

# Indicators of a Learning Organization

Rate the following indicators of a learning organization on a scale of 1–5 (1 = low, 5 = high) as they apply to you and as you perceive they apply to your colleagues.

Element	Indicator	Rating (1–5)	Evidence, Comments, Reflections
<b>Learning Environment</b>			
Psychological safety	We can disagree with colleagues or supervisors; we can ask any kind of question; we can make mistakes; we can express divergent opinions.		
Appreciation of differences	Our discussions surface differences in ideas; we have healthy disagreements about ideas.		
Openness to New ideas	We are encouraged to take risks and try new things, and we do so.		
Time for reflection	We take time to pause, thoughtfully reflect on our processes and learn from our experiences.		
Feedback	We get feedback on our work from multiple sources (including from colleagues and supervisors).		
Purpose	We feel that our work matters to us personally and is connected to something bigger than us.		
<b>Learning Processes and Practices</b>			
Orientation	Our learning is connected to and in support of organization's core purpose.		
Generation	We learn together.		
Interpretation	We make sense of our learning together.		
Dissemination	We share what we learn with each other and outside of our group and organization.		
<b>Leadership</b>			
Listening and questioning	Leaders prompt dialogue and debate.		
Ensuring process	Leaders ensure time for reflection, generation, interpretation, and dissemination.		
Openness	Leaders are willing to entertain alternative points of view.		
Modeling	Leaders make their learning visible and model the practices of a learner.		

Source: Based on Garvin, Edmondson, and Gino (2008).

