

# ORGANIZATIONAL LEARNING

REIMAGINED & REDEFINED FOR OUR TIME



LEARNING CULTURE  
SELF-ASSESSMENT TOOL

# How To Use This Instrument

## This tool can be used in several ways.

Try it yourself and once you have added up the scores, reflect for a moment on what you have learnt. Sometimes, areas that you thought would be the most important turn out to be less significant, and it will highlight where you are most comfortable and least comfortable in terms of implementing a learning culture. You can revisit the assessment more than once to see if your perception of the organisation is changing as you implement some kind of learning culture programme.

Every member of the team should score independently, and when you review the scores, you should proceed category by category. Ask for the highest score in that area, and the lowest. Discuss why high or low scores were allocated, and try to agree, as a team, on a team score which should be entered on a separate instrument. This process will reveal some significant disparities in perspective, and you should not be alarmed by this. It is important to initiate a process that will come to a team view if this is possible. In the vast majority of cases the team will come to an agreed response. This is very helpful, and you can revisit the team view and update it on a regular basis to see if, over time, it feels like progress is being made.

It should not just be handed out over email with no preparation, nor the overall score withheld from those who completed the form. In our experience, divisional or Department or whatever name you use for those managing part of the organisation, should be in charge of the dissemination process. And, he or she should share the local results and compare those with the overall organisational results. This can be a really rich development process and any manager ought to relish the opportunity for some forthright, but safe, discussion of the data, as well as the conclusions drawn from that analysis.

Again, the instrument has proved extremely effective in engaging staff in quite complex discussions about their organisation and its prevailing culture. Although an organisation-wide survey is invaluable for the learning team, it has proved a catalyst for departmental or divisional change when managers take ownership. This might require a separate "how to use this instrument" briefing for those key staff as the message coming from them is more powerful than the more generic companywide statement about the results. One of the critical and most effective uses of the instrument across the organisation is the ability to compare scores and perspectives between geographies, departments, or the various component parts of the organisation.

## Completion Instructions:

**Respond to each statement by rating where you see your organization/department on a scale of 0 to 5, where:**

- 0 = this never happens
- 1 = occasionally happens
- 2 = sometimes happens
- 3 = mostly happens
- 4 = almost always happens
- 5 = this always happens

## Notes

Please anonymise any information before it is shared and get permission before any person who fills in the instrument is quoted or alluded to.

If you are producing a report of the widespread use of the instrument, headlines rather than detail are most effective but keep the detail handy if you need to justify your conclusions. This is often the way to create the most impact. And always draw conclusions. The best conclusions indicate the kind of priority action that you intend/would like to take. Always focus on what you intend to do as a result of this data gathering, rather than gathering the data itself.

# LEARNING CULTURE SELF-ASSESSMENT TOOL

1. Trust	Rating 0-5
If I ask someone to take an action I know it will be completed	
Information and challenges are openly shared; little happens behind closed doors	
Everyone feels able to ask for help and this help is forthcoming	
It is easy and comfortable for people to admit mistakes	
<b>Total (0-20)</b>	

2. Leadership	Rating 0-5
Senior leaders all say the same thing and support each other	
Our leaders help us grow and build our career	
Our leaders listen to us and learn from us	
The actions of our leaders are consistent with what they say	
<b>Total (0-20)</b>	

3. Engagement	Rating 0-5
Everyone is proud to say they work here	
Everyone cares if we let our colleagues or customers down	
Everyone will go the extra mile for their colleagues	
People often offer help before they are asked	
<b>Total (0-20)</b>	

4. Empowerment	Rating 0-5
Everyone has the authority and confidence to make required decisions	
If someone notices that something in their area needs to be improved/ fixed they take action	
Everyone takes ownership as a matter of course	
People are generally proactive, and don't wait to be asked to take action	
<b>Total (0-20)</b>	

5. Purpose	Rating 0-5
Everyone has a clear idea of the overall purpose of the organization	
Everyone is clear how their role contributes to that purpose	
This purpose is highly motivating and engaging	
Everyone feels that they and their organization will change the world	
<b>Total (0-20)</b>	

6. Autonomy	Rating 0-5
Everyone is given freedom, within clear guidelines, as to how they want to achieve results	
Everyone is allowed to get on with their own work without undue scrutiny	
Roles and responsibilities evolve to meet changing business needs and individual strengths and interests	
Budget decisions are authorised at all levels - almost everyone can commit to small amounts of spend	
<b>Total (0-20)</b>	

7. Sharing	Rating 0-5
Everyone helps each to solve problems	
Everyone freely shares their knowledge and expertise	
Insights, new customer requests, and market knowledge all move around the organization quickly	
We meet regularly to review new ideas, new knowledge or insights into the market	
<b>Total (0-20)</b>	

8. Collaboration	Rating 0-5
People can easily collaborate with each other no matter where they are in the organisation	
Everyone works together to make things happen	
We form diverse cross-functional teams to work on projects and problems	
People from all across the organization work together on projects or problem solving	
<b>Total (0-20)</b>	

# LEARNING CULTURE SELF-ASSESSMENT TOOL

9. Inclusion	Rating 0-5
We celebrate our differences and never try to hide or mask them	
We always seek out a range of views that represent the entire workforce	
We value every individual bringing the best version of themselves to the workplace	
We make decisions that are in the best interests of the entire organization wherever possible	
<b>Total (0-20)</b>	

10. Learning	Rating 0-5
Learning emerges from work and new approaches to work emerge from learning	
Learning is mainly based around everyday activities, not large programs	
Everyone is constantly experimenting with new ideas and approaches	
All learning is shared with colleagues and across the organization	
<b>Total (0-20)</b>	

LOWEST RATED ELEMENTS	Rating 0-20

HIGHEST RATED ELEMENTS	Rating 0-20

GRAND TOTAL	Rating 0-20
1. Trust	
2. Leadership	
3. Engagement	
4. Empowerment	
5. Purpose	
6. Autonomy	
7. Sharing	
8. Collaboration	
9. Inclusion	
10. Learning	
<b>Grand Total (0-200)</b>	

Navigate



Build

*A learning culture is like a gyroscope that keeps an organisation aligned and responsive in a world of rapid change.*

- Explore the elements of learning culture
- Identify solutions
- Create a customised action plan
- Start to implement your plan immediately
- Get feedback and support in early implementation stages

Thrive

Adapt



**Nigel Paine**

[www.nigelpaine.com](http://www.nigelpaine.com)

Nigel works with companies around the world on leadership, creativity and innovation.

**Includes introductory webinar, learning culture assessment, virtual workshop, support in private community & drop-in sessions, and a copy of Nigel's book Workplace Learning.**

Learning, Organisation Development, Talent Management, Human Resources, Digital, Transformation, Innovation, Senior Executives and Business Leaders.

*Take action to build a better workplace.*



*Your Feedback is Welcome*

We always enjoy feedback on the usage of the instrument, and how we can improve it or use it differently. Let us know how you got on. You can email us at [nigelpaine@me.com](mailto:nigelpaine@me.com)