Flexibility Learning Organization in Organizational Leadership

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Abstract

The process of learning that occurs in an individual level, team / group and organization must be done effectively in order to improve the competition ability of the organization, the ability to face any changes in the organization's environment and the ability to integrate themselves with other organizations. Learning organization (organizational learning) is one of the characteristics of 21st century organizations, because such organizations are able to answer the challenges faced while ensuring the creation of life and survival of the organization. Organizations which have the advantage in the future will be the organizations that continue to foster the commitment and capacity to learn at all levels of the organization members. Experienced leader will be able to evaluate the situation, if necessary able to take command, yet flexible enough to loosen and remove it. This skill allows the various lines of action in a flexible but surely. Each organization will be a process of interaction and interplay between the continuous structure of formal and informal structures. Informal communication both within the organization can thrive if provided social space, so it can trigger creativity, take a load off your mind and drive the process of change. An understanding of the details of the head of the organization involved in social networks will increase the effectiveness of the role of individuals in the organization.

Keywords: Learning Organization; Management LO; Leadership in Organizations.

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Organizational capability to adapt to the dynamic environment and the capability to change and evolve will be determined by the agents of change within the organization. In this condition required the presence of a leader who has a vision far ahead, the leadership of which have a high sense of change, leaders are aware of his position amid a constantly changing environment.

1. Introduction

Today's world is entering a new era in the evolution of organizational life. Major changes in the economic environment caused by globalization and technology has forced the organization to transform itself with the aim to adapt and survive in the new world. Changes that occur not only on the external product, activity, or structure, but also in how the organization operates: the values, mindset, even the goal. Learning organizations play a major role in the organization to equip companies with the knowledge base in order to win the competition. LO especially in the face of rapid environmental change.

Reference [5] explains that in order to achieve the objectives efficiently and effectively as well as be able to survive, grow, and develop it as a living thing, an organization needs to fix itself through learning. No matter how strong and magnitude, an organization will not be able to survive and thrive, and will become extinct if not make adjustments in line with the development and advancement of economic, social, science, technology, and the environment. Death does not change that organization such as the extinction of dinosaurs, ancient giant animals, which are not capable of adapting to changes in environment and development. In order to survive, thrive, and be able to compete and collaborate with other organizations, the organization needs to learn.

2. Definition and Characteristics of a Learning Organization

Reference [5] say that learning organizations is 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.

LO are organizations where people develop their capacity on an ongoing basis to create the results they want, where broad mindset and new maintained, where collective aspiration is polished, in which people learn without stopping to see things together. The rationale for such an organization is in a situation of rapid change only organization that is flexible, adaptive and productive will excel. For this to happen, organizations need to find how to give way to the emergence of people's commitment and capacity to learn at all levels.

Reference [9] revealed that LO is a learning organization and seriously together, then transforms itself in order to collect, manage and use knowledge better for the success of the organization. Desire and study habits of each individual in the organization will be the growth of a learning organization, or organizational learning. Learning can occur at the level of individuals, groups and organizations. In a learning organization, which is needed to individual learning, because the individual is a party that can think and act, and organizations learn only through individuals who learn to be obtained continuously.

While Reference [21], explaining that the LO is characterized by the involvement of all employees (total

employee involvement) in a collaborative process undertaken and the changes that can be counted collectively on the values and principles shared. Based on the three definitions as described above, the LO can be seen as an organization that can build and develop the capacity of individuals, patterns of thought, ideals shared, and continuous learning to change the organization so as to achieve the results that have high competitiveness. The capacity of the individual who is able to construct a system of continuous learning in the context of organizational change and adapt according to changing environmental conditions.

3. Characteristics of Organizational learning

Reference [6] observed that in a learning organization looks (1) a person of learning and development associated with the development and organizational learning in particular and structured; (2) focuses on creativity and adaptability; (3) all teams are part of the process of learning and work; (4) network is very important in learning and completing the work; (5) systems thinking is fundamental; (6) have a clear vision of where they are and where they are; and (7) continued to take the transformation and evolving.

Reference [5], identify the characteristics of a learning organization is more complete than the stated Linda Morris, namely: (1) learning is done through a system of organization and the organization as a whole seemed to have a brain; (2) all members of the organization to realize the importance of continuous learning organization for the organization's success in the present and future; (3) learning is a process that continues over time and is done in conjunction with work activities; (4) focuses on creative and generative learning; (4) consider the thought system is very important, (5) can gain access to resources and data for organizational success; (6) organizational climate to encourage, reward, and accelerate individual and group learning; (6) people are interconnected in a network that is innovative as a community inside and outside organization; (7) changes were welcomed, surprises and even failures are considered as a learning opportunity; (8) is easy to move quickly and flexibly; (9) Any person compelled to continuously improve the quality; (10) activities based on the aspirations, reflection, and conceptualization; (11) has a core competence (core competence) are well developed as a reference for service and production; and (12) has the Ability to perform adaptation, renewal, and revitalization in response to a changing environment.

