

Summary

Development of continuous learning infrastructure and knowledge creation: multiple perspectives

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This paper provides an analysis of individual, team, and organizational learning in the light of the demands for the development of continuous learning infrastructure and knowledge creation. Wider elaboration of understanding the nature and issue of the learning process within organizations has been expounded from different perspectives, i.e. traditional or functionalistic, social or interpretive, and radical perspective of organizational learning. The questions that are of considerable importance for re-evaluation of the way of understanding learning in organizations have also been considered. According to the approach being advocated by the author, there is a need for establishing such policies, practices and systems that are aimed at the following: to create continuous learning opportunities; to promote inquiry and dialogue; to encourage collaboration and team learning; to establish systems to capture and share learning; to empower people toward a collective vision; to connect the organization to its environment; and to provide strategic leadership for learning. Special emphasis has been put on the role and responsibilities of the leadership when providing continuous learning at all levels, and the strategies of encouraging the development of productive learning systems by individual and organizational responsibilities. The conclusion is that the mentioned and many other issues which, until recently, have been considered as the issues of out-of-pedagogical sciences are to a greater extent significant for the institutions that develop or transfer knowledge by themselves. As for educational institutions, whose main characteristics are knowledge and development, the altered views on learning and relationships that take place inside them would contribute significantly to further extension and deepening of the concept of learning in pedagogical science.

Key words: continuous learning infrastructure, knowledge creation, individual, team, and organizational learning, leadership, individual and organizational responsibilities, learning organization.