Chapter 1
Strategies for Organisational Learning

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ABSTRACT

Adaptation to the environment of the organization happens through questioning, interpretation, internalization and institutionalization of knowledge with organizational learning. Organizational learning is explained with explanatory and interpretive approaches at the individual or organizational level. Organizations that can adapt to their environment can achieve sustainable competitive advantage by bringing about change when necessary. In this study, the importance of organizational learning and learning organizations and the role of leaders are explained by literature review method.

SUMMARY

Adaptation to the environment of the organization happens through questioning, interpretation, internalization and institutionalization of knowledge with organizational learning. Organizational learning is explained with explanatory and interpretive approaches at the individual or organizational level. Organizations that can adapt to their environment can achieve sustainable competitive advantage by bringing about change when necessary. In this study, the importance of organizational learning and learning organizations and the role of leaders are explained by literature review method.

INTRODUCTION

The constant change in the competitive environment in today's businesses world and uncertainty requires the importance of adaptability and other skills of organisations (Garrido-Vega et al., 2021). The flexibility to adapt to a volatile and uncertain environment makes it necessary to react immediately and acquire new skills (Argyris and Schön, 1978). On the contrary, it is clear that businesses that cannot adapt to change and uncertainty will disappear. One of the main problems of businesses that cannot adapt to change is shown as resistance to change (Warrick, 2023). Organizational learning can transform this resistance and create adaptability/ flexibility skills (Edmondson, 2004). These skills are getting more attention in competitive environment. The concept of organizational learning is derived from the concept of individual learning and is defined as the process of establishing permanent behaviors in organizations as well as in individuals (Argyris, 1993; Sita Nirmala et al., 2012). Huber defines organizational learning as a function of the adaptation of organizations to a changing environment. When the first studies are examined, it has been revealed that when organizations adapt to changing environmental conditions, they acquire some skills and apply these skills in future situations (Senge and Sterman, 1992). Again, in some studies, it has been revealed that organizational learning develops based on individual learning and that some individuals in organizations lead learning and act as agents of change in bringing innovations to organizations and developing organizations (Mukhi, 2023; Sommier et al., 2023). When the literature are examined, it is seen that organizational learning is examined from several perspectives.

In this study, the roles of leaders in the organizational learning process were tried to be revealed according to the literature review method. Articles, books and other publications are searched by using keywords. The keywords are determined through a scientific process.

PROBLEM STATEMENT

The problem statement of this research includes the challenges and complexities of organizational learning and adaptation in today's flexible, variable and uncertain work environment. Despite the fact that organizational learning is recognized as an important factor for sustainable competitive advantage in businesses, many organizations struggle to effectively implement and promote a culture of learning. This process of struggle also includes problems such as resistance to change, rigid hierarchical structures and lack of effective leadership. In addition, the transition from individual to organizational learning is not simple and is affected by many

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