Characteristic of a learning organization as presented Linda Morris and Marquard shows,, the organization has environmental, climate, and culture that not only encourages people in the organization learn individually and together, but also accelerate the learning process itself to improve the organization's performance. Learn and teach each other into the needs of individuals and groups and not be a burden because they feel the satisfaction of their own to benefit the form of knowledge or learning new skills and the success of their work. Each person finds joy, pride, and challenge in the work. Changes that occur as a result of continuous organizational learning climate make the passionate. Organizations can be thought of as a group of workers who are empowered and generating knowledge, products, and new services.

Reference [15] also stressed the importance of dialogue in the organization, particularly with regard to the discipline of team learning (learning team). So dialogue is one of the characteristics of any real conversation where each person opens himself to the other, truly accepts his point of view as a valuable consideration and

entering the other to the extent that he understands not a particular individual, but the content of his talk. The goal is not to win arguments but to further understanding. Learning team (team learning) capacity requires members of the group to revoke assumptions and mesu into the pattern of "thinking together" is true.

4. Why Organizations Need to Learn (to learning)

Organization must have to learn is of course based on the organization's own desire to exist or survive. An organization can survive, at least should have; ability to adapt to changes in their environment, the ability to compete as well as the ability to synergize with its environment.

The changes are so rapid and unpredictable in many fields such as; economics, social science, the world of work, the changing demands of the earnings of the employee and the employee, at any time require that the organization establish and adjust itself based on the changing demands and conditions. According to Marquardt as quoted [5], in the last years of the 20th century there has been a significant change in (a) the economic, social, and science, (b) the environment in which to work, (c) the customer, and (d) workers.

The change was triggered by globalization, economic competition and marketing, environmental and ecological pressures, science, and strong public demand. Drastic and magnitude of changes in the four areas that resulted in the organization can not address the problems with relying on conventional methods. Management organizations can no longer be done by applying the knowledge, strategy, leadership and technology of the past. If you want to survive and thrive in an environment that is full of changes, organizations need to improve their learning ability.

As explained by [5], Learning organization that is operationally useful to: 1) enhance the superior performance and competitive, 2) meet the needs of customers, 3) improving quality, 4) understand the variety of risks and a more in-depth, 5) personal and spiritual welfare, 6) improve the ability to manage change, 7) extending the boundaries, 8) together with the community, 9) embody freedom and independence, and 10) to meet the demands of the time.

When viewed from the aspect of education, changes have strongly influenced the education paradigm itself. Belt as quoted by [5], describes the changes in the field of education of the industrial age to the information age, as shown in table 1.

5. Systems and Sub Systems Organizational learning

Learning organization as described by the experts emphasize the components are interlinked with each other, namely; individual capacity, mindset, shared aspirations, continuous learning, organizational transformation, and the competitiveness of the results. [10], describes these components into systems and sub-systems. Learning system is made up of learning itself; the organization of people; knowledge and technology are described in figure 1.
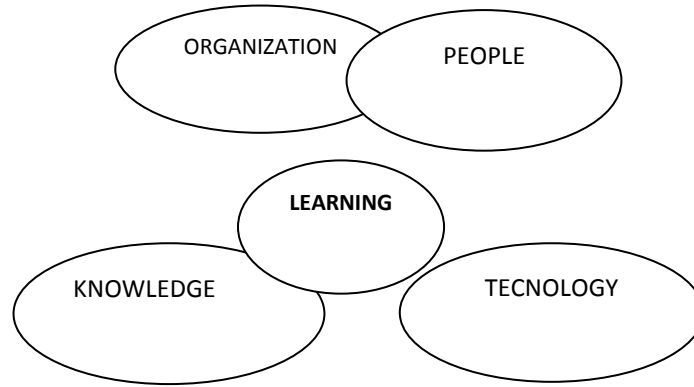
Figure 1: Learning Organization System [10].

