

## 5.2 Exercise: Are you a Learning Organisation?



### Exercise

Below is a list of statements. Read each one carefully, then decide the extent to which it actually applies to your organization by using the scale below:

- 4 = applies fully
- 3 = applies to a great extent
- 2 = applies to a moderate extent
- 1 = applies to little or no extent

Be honest with your answers as the goal is to identify where your organization is presently at so that you can make improvements.

### Learning Dynamics: Individual, Group or Team, and Organization

1. \_\_\_\_\_ We are encouraged and expected to manage our own learning and development.
2. \_\_\_\_\_ People avoid distorting information and blocking communication channels, using such skills as active listening and effective feedback.
3. \_\_\_\_\_ Individuals are trained and coached in learning how to learn.
4. \_\_\_\_\_ Teams and individuals use the action learning process. (that is, they learn from careful reflection on problem situations, and then apply their new knowledge to future actions.)
5. \_\_\_\_\_ People are able to think and act with a comprehensive, systems approach.

### Organization Transformation: Vision, Culture, Strategy, and Structure

1. \_\_\_\_\_ Top-level managers support the vision of a learning organization.
2. \_\_\_\_\_ There is a climate that supports and recognizes the importance of learning.

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3. \_\_\_\_\_ We learn from failures as well as successes.
4. \_\_\_\_\_ Learning opportunities are incorporated into operations and programs.
5. \_\_\_\_\_ The organization is streamlined--with few management levels--to maximize communication and learning across all levels.

### **People Empowerment: Employee, Manager, Customer, and Community**

1. \_\_\_\_\_ We strive to develop an empowered workforce able to learn and perform.
2. \_\_\_\_\_ Authority is decentralized and delegated.
3. \_\_\_\_\_ Managers take on the roles of coaching, mentoring, and facilitating learning.
4. \_\_\_\_\_ We actively share information with our customers to obtain their ideas to learn and improve services and products.
5. \_\_\_\_\_ We participate in joint learning events with supplies, community groups, professional associations, and academic institutions.

### **Knowledge Management: Acquisition, Creation, Storage and Retrieval, and Transfer and Use**

1. \_\_\_\_\_ People monitor trends outside our organization by looking at what others do--for example, by benchmarking best practices, attending conferences, and examining published research.
2. \_\_\_\_\_ People are trained in the skills of creative thinking and experimentation.
3. \_\_\_\_\_ We often create demonstration projects to test new ways of developing a product or delivering a service.
4. \_\_\_\_\_ Systems and structures exist to ensure that important knowledge is coded, stored, and made available to those who need and can use it.

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5. \_\_\_\_\_ We continue to develop new strategies and mechanisms for sharing learning throughout the organization.

### Technology Application: Information Systems, Technology-Based

### Learning, and EPSS (Electronic Performance Support Systems)

1. \_\_\_\_\_ Effective and efficient computer-based information systems help our organizational learning.
2. \_\_\_\_\_ People have ready access to the information superhighway--for example, through local area networks, the Internet, ASTD Online, and so on.
3. \_\_\_\_\_ Learning facilities such as training and conference rooms incorporate electronic multimedia support.
4. \_\_\_\_\_ We support just-in-time learning with a system that integrates high-technology learning systems, coaching, and actual work into a seamless process.
5. \_\_\_\_\_ Electronic Performance Support Systems (EPSS) enable us to learn and do our work better.

----- **Total (Maximum Score 100)**

### Scoring

**81 - 100:** Congratulations! You are well on your way to becoming a learning organization!

**61 - 80:** Keep on moving! Your organization has a solid learning foundation.

**40 - 60:** A good beginning. Your organization has gathered some important building blocks to become a learning organization.

**Below 40:** Watch out! Time to make drastic changes if you want to survive in a rapidly changing world.