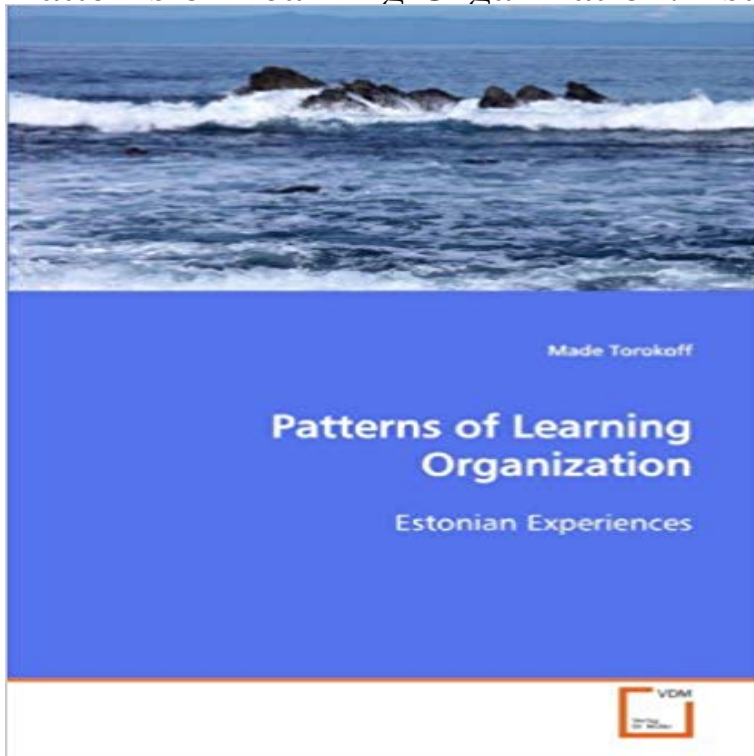


Patterns of Learning Organization: Estonian Experiences



The objective of this work is to identify the features of the learning organizations, and to map and generalize the patterns on the example of Estonian organizations. The work is based on three published peer-reviewed research papers, including a thorough theoretical and empirical background of the subject, presenting various concepts of learning organization, and general methodology of exploratory approach. To map the features of the learning organization in Estonian educational establishments and companies, several questionnaires were developed based on the five disciplines of the learning organization by Senge and the three-dimensional framework model of organization by Mets. The data obtained from these questionnaires was processed using factor analysis. The features of the learning organization are seen as patterns. This result corresponds best to Mets' three-dimensional organization development framework model. The practical value of the study derives from its contribution to improvement of management practices and the creation of further opportunities for the achievement of higher performance in these organizations.

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