Table 1: Changes in Education System from the Industrial Age to the Information Age

ERA INDUSTRY	ERA INFORMATION
The book as a means	Of technology as a tool
Textbooks single	Electronic library
World's classrooms	As a classroom
Focusing speaker	Focused on the question
Depending on the age level	Of the continuous development
Lifelong	Learning graduation
People educated	Independent learners
Based on results	Over matter
Beracuan test standards-	Based test performance
Class or school standards specify	The World determine the standard
Troubleshooting memory	Memorization
Connectedness isolated	Facts visualized
Isolated reading skills	Communication skills in all media
Competitive learning	Cooperative learning
Competition among classmates	Collaboration with community learners
Teachers as knowledge pengucur	Teacher as coach, mentor, and facilitator
Showing off the results	Of other people's Guidance
Learning to learn appropriate cases	According to time
Closed	Open
Steps and stages of identification	
Standards for all students.	Individual learning goals

The components in the system have a sub-system. Learning Subsystem consists of: 1) the level of which include; individual, group / groups, and organizations, 2) the type of learning which consists of adaptive, antisipatori, deuteron, and action, 3) learning skills that include systems thinking, mental models, individual mastery, team learning, shared vision and dialogue. Skills in organizational learning by Marquardt, termed the fifth discipline (the fifth discipline) by Peter Senge, which does not include the discipline of dialogue as a separate discipline because he thinks dialogue implicitly have coloring the fifth discipline.

Reference [10] classifies organizational subsystems into four sections, namely: vision, culture, structure, and strategy of the organization. While the subsystem is divided into six sections namely: managers/leaders, employees, customers, business partners, and community. Elements include the acquisition of knowledge (data and information obtained from within and outside the organization), creation (new knowledge being created), deposits (knowledge that is easily available members of the organization), and the use of transfer (transfer of information and knowledge between individuals as well as its use in the organization). Last is the technology subsystem consists of elements of information technology, technology-based learning and electronic performance support systems.

Barriers in the learning process can come from individuals and organizations. In the context of individual barriers to learning occur for several reasons, including: 1) the individual's stored knowledge itself, 2) individuals who have the knowledge do not want to share with members of other organizations, 3) the individuals in the organization are not aware of the benefits of learning itself and 4) individuals in the organization did not have enough time to learn.

 Meanwhile, in an organizational context, barriers to learning can occur due to the following things: 1) the lack of support from management organization; the supreme policy-making at the level of organization not providing support for change 2) culture or corporate culture hostile; usually occurs not trust each other, low discipline, 3) assume that learning does not become part of the workings of the organization or considered only the responsibility of the HR field.

Therefore, each person's commitment and ability to learn is essential in building a learning culture in the organization. Individuals and organizations must change the old paradigm where the learning process is formal and specific responsibilities of the department into a new paradigm where the learning process is the responsibility of all people and can be carried anywhere.

Organizations must be able to support the learning process in synergy through the presence of: 1) contributors, people who are willing to share knowledge. 2) Audience, people who become listeners, 3) media, how, where, or the mechanism used in the learning process.

The role of leader/manager in Building Organizational Learning (learning organization) not a bit of learning styles developed in the past are not acceptable and are difficult to develop for the future. Managers need a change in leadership style and the style of control towards empowerment of members of command towards the waiter, serves as the manager of a transition toward a transformative leader.

Accordingly [5], argues the learning organization requires a new view of leadership. He argues that traditional leadership is based on the assumption that man is weak and without strength, lack of personal vision and not master the power of change, as well as their shortcomings can only be overcome by a great leader. While learning organizations apply the principles of shared leadership to maximize its resources and develop leadership skills in everyone. Leader responsible for building society together to enable more people develop the ability to understand the complexity and vision as well as improving mental models. In short, the leader is responsible for the learning process in the organization. Thus, leaders function more as a designer, teacher, and the servant. Impression that the leader is an expert, a direction, and control turned into catalysts, dealer/divider information, and coordinator. Leadership in organizations based upon a cooperative and collegial approach [15], said the role of the leader in the LO there are three, namely:

1. As teachers. The responsibility of a leader is to be a resource person, the instructor as well as an advisor to members of the organization. He was obliged to train, provide information, new knowledge, and skills necessary in accordance with the developments.

2. As the designer. With the technology, structure, new environment and resources of the organization, a leader must be the architect can customize elements of the system into the organization to progress. A leader must be able to define the re-organization, to form a network and the team back and reinvent a new method to select, train and reward members, so that everyone can participate in a global environment.

3. As stewards. A leader not only served, but also must be able to serve his subordinates, in order to facilitate their progress toward developing organization.

In recent decades, information technology has given rise to a new economy in which information processing and search science and technology has become a major source of productivity. In classical economic systems, productivity is generated through the process and technology management from the combination of natural resources, money and human resources.

