

Tool 10.1 Organizational Learning Maturity Scale

<i>Level</i>	<i>Stage of Learning Maturity</i>				
	<i>Method-Focused Learning</i>	<i>Outcomes-Focused Learning</i>	<i>Strategy-Focused Learning</i>	<i>Capacity-Focused Learning</i>	<i>Culture-Focused Learning</i>
Individual	Training and development programs are topical and off the shelf.	Learning activities are for the purpose of developing knowledge, skills, and attitudes needed to achieve results in the individual's workplace; training is customized and delivered when needed.	Learning activities are designed to help individuals achieve the strategic goals of the organization.	Individuals have learning plans; learning activities encourage feedback and reflection; action learning is applied often; knowledge is shared among individuals; individual beliefs and values are addressed.	Expectations for ongoing learning are made clear to new employees and volunteers; information is shared freely among employees and volunteers; every employee and volunteer has a learning plan; individual learning is recognized and rewarded.
Team	Team training, if it happens at all, is generic; the team goal is to complete the assigned task.	Teams evaluate themselves on the basis of intended outcomes achieved; teams seek to learn why they did or did not achieve intended outcomes; teams try to improve performance.	Teams understand the vision and mission of the organization; teams are continually evaluating themselves on the basis of achieving organizational goals; teams try to learn from experience.	Teams have learning plans; teams receive tailored training in teamwork; teams assess their own effectiveness as a team and try to improve teamwork and work processes; teams regularly collect and use feedback from customers and other stakeholders.	Teams apply action learning; teams continually assess performance and use this information to improve; teams share knowledge with other teams; teams make learning one of their goals.

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Whole organization	There are no learning activities at this level.	Accumulated outcomes of the organization are assessed and reported.	Groups of internal and external stakeholders review performance in relation to strategic goals.	Employees and volunteers share a vision for the direction of the organization; systems are in place for sharing knowledge; collecting and learning from feedback is recognized and rewarded.	Learning is an explicit goal of the organization; knowledge management system facilitates sharing of information among individuals and teams; knowledge is readily shared across departments; physical space is conducive to learning among individuals and teams; underlying values related to actions are continually examined.
Community	There are no learning activities at this level.	Employees learn how to conduct a community needs assessment.	Employees learn how to work with community members to set goals and develop a strategy to achieve goals.	Employees and community members establish a system for continually assessing needs, establishing goals, and assessing outcomes; there is regular community feedback and reflection.	The organization has a dynamic learning relationship with the community; the organization and community are continually learning about the assets of the community and how these can be used to improve quality of life; knowledge is freely shared among the organization and the community stakeholders; the organization helps the community learn how to learn about itself.