

## Checklist : Building Blocks for the Learning Organization

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### **BUILDING BLOCK 1 : Supportive Learning Environment**

#### **Psychological Safety**

- ↑ In this unit, it is easy to speak up about what is on your mind.
- ↓ If you make a mistake in this unit, it is often held against you.
- ↑ People in this unit are usually comfortable talking about problems and disagreements.
- ↑ People in this unit are eager to share information about what does and doesn't work.
- ↓ Keeping your cards close to your vest is the best way to get ahead in this unit.

#### **Appreciation of Differences**

- ↑ Differences in opinion are welcome in this unit.
- ↓ Unless an opinion is consistent with what most people in this unit believe, it won't be valued.
- ↓ This unit tends to handle differences of opinion privately or off-line, rather than addressing them directly with the group.
- ↑ In this unit, people are open to alternative ways of getting work done.

#### **Openness to New Ideas**

- ↑ In this unit, people value new ideas.
- ↓ Unless an idea has been around for a long time, no one in this unit wants to hear it.
- ↑ In this unit, people are interested in better ways of doing things.
- ↓ In this unit, people often resist untried approaches.

#### **Time for Reflection**

- ↓ People in this unit are overly stressed.
- ↑ Despite the workload, people in this unit find time to review how the work is going.
- ↓ In this unit, schedule pressure gets in the way of doing a good job.
- ↓ In this unit, people are too busy to invest time in improvement.
- ↓ There is simply no time for reflection in this unit.

## BUILDING BLOCK 2 : Concrete Learning Processes and Practices

### Experimentation

- ↑ This unit experiments frequently with new ways of working.
- ↑ This unit experiments frequently with new product or service offerings.
- ↑ This unit has a formal process for conducting and evaluating experiments or new ideas.
- ↑ This unit frequently employs prototypes or simulations when trying out new ideas.

### Information Collection

- ↑ This unit systematically collects information on
  - *competitors*
  - *customers*
- ↑ This unit frequently compares its performance with that of competitors

### Analysis

- ↑ This unit engages in productive conflict and debate during discussions.
- ↑ This unit seeks out dissenting views during discussions.
- ↓ This unit never revisits well-established perspectives during discussions.
- ↑ This unit frequently identifies and discusses underlying assumptions that might affect key decisions.
- ↓ This unit never pays attention to different views during discussions.
  - *economic and social trends*
  - *technological trends*
  - *best-in-class organizations*

### Education and Training

- ↑ Newly hired employees in this unit receive adequate training.
- ↑ Experienced employees in this unit receive
  - *periodic training and training updates*
  - *training when switching to a new position*
  - *training when new initiatives are launched*
- ↑ In this unit, training is valued.
- ↑ In this unit, time is made available for education and training activities.

### Information Transfer

- ↑ This unit has forums for meeting with and learning from
  - *experts from other departments, teams, or divisions*
  - *experts from outside the organization*
  - *customers and clients*
  - *suppliers*
- ↑ This unit regularly shares information with networks of experts within the organization.
- ↑ This unit regularly shares information with networks of experts outside the organization.
- ↑ This unit quickly and accurately communicates new knowledge to key decision makers.
- ↑ This unit regularly conducts post-audits and after-action reviews.

### **BUILDING BLOCK 3 : Leadership That Reinforces Learning**

- ↑ My managers invite input from others in discussions.
- ↑ My managers acknowledge their own limitations with respect to knowledge, information, or expertise.
- ↑ My managers ask probing questions.
- ↑ My managers listen attentively.
- ↑ My managers encourage multiple points of view.
- ↑ My managers provide time, resources, and venues for identifying problems and organizational challenges.
- ↑ My managers provide time, resources, and venues for reflecting and improving on past performance.
- ↓ My managers criticize views different from their own.

**Source :** *Garvin, D., Edmondson, A. et Gino, F., (2008). Is Yours a Learning Organization? Harvard Business Review.*