

# **Learning Organization**

## **Module 6\_Session 2**

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## Content Covered

- Meaning of Learning organization
- Definition of Learning organization
- Levels of Learning organization
- Characteristics of Learning organization
- Benefits of Learning organization
- Difference between learning organization and organizational learning

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## Learning Organizations

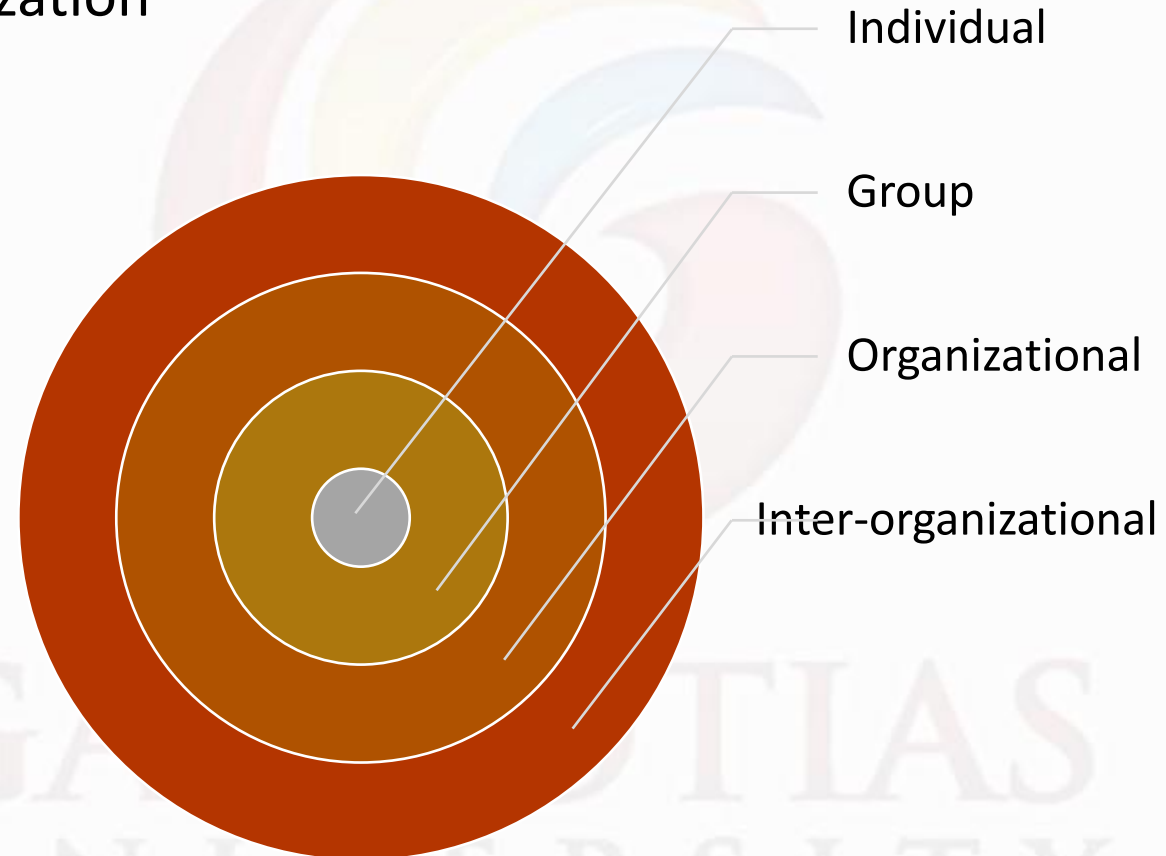
- Learning organizations are organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together
- This concept was coined through the work and research of Peter Senge and his colleagues. “A place where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspirations are set free, where people are continually learning to learn together.” – Peter Senge

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## Definition

- **According to Sandra Kerka (1995)** most conceptualizations of the learning organizations seem to work on the assumption that 'learning is valuable, continuous, and most effective when shared and that every experience is an opportunity to learn'.  
Learning organizations:
  - Provide continuous learning opportunities.
  - Use learning to reach their goals.
  - Link individual performance with organizational performance.

## Levels of Learning organization



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## NATURE OF LEARNING ORGANIZATION

