

LEARNING ORGANIZATION

LEARNING STAGES

This is an inventory to assess and describe your current perspectives regarding learning in a succinct way. By responding to the following statements you will be able to recognize the impact that your opinions and underlying beliefs have on your ability to learn. You will also be able to define how you can use learning as a management 'tool'.

*You are invited to assess the following statements as being either true or false. There may be statements which are difficult to assess as 'absolutes', and in all such cases you are encouraged to select the response which is **mostly** correct in your opinion.*

The context you should use to evaluate the statements is your current role in the organization as it may be affected by the organizational culture as you see it. This 'setting' has likely resulted in you taking a 'position' which in turn enables you to achieve the results expected of you.

We shall use these inventories to explore both personal and organizational needs, for we seek both your growth as a person and also that of the organizational context in which you operate. Please be as accurate and realistic as possible. Your inventory results are confidential to you, and only summary results will be used in our discussions and dialogue.

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a.	Business education and training is becoming increasingly complex	T F
b.	It has been quite some time since I was taught anything new	T F
c.	Training, education and development is the primary responsibility of the individual	T F
d.	People should be encouraged to define their own training schedules	T F
a.	If a training program is not properly structured, it is bound to fail	T F
b.	The primary requirement for successful learning is a good teacher	T F
c.	Compiling an agenda for learning is a high priority for every member of staff	T F
d.	Learning opportunities should be considered as an employee benefit	T F
a.	Training should be supported by more attractive incentives	T F
b.	Training must be managed by 'subject matter experts' (SMEs)	T F
c.	Developing the core competencies for a job is not sufficient to ensure success	T F
d.	Fewer instructors and more counselors would improve learning experiences	T F
a.	Much of the business instruction available today is vague and confused	T F
b.	Coaching / Mentoring is best used to reinforce training sessions	T F
c.	Learning and development should be considered a fully integrated part of any job	T F
d.	Once business objectives have been set, the next priority is to set learning objectives	T F
a.	It's difficult to translate real job knowledge into meaningful training initiatives	T F
b.	Only those properly trained as teachers should conduct educational sessions	T F
c.	People should be allowed to decide on learning strategies for themselves	T F
d.	Learning opportunities should be made accessible to all staff members	T F
a.	Every job should have available a clear definition of the training required	T F
b.	Training and development opportunities should be earned	T F
c.	A variety of strategies and methods are essential for individual learning success	T F
d.	To be successful, every employee needs to learn something new every day	T F
a.	Individuals should be recognized for successfully completing training courses	T F
b.	Educational sessions must be expertly structured and presented to work properly	T F
c.	Individuals should be left to monitor and evaluate their own learning effectiveness	T F
d.	Managers should set goals and standards; individuals should define training needs	T F
a.	Only dedicated, proven staff members should receive advanced training	T F
b.	Instructors and trainers need to be held more fully accountable for outcomes	T F
c.	Making learning opportunities more accessible will enhance organizational success	T F
d.	If there's nothing left to learn about the current job, you should ask for a new one	T F
a.	Personal training and development programs should be designed by experts	T F
b.	Training is most effective when given <i>before</i> new job responsibilities are assumed	T F
c.	Personal growth and development should be a mandatory performance factor	T F
d.	It's important for management and staff to agree on content and structure of training	T F
a.	Management should define the learning objectives for all key staff	T F
b.	It's important for students to be properly prepared for training for it to be successful	T F
c.	Organizational growth is the result of summing all individual growth successes	T F
d.	In some areas the individual should be left to arrange/conduct his/her own learning	T F

When you have finished responding to all statements -

Sum the number of 'True' responses for all a, b, c and d statements in turn.

Ignore those statements identified as 'False'. Multiply each of the four sub-totals by 10.

Enter the results in the boxes on the facing page and convert to a 'Bar Graph format using the scales provided.

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Stage 1 - Non-Learning mode	Stage 2 - <i>Assisted Priorities mode</i>	Stage 3 - <i>Assisted Structure mode</i>	Stage 4 - Self Directed mode
100	100	100	100
90	90	90	90
80	80	80	80
70	70	70	70
60	60	60	60
50	50	50	50
40	40	40	40
30	30	30	30
20	20	20	20
10	10	10	10
0	0	0	0
Sub-Total b <input style="width: 50px; height: 20px;" type="text"/>	Sub-Total a <input style="width: 50px; height: 20px;" type="text"/>	Sub-Total d <input style="width: 50px; height: 20px;" type="text"/>	Sub-Total c <input style="width: 50px; height: 20px;" type="text"/>