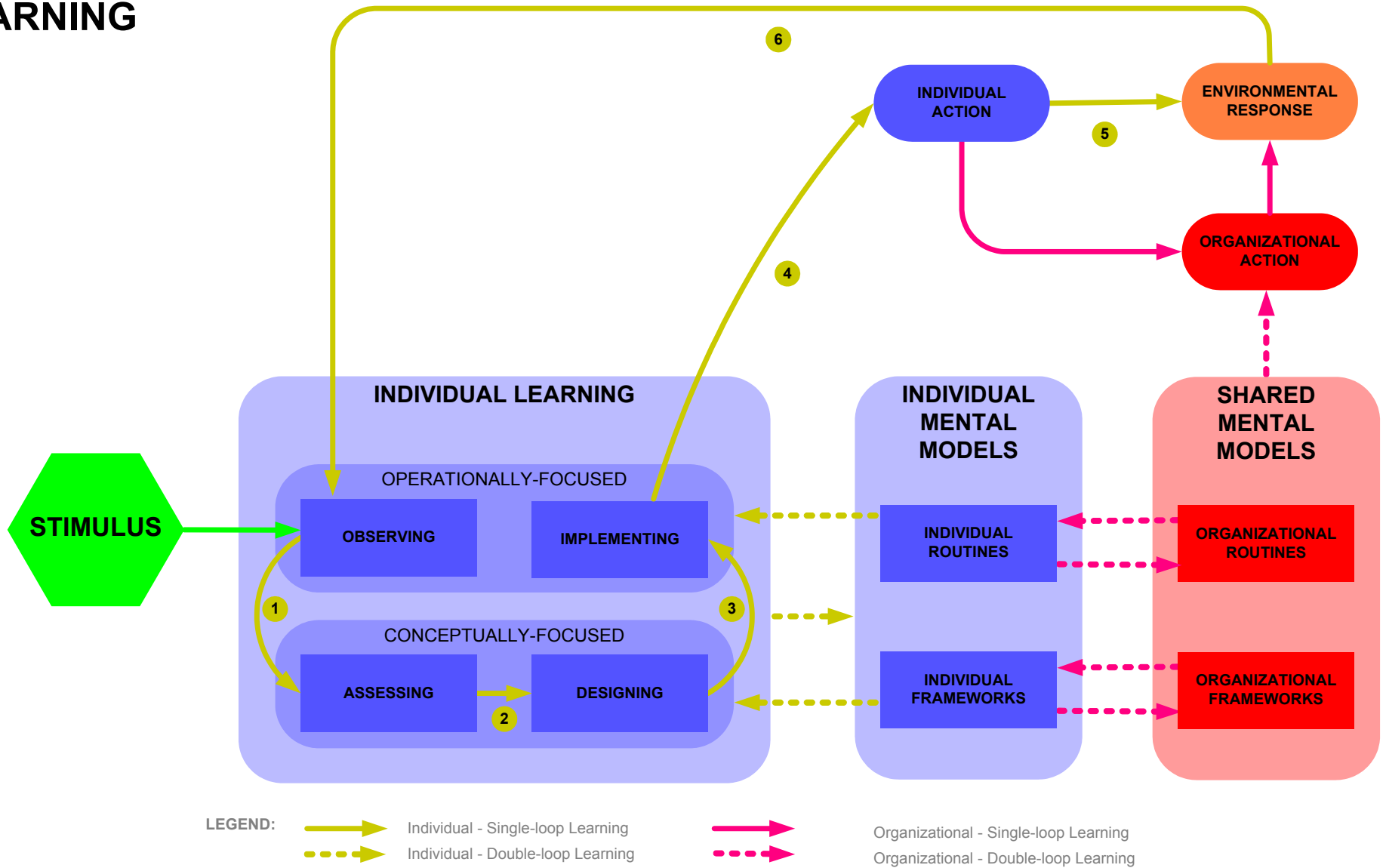


LEARNING



LEGEND:

- Individual - Single-loop Learning
- - - → Individual - Double-loop Learning

- Organizational - Single-loop Learning
- - - → Organizational - Double-loop Learning

(Adapted from Daniel Kim, 1994)

* Single-loop Learning (Adaptive): Optimizing the Action - Plans, Goals, Rules and Values are not Questioned

* Double-loop Learning (Generative): Optimizing the Objective - Underlying Assumptions and Norms are Questioned