

Learning Organizations with an Analysis of the Role of Leaders in Learning Organizations

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ABSTRACT: *Organizers were already living in a stable environment and future events were the least predictable. Where managers could plan in certain circumstances. But today's rapidly changing environment. Increasing competition and complexity of the business environment is one of the characteristics of modern business. Rapid and significant changes in the field of science and technology increasingly affect the process of human society. The other traditional organizations are not able to keep pace with these changes and chances of survival is the only organization that is able to continuously adapt to changes in their environment. But such organization and environment, key to winning leader in the development of collective intelligence is the ability of your team, maintain alignment and the energy in the organization's members. Finally, efforts to customer satisfaction. In fact, such a manager to the more recent concept, as "the organization" leads. The present study investigated the necessity of creating a learning organization in the world today. First, the definition of these organizations deal and then causes, evolution, leadership, obstacles and causes of disability in learning organizations to consider.*

KEY WORDS: learning organizations, role, leaders

INTRODUCTION

The 21st century went through the most amazing and wonderful, passing from one to another form of existence. In fact, the explosion of information and communication technology, has created a world where the exchange is carried out in a millisecond. The organization, at any moment, to promote learning and knowledge, attitude and ability of employees in the areas of cognitive, emotional, early in providing the skills, parallel and competing in competition with other agencies, can be overwhelming the kidnapped and he won additional success. In other words, staff learning and breakthrough initiatives to outshine competitors act, must be constantly learning and acquiring experience. Many managers understand this basic truth that continuous improvement requires a commitment to continuous learning, cannot. How can an organization expect to be able to achieve progress and open new horizons of working activity

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in the face, without being willing to learn something new? There are many different definitions of organizational learning. Many companies are not able to dominate the learning process. Despite considerable research and development has been done by large organizations, the source of many innovative products and services people are entrepreneurs or small businesses. Even when the most significant innovations of large organizations have taken the initial steps taken by the people for their ideas being accepted on the strength of large organizations have overcome.

The concept of organizational learning

According to Dodgson learning organization, agency that works with building the structures and strategies to help organizations improve.

Michael J. Markvart the definition of "learning organization" is an organization that strongly and collectively, learns and its constantly changed in a way that can be set to organizational success information to better collect, manage and use.

Causes learning organizations

Management field around the world has seen too much change is essential. These changes have intensified the process: First, the process of change that has been created as a result of global competition, organizations must constantly adapt to the new conditions and your surroundings, otherwise, fail and are out of the competition. The second round, the underlying technologies used in the organization is formed. Information and communication technology has created a truly global explosion in the exchange of information is done quickly and in a millisecond, and the news quickly spread. Of global changes in social values, such as the role of women in society and the role of producer organizations and attention to environmental issues and wealth have caused managers to improve their performance and their organizations to new activities. Women have to see and his attitude towards the goals of the organization and customers and competitors and other elements of the organization is constantly in contact with them, the revised day. In this process, the experiences needed new managers that learning organizations, set up experiments on it. In this global order management responsibility requires that create a learning organization. Now, in many industries, members and employees of the organization are re-planning and they want their organization to bring learning organization. Learning organizations demand that everyone, always learn and work hard to make this clear. Organizational learning organization that through awareness and better understanding of its performance improved and modified. It can be claimed as a learning organization is that the organization is able to communicate through the process, the scope of its potential to change behaviors and improve. When organizations are learning that understanding of history and their own experiences and put them into practical guide future behaviors. Successful organizations are organizations that create new knowledge or acquire it and use it in practical use to improve their activities.

The evolution of learning organizations

The purpose of the ability to learn in a learning organization, strengthening the capacity of those organizations that can afford to do things that previously were apparently does not which in the shade doing independent work, experimentation and trial and error is obtained. For moving toward learning organizations must be broken borders of the traditional hierarchy of authority. In traditional organizations, senior management responsible for the conduct and determine the strategy and responsible thinking and acting for the whole organization was in charge. Staff only play the role of manufacturing efficiency. It was perfectly vertical and corporate employees have very little freedom and a duty to act. But in a horizontal organization more authority given to staff and organizational structure of state jobs to come out and around processes, work will follow. Such an organization has begun to move toward learning. Another success of the learning organization is that employees can even have a role in determining the strategic direction. Members of the organization needs to identify and strategies that are developed based on team activities their products or services offered to customers. Different parts of your organization adapted to changing conditions while the company's main missions are not never being, independently seek changes accepted.

Features of the learning organization

A learning organization that will change the way your active and develops has the following features are:

Its culture of openness, flexibility, independence and cooperation is a necessity.

Can be learned wrong forget the past.

Committed to continuous learning.

Managers have a facilitating role in the learning process.

Constantly prospects, strategies and procedures put into question.

Knows that his pace should be accelerated learning than the speed of environmental changes and life will stop with stop learning.

What he had learned leads to a change in individual and organizational behavior.

Information and knowledge flowing within it flows through.

Capabilities and capacities of the core competencies him.

The most important skill is learning skills to him.

For people learning strategy. The organizational learning strategy and service strategy in these two categories, the organization's vision and strategy.

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Human resources management to the management of human resource development has become.

Encourages risk-taking.

In addition to investing in education, the workplace and work experience the opportunity to learn in a way inexpensively and effectively converts.