While in the new economy, productivity grows from the ability to educate workers in gaining new skills based on new knowledge. Knowledge management (knowledge management), intellectual capital (intellectual capital) and organizational learning (organizational learning), become an important new concept in management theory.

Learning organization began to be discussed in some literature about the year 1920, but in 1980 a new little companies are realizing the importance of organization learning / learning organization, to improve the performance of the company. The leaders of companies are starting to realize the importance of linking the "learning organization" with "corporate performance", "Competitiveness", and "organizational success"

Organizational Learning / Learning organization is one of the characteristics of 21st century organizations, because such organizations are able to answer the challenges faced while ensuring the creation of life and survival of the organization. Organizations which have the advantage in the future will be the organizations that continue to foster the commitment and capacity to learn at all levels of the organization members.

Knowledge is a sub-system of the Learning Organization / learning organization [10]. The paradigm of excellence can be maintained and developed when the organization has the ability to learn faster than its competitors.

Fortune magazine on one publication stated that the most successful companies in the 1990s is a company formed Learning Organization / learning organization, the organization whose members are able to develop their capacity in a sustainable manner in realizing optimal results. Considerable attention are written by several business publications such as; Harvard Business Review, The Economist, Business Week, Fortune and Asia Week, directed to 9lima discipline directed by Peter Senge. The five disciplines are intended to create an organization into a learning organization / learning organization, namely:

1. Personal Mastery - learning to expand personal capacity to achieve the most desirable work and create an organizational environment that fosters all its members to develop themselves toward the achievement of goals and meaning of work in accordance with the expectations of their choosing.
2. Mental Models - reflecting the process and improve the self-image of the outside world and see how they shape decisions and actions.
3. Share Vision - building a sense of commitment in a group with developing a shared picture of the future that will create the principles and practices that will lead the way to achieving that goal.
4. Team Learning - transforming talk and thinking skills so that one group can legitimately develop the brain and greater capabilities than when each member of the group working alone.
5. Systems Thinking - a philosophy, a way of speaking to describe and understand the strengths and relationships that determine the behavior of a system.

The fifth factor this discipline will help to see how to change systems more effectively and to take action in accordance with the process of interaction between the components of the system with its natural environment.

6. Determinants of Organizational Learning / Learning Organization

Studies of [3], [4] and [7] shows that there are several factors that can be seen as a key condition that can occur Learning Organization. These factors are:

1. Clarity of vision of the organization;

2. Learning opportunities;

3. Human resource management policies;

4. Support and leadership;

5. Support Information and Communication Technology (ICT) / Information and Communication Technology (ICT).

7.   Organizational Learning (Learning Organization) and Type of Leadership

Recent decades, the economy has grown by a new technology in which information processing and retrieval of information science and technology has become a major source of productivity. In classical economic systems, productivity is generated through the process and technology management from the combination of natural resources, money and human resources. While in the new economy, productivity grows from the ability to educate workers in gaining new skills based on new knowledge. Knowledge management (knowledge management), intellectual capital (intellectual capital) and organizational learning (organizational learning), become an important new concept in management theory.

At the end of the 20th century, the concept of knowledge management and learning organization has become a core focus of management theory. [18] organizational theorists, in his book Corporate Knowledge proposed the theory of integration of knowledge management as the creator of the model based on the work of Ikujiro Nonaka knowledge, which introduced the "creator of knowledge" (knowledge -creating company).

Reference [19] view that knowledge is always created by individual can be raised and expanded by the organization through which the social interaction implicit knowledge (Tacit Knowledge) is converted into explicit knowledge (Explicit knowledge). Therefore, the process of knowledge creation within the organization must be understood as a process that strengthens organizational knowledge created by individuals and its formation is part of the knowledge network of the organization.

Organizational learning is a social phenomenon as the underlying implicit knowledge explicit knowledge generated collectively and has been recognized by experts' cognitive express that knowledge creation also has a social dimension because of the reflective nature of a social nature. Systemic understanding of life and cognitive clarify the understanding that learning organizations have individual and social aspects.

Understanding of the knowledge creation model has important implications for knowledge management. Treating knowledge as a stand-alone entity regardless of the social and the contest will not improve organizational learning.

Reference [8] in his article titled the real work of knowledge management, saying that if we want to succeed with knowledge management, then we have to take care of the needs and dynamics of the human, because human capital is an asset and not knowledge.

