All responses should be at least one paragraph for each question with source work from at least one (1) to two (2) sources to support your views and responses. The peer responses should be at least 100 words and clearly state your reason for agreeing or disagreeing with the post in a professional manner.

Peer #1:

1. In the first article by Alan Webber, Judy Rosenblum states that learning is strategic choice that requires certain actions and attitudes. Describe some of those actions and attitudes and explain how these (actions and Attitudes) are treated differently in a learning organization. For example what is the "new" army doing differently**? Learning in a organization requires a fundamental change of business. It is has to start with corporate attitude and acceptance. Many businesses view learning programs as expensive plans that take away from production time. It is time consuming, especially for many large companies who are global. The link between leadership setting attainable goals is key. The goals need to visualized, training should be built around the vision and mission set by leaders. Controlling managers and leaders hamper learning. They do not allow for individuals to learn or express. No motivation is given for employees to gain knowledge if they are uninspired.**

2. Compare and describe the perception and treatment of learning in a learning organization with those in a traditional organization. **Older organization were knee jerk trainers, meaning they provided training as needed to increase production or as processes changed. The thought of training was backseat unless the demand was immediate. Often times the old school way of training was hard, fast and overwhelming. Information overload often occurred and much of it was broad brush versus targeted to those who need it. New organizations target audiences specific training. They routinely train not as needed and they have incorporated training as a way of life not a way of immediate business need.**

3. In the second article, Marcus Buckingham uses the term "marriage" in his mission statement. How is work like a marriage?
**“Marriage” referenced communication and commitment to each other. Workers need to be committed to the jobs. Management and leadership need to understand the issues that drives its employees to perform well. It is equally important for workers to know how goals, resources, training and coaching impact the organization.**

4.In relation to the three categories of people in the working population, why aren't more of them "engaged"?
**It could be related to corporate culture. Meaning this is the tone and tempo the leadership sets for the employees. Employees who fill the company is not looking out for them will less likely to be engaged. Many things can impact the corporate culture. Unsavory business practices to unchallenging, mundane non-rewarding work.**
5. In your opinion, why do managers often "play by different rules"?

**Many feel it is a sense of entitlement. The article states a fundamental saying or practice of “Do as I say not as I do”. I see this as very common trend both in the military, public and private sectors. As a manager when time is limited and deadlines to be met corners are cut. Some of the attitude is set by the tone and culture of the upper management. In some instances it may be due to lack of policy or enforcement of the rules. The management culture may be different from the worker culture. if the workers are disciplined but the managers are not there can be an issue.**

**Kerka, S. (1995)  ‘The learning organization: myths and realities’ Eric Clearinghouse, Retrieved 14 Mar 2011.** [**http://www.cete.org/acve/docgen.asp?tbl=archive&ID=A028**](http://www.cete.org/acve/docgen.asp?tbl=archive&ID=A028)

**Malhotra, Y. (1996) ’Organizational Learning and Learning Organizations: An Overview’ Retrieved 14 Mar 2011.** [**http://www.brint.com/papers/orglrng.htm**](http://www.brint.com/papers/orglrng.htm)

 **Babcock, P. (January 2004). Is your company two-faced? when corporate words and deeds don't match, employers may undermine the culture they've worked so hard to develop - cover story. Retrieved 14 Mar 2011.** [**http://findarticles.com/p/articles/mi\_m3495/is\_1\_49/ai\_112799811/**](http://findarticles.com/p/articles/mi_m3495/is_1_49/ai_112799811/) **LaBarre, P. (31 July 2001). Marcus buckingham thinks your boss has an attitude problem . Retrieved 14 Mar 2011.**

**Webber, A.M. (30 September 2000). Will companies ever learn? Retrieved 14 Mar 2011.**[**http://www.fastcompany.com/magazine/39/rosenblum.html?page=0%2C3**](http://www.fastcompany.com/magazine/39/rosenblum.html?page=0%2C3)