



Learning Strategic Values and Actions

Are your Business Values/Strategies and HR/Training Policies & Practices Aligned?

Assessment Purpose: To understand company leadership attitudes toward the strategic use of learning organization values.

Target Audience: Senior leadership, departmental leaders, team leaders, and company decision makers responsible for training and learning activities and programs.

Directions: Read and Identify the organizational values and behaviors that are currently present and those you feel are desired or needed to support a high performance learning organization culture in your company.

Strategic Learning Values & Beliefs* How does my company value learning and employees?	Checkmark How Your Values & Beliefs Benchmark Against the Baldrige Criteria*												
<p>Organizational & Personal Learning Achieving the highest levels of performance requires a well-executed approach to organizational and personal learning. Organizational and personal learning is a goal of visionary leaders and focuses resources on developing a continuous improvement and learn from our mistakes mentality within the organization. The term organizational learning refers to continuous improvement of existing approaches and processes and adaptation to change, leading to new goals and/or approaches. Learning should be embedded in the way your organization operates.</p>  <p>The term embedded means that learning:</p> <ol style="list-style-type: none"> (1) is a regular part of daily work; (2) is practiced at personal, work unit, and organizational levels; (3) results in solving problems at their source; (4) is focused on sharing knowledge throughout your organization; and (5) is driven by opportunities to affect significant change and do better. 	<table border="0"> <tr> <td><input type="checkbox"/> Current</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/> Desired</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Doing</td> <td></td> <td></td> <td>Not Doing</td> </tr> </table> <p><u>Company Behaviors</u> (Check Values Present)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Learning is a regular part of daily work <input type="checkbox"/> Learning is practiced at personal, work unit, and organizational levels <input type="checkbox"/> Learning results in solving problems at their source <input type="checkbox"/> Learning is focused on sharing knowledge throughout your organization <input type="checkbox"/> Learning is driven by opportunities to affect significant change and do better. 	<input type="checkbox"/> Current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Desired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Doing			Not Doing
<input type="checkbox"/> Current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
<input type="checkbox"/> Desired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
Doing			Not Doing										
<p>Valuing Employees and Partners An organization's success depends increasingly on the knowledge, skills, innovative creativity, and motivation of its employees and partners. Valuing employees' means committing to their satisfaction, development, and well-being. Increasingly, this involves more flexible, high performance work practices tailored to employees with diverse workplace and home life needs.</p>  <p>Major challenges in the area of valuing employees include:</p> <ol style="list-style-type: none"> (1) demonstrating your leaders' commitment to your employees; (2) providing recognition opportunities that go beyond the normal compensation system; (3) providing opportunities for development and growth within your organization; (4) sharing your organization's knowledge so your employees can better serve your customers and contribute to achieving your strategic objectives; and (5) creating an environment that encourages risk taking. 	<table border="0"> <tr> <td><input type="checkbox"/> Current</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/> Desired</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Doing</td> <td></td> <td></td> <td>Not Doing</td> </tr> </table> <p><u>Company Behaviors</u> (Check Values Present)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Leadership demonstrates commitment to employees <input type="checkbox"/> Team and Individual Recognition Programs <input type="checkbox"/> Opportunities for development and growth within your organization <input type="checkbox"/> Programs to communicate and Share Knowledge <input type="checkbox"/> Risk taking is encouraged and a culture where "learning from our mistakes" is accepted and not penalized. 	<input type="checkbox"/> Current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Desired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Doing			Not Doing
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<input type="checkbox"/> Desired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
Doing			Not Doing										

*Values adapted from Malcolm Baldrige Quality Program 2002 Criteria for Performance Excellence Criteria

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Are your Business Values/Strategies and HR/Training Policies & Practices Aligned?

Section Purpose: To understand company leadership attitudes toward the strategic use of learning organization values. Identify and measure the current and desired states of the organization that are present to support a high performance learning organization environment and culture.

Target Audience: Senior leadership, departmental leaders, and decision makers responsible for training and learning activities.

Directions: In the Value Adoption Column check off if this value is being practiced by your organization. Then, rate how important or valuable you feel this practice is to your organization's future.

Strategic Actions – demonstrating support for strategic values

Learning Investments & Goals Established Annually:

Company funds allocated and employee hours budgeted for learning activities and programs. Key company individuals assigned responsibility for implementing learning programs. Learning is measured and evaluated annually as a key performance measure of the success of the company.



Learning Aligned with Strategic Business Goals:

Learning programs support and/or accomplish strategic and operational business goals. Persons assigned learning responsibilities knowledgeable of strategic business goals & plans so they can develop and implement learning programs to support these goals.



Do your actions match your values?

Current

Desired
Doing **Not Doing**

Company Actions (Check Actions Present)

- Funds Budgeted Annually for Learning**
- Man Hours Budgeted Annually for Learning**
- Learning Performance Measured Annually**

Current

Desired
Doing **Not Doing**

Company Actions (Check Actions Present)

- Learning Linked to Company Strategic Plan**
- Learning Linked to Departmental or Operational Annual Goals**
- Persons Assigned Responsibility for Accomplishing Learning Goals**