriat chhianna a÷angin engti kawngin nge ÷han kan duh a hriatthiam theih ÷hin. Thlir dan thar nei turin inthlak danglam (flexible) thei nih a, ngaihtuahna thar leh hmel lan dan thlak thleng theih a ngai. Hlawhtlinna bul chu ngaihtuah dan thar nei hmasa nih a, hmalâk vat ÷hin hi a ni.

Team Learning chu mimal thiam bikna leh hmathlir in÷awm suihfinna a ni a, chu chu inbiak tawna (dialogue) a÷anga bul ÷an a ni ÷hin. Hei hi a pawimawh êm êmna chu inkungkaihna ÷ha neihna leh inpawh tlang taka a huhova hmalâk a nih chuan pâwl finna chu mimal finna (intelligence) aiin a sâng sawt ÷hin a ni. Amaherawhchu thawk hote chu an inpawh vak lova an thawk ho ÷ha lo a nih chuan team-te IQ chu mimal IQ aiin a hniam duai thei bawk. Inbiak pawh tawna tak tak awm tur chuan member-te chuan thawk ho an nihna anga tu mah inen

hrang lovin, an tihsual leh thiam lohna te pawh an puan ngam a, an hriat loh te pawh inthlahrung miah lova an sawi ngam a ngai a, chuti a nih loh chuan inzirna tak tak a awm thei lo. Mihring kan inang vek lo va, thiam zawng leh zeina kawng kan nei hrang theuh va; chuvangin inzir tawna, inpuih tlan dial dialna chuan hmasawna a tichak a ni.

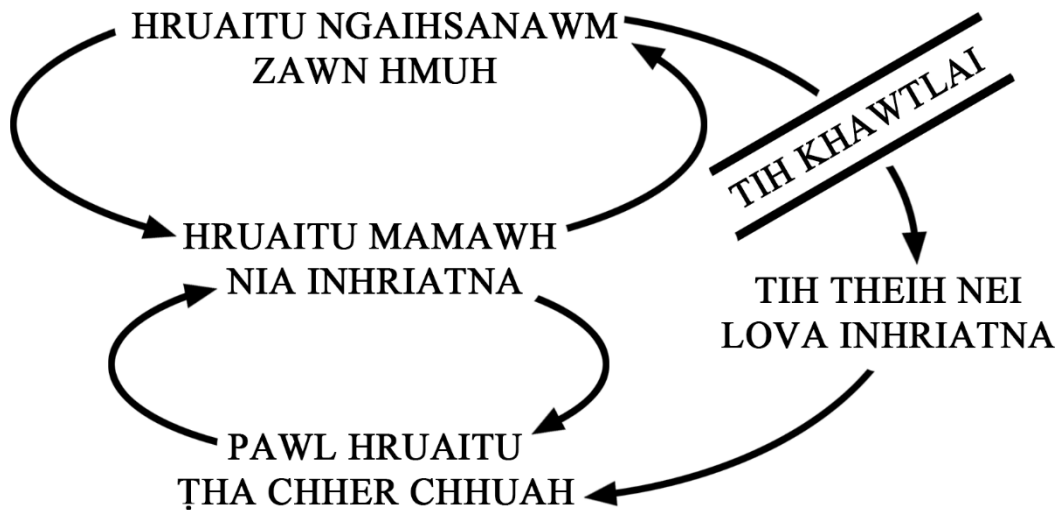
“*Personal mastery* chu kan mimal hmahlir sawi fiahna leh tihchianna, kan chakna sawrbingna, dawhtheihna neihna leh thu dik hmuhthiamna a ni.” Personal mastery chu minimal hmahlir leh tum chianguang tak a neih chu thil nihna dik tak (reality) hmuh thiamna nen a inkawp hian a ni a. Hmahlir leh thil nih dan inpersanna chuan ngaih that lohna fng tak (creative tension) a siam a, chu chuan mi a tichak sauh sauh thei a, chu chuan personal mastery nei turin a pui thin. Hei hi hmahlir tihlawhtling tura hma lakna atan a pawimawh hle a ni. Personal mastery nei tur chuan thu dik hmuh leh sawi chhuah hi a pawimawh em em a, thu dik tan tlat a tûl. Personal mastery hmelma lian ber chu ti thei lova inngaihna leh mahni inngaih hniamna hi a ni. Mahni duh pawh nei thei lova, tumram thleng ve tlak lova inngaihna hi hmasawna daltu a ni fo. Hetianga mahni insitna hi a tangkai lova; paih daih tur a ni.

