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**Learning and Knowledge-Creating Organization:  
The Key to Greater Success  
Appendix: SUT as a Learning Organisation**

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**Abstract**

Continuous improvement programs are rapidly expanding as corporations seek to better themselves and gain an edge. However, failed programs far outnumber successes, and improvement rates remain low. That is because most companies have failed to grasp a basic truth. Before people and companies can improve, they first must learn. To do so, they need to look beyond rhetoric and high philosophy and focus on the fundamentals. Garvin (1998) advocates that three important issues must be addressed before a company can truly become a learning organization. First is the question of meaning: a well-grounded, easy-to-apply definition of a learning organization. Second comes management: clearer operational guidelines for practice. Finally, better tools for measurement can assess an organisation's rate and level of learning. To say the least, no learning organisation is built overnight. Success comes from carefully cultivated attitudes, commitments, and management processes that accrue slowly and steadily. But the first step for every organisation is to foster an environment conducive to learning and improvement.