Creating learning organizations: A systems perspective

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Abstract: Purpose: The purpose of this paper is to offer a theoretical contribution to explicate the various factors and aspects that influence Senge's five disciplines and their outcomes. Design/methodology/approach: The paper develops a conceptual framework for the analysis of antecedents and outcomes of Senge's five disciplines, and offers moderators to explain the prospect associations, employing a multi-level analysis to explore issues, from the individual level (personal mastery) through the collective level (team learning, mental model) up to the organizational level (shared vision, systems thinking). Based on this theoretical framework, the paper offers a set of propositions in the shape of a causal model that links the constructs of the model together. Findings: The development of the model manifests wide areas of relevance to the learning organization and points out significant interdependences and interactions among the various constructs associated with Senge's five disciplines of the learning organization. Practical implications: The paper proposes a causal model that links variables in the learning organization that would be instrumental for organizations to achieve competitive advantage. For academia, it offers a further avenue for research, introducing a number of opportunities to test this model. Originality/value: The paper provides significant added value both for academics and executives interested in the analysis of the complexity of Senge's five disciplines. © Emerald Group Publishing Limited.
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