Shared vision chuan pâwl hmahlir chu sawi ho fe hnua inlunguala an duan a nih thin avangin thawktute chu an mimal hmahlir angin a ngaihtir thin a, midang ngaih dan leh thlir dan tihmasawn tura puihna tha tak a ni. Thil nih dan leh hmahlir danglamna chu hmasawna kan hmuh danah leh thil tumin min tihphur danah a ni ber a. Peter Senge chuan hmahlir inawm dik tak leh hmahlir puanchhuahna chu a la thliar hrang leh a; chubakah engtin nge hmahlir chu hlawhtling taka hma lak (implement) theih a nih dan a sawi bawk. Chu chu inbiak pawh tawna leh hmahlira intukluhna (commitment) emaw, insawisel ngam khawpa inpawhna emaw in a thlen a ni. Hmahlir inawm chu hotu lam atang chauh ni lovin, member zawng zawng atangin a lo kal tur a ni a, a ngai renga

awm lovin hun kal zêlah a danglam ve zêl tur a ni. Hemi kawngah hian harsatna chu a awm teh meuh mai, mahse huhova chinfel zêl a nih chuan chung harsatna chuan a tiṭhuanawp thei dawn lo va ni. Hotute hmahlir ṭawmpui ringawt lo va, hmahlir inṭawm neih chuan ṭan hona leh ṭahnemngaihna a hring chhuak a, tum ram thlen a awl bik.

INZIR RENG PÂWL CHU CHHIAHHLAWH HRUAITUTE SIAM A NI

Inzir Reng Pâwlah chuan hruaitu nihna chuan awmze thar pawimawh tak mai a nei a. Chutih laiin hruaitu kan ngaih ṭhin dan chu mi bik, theihna chung chuang bik nei ‘hero’ anga lo zi chhuak; tumruhna leh finna nasa tak nei an ni ṭhin. Chutiang leader-te chu an awm mêk laiin pâwlah hruaitu thar chher chhuahna a dâl thei a, mi tlem tê chauh tan hruaitu a nih theih a ni. Chutiang dinhmun chu hetiang deuh hi a ni.



Hruaitute chu pâwl dintu leh theihna tiṭhangtu an ni. Anni ang hruaitute chu ‘midangte hmaa kal’ a, an nihna leh dinhmun vang pawh ni chuang lova pâwl tana an theihna hmangtute an ni zawk. Chung mite chu member pangngai; mahni theihna zawn ṭheuhva thawktute an ni; an inzir tlan reng avangin hma an hruai ṭheuh a ni.

LEARNING ORGANISATION HMANRUATE

Inzir Reng Pâwl hmanruate (Tools of the Learning Organisation) chu hetiang hian lo entir ila:



INFERENCE
KAILAWN

Ka rin dan (belief)
milin hma ka la

Khawvel kalphung
rin dan ka nei

Thutlukna ka siam

Rin thuin a awmzia
ka hrihfiah

...awmzia
ka belhchhah

Ka thil thlithlai
atangin data ka thlang

Data awmte chu
ka thlithlai



ACTIVITY 3

1. Tunah chuan mahni in eng nge ka rin (belief) ni a, ka hmuh dan (notion) pawh chu eng ang nge a nih a, ni tura ka hriat dan (assumption) chu eng ang tak nge a nih lo inchhut chiang theuh teh ang u. Hetah hian tawi fel taka ziah chhuah ni se.

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2. Chung chu indawtin sawi ho ila, sawi theuh pawh i tum ang u. Chuta kan sawi khawm aṅang chuan eng zat nge kan rin dan inang a, kan hmuh dan leh hriat dan inang eng zat nge awm? Danglam bik a awm em tih pawh en ila.

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TLANGKAWMNA

Zirna Hmunpui ni tura Inzir Reng Pâwla insiam hi mimal hna leh mawhphurhna mai a ni lo va; pâwla member zawng zawngten inlunguala thawh chi a ni. Tih dan phunga kan lo neih ngheh tlat tawh, hotu thupek zulzuia midangina thawh leh a kaihhruaina ang zêla thil tih ṅhin kalsana hma lakna chi a ni. Tih phung pangngaia kan kal rei tawh avangin taima tak leh ṅha taka thawh chu kan duhtawk deuh mai ṅhin a, mahse chu chuan inzir tharna leh inzir tawna nawmzia pawh min theihngihlhtir hial ṅhin. Hun inher danglam zêl mila lamrem leh mumang hlimawm neihna kan bosal ta ṅhin hial a ni.

Chuvangin tunah chuan rilru thar nen, suangtuahna hlimawm zawk nen, awmze nei zawk leh hlimawm si, sâwt zawka zirna kalpui tura inzir thar zêl kan tum tawh dawn a ni. Inlungual takin, dawhtheihna leh inhriatthiam tawna nena Inzir Reng Pâwl ni turin hma la ila. Kan sikul chu keimahni leh midangte pawhin Inzir Rengna Hmunpui tiin hriat kan hlawh thei ngei ang.

References:

Peter Senge: The Fifth Discipline, The art and Practise of a learning organization. Century Business 1997.