

Become a Learning Organization

Exercise: Systems Thinking for Managers

SYSTEMS THINKING

Employees must be empowered and encouraged to form partnerships to maximize their exposure to various issues. The workforce that was once stove-piped and single-focused will need to be diversified, fully networked, and knowledgeable across organizational functions in the learning organization. This process can be facilitated through informational formal and informal networking (holding monthly brown bag luncheons with colleagues, for example).

Learning Organization Managerial Self-Assessment

Instructions:

Use the self-assessment on the following pages to determine the extent to which you, your team(s), and your own organization are moving toward becoming a learning organization.

- Read each statement.
- Indicate the degree to which you believe the item accurately describes your own behavior by checking the appropriate box:

SA = Strongly Agree
A = Agree
D = Disagree
SD = Strongly Disagree

- Follow the directions for scoring the self-assessment on page 24.
- Interpret your score using the scale on page 25.

* * *

Learning Organization Managerial Self-Assessment

SA A D SD

1. Each individual I supervise feels he or she is doing something that matters—personally and to the larger world.

- | | SA | A | D | SD |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 2. I find ways to ensure that my employees are stretching, growing, and enhancing their capacities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. When I want something really creative done, I ask a team to do it instead of sending one person off to do it alone. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. I reward and recognize honesty and openness in the people I supervise. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. I promote and reward partnering at all levels of our organization, particularly across functions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. I share credit for our work unit's successes with all the members of my team. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I encourage discussion among my employees about our vision and where our organization fits within that vision. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I share relevant information with all the people I supervise, even if this involves educating them to understand that information. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. I make it possible for my employees to learn what is going on at every level of the organization so they can understand how their actions influence others. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- | | SA | A | D | SD |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. The people I supervise feel free to inquire about and address each other's assumptions and biases. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. My employees feel that they are able to openly discuss any work-related item with me and with other team members. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. My employees and I treat each other as valued colleagues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. The people I supervise demonstrate a mutual respect and trust in the way they talk to each other and work together, regardless of what positions they hold. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. My employees feel free to experiment, take risks, and openly assess the results. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. I am personally involved in structured team discussion sessions to demonstrate that the team of people I supervise is important to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. I try to ensure that there is always a consistent "critical mass" of committed people on any team so that the work of the team can always move forward. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. I strive to create and maintain an atmosphere of trust for team discussion sessions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. I raise questions with no hard and firm answers to show my employees that I want to learn from what they have to say and that I don't always know the answers. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Determining Your Overall Score

- | | SA | A | D | SD |
|---|-----------|----------|----------|-----------|
| 1. Beginning on page 22, total the check-marks for each category. | | | | |
| 2. Multiply the number of checkmarks you entered on line 1 by... | 4 | 3 | 2 | 1 |
| 3. Enter the result of line 1 multiplied by line 2. | | | | |
| 4. Total the four scores in line 3. | | | | |

INTERPRETING THE LEARNING ORGANIZATION: MANAGERIAL SELF-ASSESSMENT

The purpose of this self-assessment is to help you assess the extent to which you have been able to foster and manage a learning organization for your employees. Use the table below to interpret your score.

Self-Assessment Score Interpretation Table

OVERALL SCORE	INTERPRETATION
1 to 18	You need to expand your fundamental knowledge of the learning disciplines and characteristics of a learning organization.
19 to 36	You are already exhibiting some characteristics of fostering a learning organization but need to improve your skills.
37 to 54	You are well on the way to fostering and managing a learning organization environment for your employees.
Over 54	You already exhibit the characteristics of a manager who has created a learning organization atmosphere for your own employees.