In a living organization, knowledge creation occurs naturally; a variety of knowledge and experiences among colleagues within the organization is humane and happy. As noted by [8], "Working for an organization that is serious in creating knowledge is a surefire motivator, not because the organization will be more profitable but our lives will be more meaningful" Organizational learning and knowledge management requires leaders who can bring renewal by creating something new, so as to establish and maintain communication networks to connect the system with self-leadership.

To bring spontaneity required an active communication network with many feedback loops. Openness will bring

new ideas and spontaneity, so organizations need to be open to new ideas and knowledge through a learning culture that facilitates dialogue and appreciate every thought and innovation. What is needed is a leader coach (coaching leader), is a leader capable of guiding its members openly and stimulate its members to remove the idea of creative ideas through the approaches that stimulate the active participation of its members and to create a positive competitive atmosphere among its members so that the process of creation innovative can be done on an ongoing basis.

Leaders need to have a vision for the future and can predict and understand the changes of the idea of spontaneity and integrate the results into the design of the organization. Not all ideas can continue spontaneity and can realize the real changes, therefore recommended the freedom to experiment, errors can be tolerated, and respected as a successful learning.

The need for a determined type of situational leadership. In certain situations, it is necessary to network and formal feedback loop, and in other situations necessary to have a robust framework with goals and setting a definite time in organizing activities. Experienced leader will be able to evaluate the situation, if necessary able to take command, yet flexible enough to loosen and remove it. This skill allows the various lines of action in a flexible but surely.

Organizations that experienced a Learning Process (learning/Education) of Life Sustaining organization is an organization that is capable of learning and creative. This is only possible if the management and leadership of the organization to understand the interaction and interplay between formal networks of a design to form informal networks within the organization itself.

Formal structure of the organization is designed with a set of formal rules that define relationships among its members, and establish the distribution of power. Formal structure is usually determined based on official documents of the organization in the form of organizational diagrams, articles of association and by-laws, policies, strategies, systems of work procedures, and so on. While the informal structure of the communication network fickle and fluctuating. In the formal structure, function and power relations more important than people, and function persisted despite a change of person, whereas the informal structure, tissue manifested in people who do activities together. When a new person joins, the whole network will reset itself, and if there are people who leave the network will change even be stopped or dispersed.

Exploiting the structure of formal and informal structures show that an effective way to increase the learning potential of an organization's creativity and maintained in order to remain vibrant and alive, is to support and strengthen the community of practice. Informal communication in order to grow, there must be a social space, so it can trigger creativity, take a load off your mind and drive the process of change.

Five concepts or discipline of Organizational Learning / learning organization:

1.   Personal Mastery: This discipline encourages people to continuously clarify what is important to him - his personal vision. At the same time, they must continuously define what they need to do at this time - the current reality. Tendency between vision and reality creates energy. Energy directs the growth of a

person.

2. Building Shared Vision: This concept focuses on the shared goal, not the goal to govern. Here the expertise needed to build a group or organization for the future. Shared vision fosters a genuine commitment from the do with a frown.

3. Learning Team: Here the discipline to do something with the Lutes softness of the interaction group (group). You do this by maximizing the dialogue and discussions with existing expertise. They think together. All the results to be larger than they would expect.

4. Mental Models: Without knowing it, we all have hidden assumptions and believe the colors we think. This assumption is very powerful and can suddenly make us stop for learning. Bring them to the door of the office can give change.

5. Systems Thinking: The Fifth Discipline integrates with each other. It is a body of knowledge and tools that help people see patterns in complex systems.

Mapping how value is created [20] author of The Knowledge Evolution: Expanding Organizational Intelligence, combining the key concepts of Sveiby's framework of intangible assets and the discipline of systems thinking. The question is: "How is value created?". Standard methodology is the value chain, the fatal damage and has been unused.

8. Conclusion

1. The process of learning that occurs in an individual level, team / group and organization must be performed effectively in order to improve the competition ability of the organization, the ability to face any changes in the organization's environment and the ability to integrate themselves with other organizations

2. Learning organization (organizational learning) is one of the characteristics of 21st century organizations, because such organizations are able to answer the challenges faced while ensuring the creation of life and survival of the organization.

3. Leader who has the advantage of leading the organization LO in the future will be the organizations that continue to foster the commitment and capacity to learn at all levels of the organization members. Experienced leader will be able to evaluate the situation, if necessary able to take command, yet flexible enough to loosen and remove it.

4. Organizational capability to adapt to the dynamic environment and the capability to change and evolve will be determined by the agents of change within the organization.

5. In this condition required the presence of a leader who has a vision far ahead, the leadership of which have a high sense of change, leaders were aware of his position amid a constantly changing environment.

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