

e-content prepared by: Dr.Priyadarshini Narain, Director IPRS,Patna University  
Programme : MBA Semester (II)  
Course :MB 201 Organizational Behaviour  
Unit I

## **LEARNING ORGANIZATION**

A Learning Organization is an organization that has developed the continuous capacity to adapt and change.

All organizations learn, whether by choice or by compulsion.

**Single Loop Learning** : Most organizations engage in single loop learning .This means that when errors are detected, they are corrected by using past routines and present policies.

**Double Loop Learning** : Learning Organizations use Double Loop Learning. When errors are detected they are corrected by modifying the organization's objectives, policies,and standard routines.Double loop learning challenges deep-rooted assumptions and norms within the organization.It provides opportunities for totally new kinds of solutions which lead to dramatic jumps in improvements.

### **5 Basic characteristics of a Learning Organization :**

1. There is a shared vision that all members agree on
2. People give up their old ways of thinking and doing things
3. Members have a coordinated approach (as opposed to fragmentation)
4. People openly communicate with each other (horizontally and vertically)
5. People suppress their personal self-interest and fragmented departmental interests and work together to achieve the organization's shared vision.

### **Learning Organizations are also characterized by human-oriented values.**

1. Everyone can be a source of useful ideas, so employees should be given access to any information that can be of value to them
2. Employees should be empowered throughout the organization because the people closest to the problem have the best ideas about how to solve it.
3. Learning flows up and down, so managers as well as employees can benefit from it.
4. New ideas are important so should be encouraged and rewarded.

Mistakes should be viewed as learning opportunities.

### **Creating a Learning Organization**

Certain steps have to be taken for creating a Learning Organization

Establish a strategy – Management needs to show it's commitment to change, innovation and continuous improvement

Redesign the organization's structure—The formal structure, with its steep hierarchy can be an obstacle in learning. The structure needs to be flattened, departments must be combined or eliminated and there must be greater use of cross-functional teams. This brings about greater interdependence and boundaries within an organization are reduced.

Change the organization's culture—A culture of risk-taking, openness and growth needs to be brought in. Managers need to show by their actions that taking risks and admitting failures are desirable traits. They must reward people who take chances and make mistakes.

Also, management must encourage functional conflict. It is not important to be in agreement all the time. Conflicts and dilemmas must be openly acknowledged and addressed. This will make the whole team more intelligent and smart than the individual.