The ability of people to target.

Encourage and facilitate self-learning process.

Encourage people to solve new problems, learn to transform themselves.

Human resource development is required competencies learned.

Encourages new ideas.

New knowledge quickly earns it.

Constantly renewing itself.

Accepts your mistakes, learn from them and try to take it again.

Encourages delegation of authority and power.

To communicate effectively and facilitate the organization cares.

To identify and eliminate barriers to learning.

The role of leadership for learning

The idea of Peter Senge, creating learning organizations, not only difficult but completely "accepted by all people who are at least familiar with it, but the main obstacle in creating a learning organization, the leadership. People's real understanding of the type of partnership that is necessary to create such an organization, an organization that is not the task of the leaders of learning organizations for real, practical and comprehensive introduction to the people. Learning leadership decision-maker is quite charismatic in traditional organizations is different. Leaders at these organizations, "project, teachers and their service" and the leaders of these organizations are responsible for the organization. In which people constantly to shape the future, his ability to develop.

Leader in the role of designer

The role of leader as a designer, including policy design of the organization, its strategies and its systems. The design is by its nature a complex science. The basic point is that it can lead us to design how the components fit together and act as a whole so favorable. Similarly, the integration of one of the main components of the universal role of leaders as a designer. Design organization as a whole, is to understand the basic values of intangible components to linking

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and in general duties of leadership is to design learning processes so that employees can so that
enable employees constructively with the major problems faced by them, they are completely
dominant impact on learning principles.

Leader in the role of observer

This leader naturally to your organization as a means to help them learn and modify the whole community watching. Such a collision may be set to provide unique from the standpoint of integration in a way that significantly improve all aspects of leadership. Best way to bring dignity to the role of leader as an observer within the framework of the building is an umbrella organization this point How individual interpretation of what their attitudes and points of view are committed.

Leader in the role of teacher

It is clear that the source of inspiration and a source of spiritual leader of his supervisory role, much of the power that leaders can really achieve it helping others to achieve more accurate picture, more meaningful and more from the realities of power lies. Systematic structure and scope of the systematic approach the mental realm. One of the key challenges for leaders at all levels of the organization for collective learning how to create the conditions that encourage innovation and desired level of support. Leaders can indirectly encourage collective learning with words and deeds and indirectly with implementation and adjustment programs, systems and structures influence. Researchers are many ways that leaders encourage and facilitate the process of collective learning in the organization have identified.

Roots organizations in learning disabilities

In most institutions that will be destroyed, long before there are obvious signs that there is a problem. Even in cases where specific people notice these symptoms are usually ignored and it does not matter as serious. The reason for this is that organizations as a whole have not been able to identify threats and their effects, understanding and no systematic approach and to create alternatives and solutions, in a word in the learning disabled and handicapped. That organizations are experiencing poverty and disadvantage in learning, is not accidental. The way the organization designed and managed, in a way that people's careers have been defined and foremost way is learned that all how to think and how we communicate all the major cause of disability in the field of learning.

Despite the efforts of a number of competent, qualified and committed to, the inability of institutions to impose their effects usually tries to do everything in order to overcome these, the result is counterproductive. One of the unique learning disability organizations of people by their occupation, In other words, the ((I mean my job)) is common in such an organization, when people in an organization are focused only on their jobs, Responsibility very faint compared to the results obtained in the position and function of all people, feel. There may be other factors enumerated enemy. In each of us lies a tendency that when the right thing is not, blame on someone or something outside of our own. But he said including ((enemy's out there

Publication of the European Centre for Research Training and Development-UK somewhere)) is always a timeless story. ((Out)) and ((interiors)) usually are parts of a single system. The complication of learning disability makes us that we can never have attempted to solve the problem and the distance between the outside and the inside, we go through. Failure to diagnose learning disabilities than other factors in the environment changes.

Barriers learning organizations

Barriers to begin moving toward learning organizations can be divided into four categories:

- 1-preventing determination that drives the obstacles that are in front demand to move.
- 2-barriers, motivation and momentum barriers that prevent the realization of their movement.
- 3- Barriers to continue the momentum of the movement.
- 4-barriers redesigning and rethinking the organization: the challenges of consolidating the move results.

Accordingly, the demand for moving obstacles that impede the obstacles created due to the momentum are front Even without removing them an incentive to remove the obstacles to the realization there will be movement, are more important.

CONCLUSION

In today's dynamic environment, successful organizations will only be able to raise the level of their learning than competitors and thereby gain competitive advantage over their competitors surpassed. For this purpose, for a long time that researchers have raised issues of organizational learning and learning organization and many organizations including manufacturing, services and training are also trying to implement it. Teaching and organizational learning, specific and relevant issue that developed and developed. But rather for the survival of any organization in today's competitive world, it is essential. Offline internal organizational factors on organizational learning are effective. Including organizational factors include leadership, knowledge management, teamwork, ability to customize, learning culture, technology, corporate identity, mental models, systems thinking, open mind and noted agility and external factors including market structure or the environment. With the establishment of organizational learning, an organization will provide possibilities. Of course, to achieve a learning organization impossible because such an organization is dynamic and continuously changing and progressing to a stage and a special school does not end. Organizations in achieving learning organization will gain many advantages and competitiveness.

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