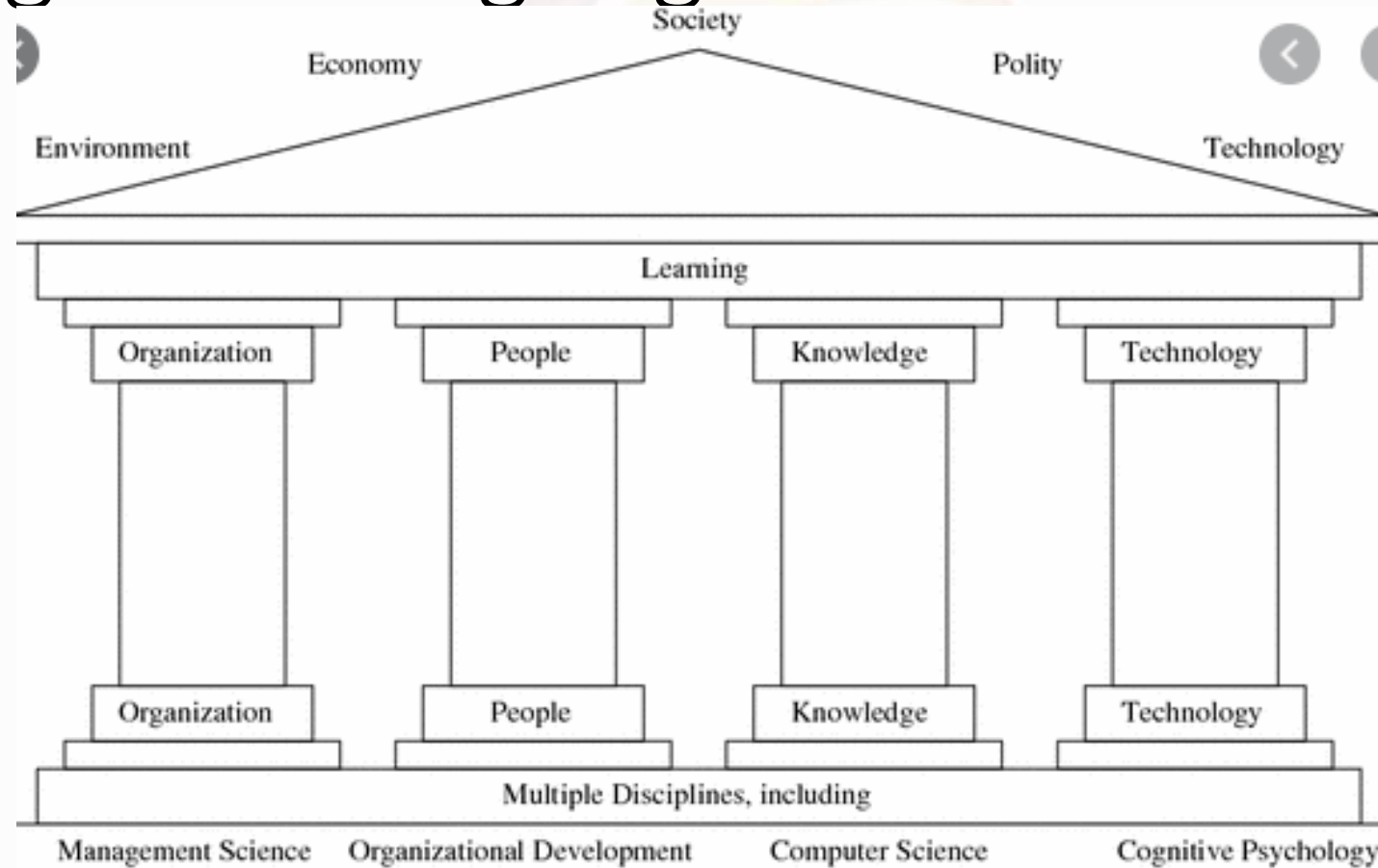
A learning organization is one that:

- Seeks to create its own future.
- Assumes learning is an ongoing and creative process for its members.
- Develops, adapts and transforms itself in response to the needs and aspirations of people, both inside and outside itself.
  - Allows people at all levels, individually and collectively, to continually increasing their capacity to produce results.

### CHARACTERISTICS

- New ideas and information.
  - Strive to reduce structural, process and interpersonal barriers to the sharing of information, ideas and knowledge.
- Encourage employees and encourage an environment to use information, ideas and knowledge to achieve corporate goals.

## Building a learning organization



## Benefits of Learning Organizations

The main benefits are:

- Maintaining levels of innovation and remaining competitive.
- Being better placed to respond to external pressures.
- Having the knowledge to better link resources to customer needs.
- Improving quality of outputs at all levels.
- Improving Corporate image by becoming more people oriented.
- Increasing the pace of change within the organization.

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## Difference between learning organization and organizational learning

	<b>Organizational Learning</b>	<b>Learning Organization</b>
<b>Focus</b>	Processes	Organization form
<b>Approach</b>	Descriptive	Normative
<b>Aim</b>	Theory building	Increasing the organizational performance
<b>Existence</b>	Exists naturally, neutral	Needs activity, preferable
<b>Key question</b>	How does an organization learn?	How should an organization learn?
<b>Target group</b>	Academics	Practitioners / Consultants
<b>The result of learning</b>	potential behavior change	existing behavior change
<b>Learning-performance relation</b>	positive or negative	Expected to be positive

Source: Örténblad, 1995; Koç, 2009.

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## References

- Serrat O. (2017) Building a Learning Organization. In: Knowledge Solutions. Springer, Singapore. [https://doi.org/10.1007/978-981-10-0983-9\\_11](https://doi.org/10.1007/978-981-10-0983-9_11)
- Örtenblad, A. (2001). On differences between organizational learning and learning organization. *The learning organization*.

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