

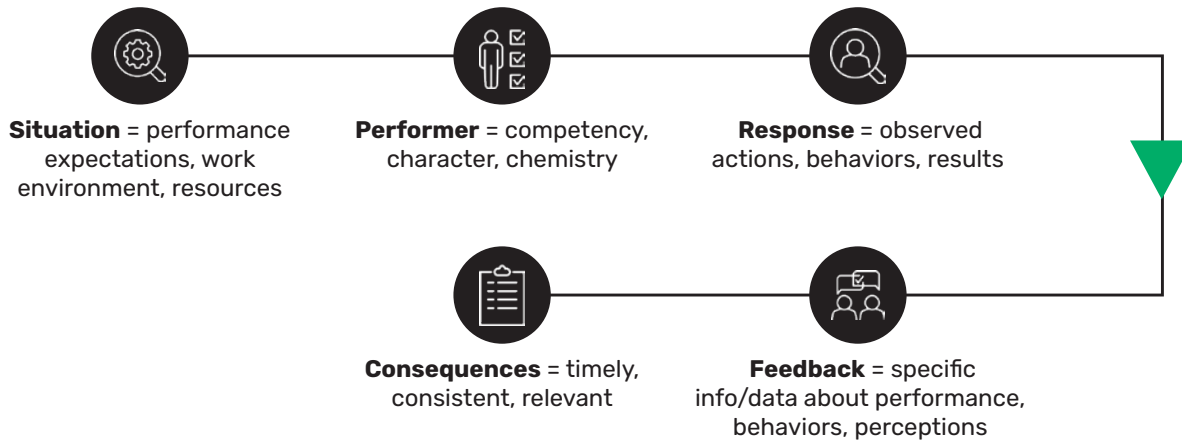
# Creating a LEARNING CULTURE

2023 CLA Outcomes  
Conference Workshop  
Jay Bransford

**LEARNING** = Relatively permanent changes in behavior, skills, knowledge, or attitudes

**LEARNING ORGANIZATION** = "A place where people continually expand their capacity to create the results they truly desire." - Peter Senge

## Human Performance System

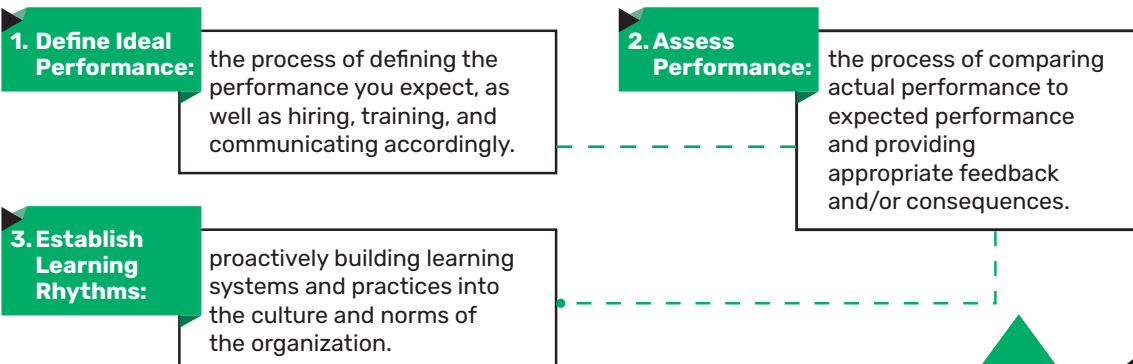


## Key Practices of a Learning Culture

- ✓ The organization, teams, leaders, and staff all have improvement goals
- ✓ Senior leaders role model learning by going first
- ✓ Goals align with performance criteria and organizational priorities
- ✓ A **learning system** is in place at every level with periodic:
  - ▶ Assessment
  - ▶ Feedback
  - ▶ Goal setting
  - ▶ Follow-up



## 3-Parts to Creating a Learning Culture:



## Rhythm of Monthly Follow-Up in Teams

### Team Follow-Up

- ▶ Review team goal.
- ▶ Ask, "Did we get better, worse or stay the same?"
- ▶ Ask, "What can we do next month to keep getting better?"
- ▶ Agree on team action steps.



### Individual Follow-up

- ▶ Ask, "I'm working on XYZ. In the last month did I get better, worse or stay the same?"
- ▶ Ask, "What are 1 or 2 things I can do next month to keep getting better?"
- ▶ Don't respond to ideas. Write them down. Say 'thank you'.
- ▶ Commit to actions.



Consider the extent to which your organization has **"Defined Ideal Performance"**, **"Assessed Effectiveness"**, and created **"Learning Rhythms"** at the **Organization**, **Team** and **Individual** level. Place a checkmark next to each item in the table that your organization is already doing well. Circle each item that your organization doesn't current do or could improve upon.

Tier	Define Ideal Performance	Assess Effectiveness	Learning Rhythms
<b>Organization</b>	<ul style="list-style-type: none"> <li>▶ Culture</li> <li>▶ Structure</li> <li>▶ Processes</li> <li>▶ Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engagement Survey</li> <li>▶ Balanced Scorecard</li> <li>▶ SWOT</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual Engagement Survey/Goal Setting</li> <li>▶ Annual Strategic Planning/SWOT</li> <li>▶ Monthly/Qtr/Weekly Reports and Follow-Up</li> </ul>
<b>Team</b>	<ul style="list-style-type: none"> <li>▶ Teamwork</li> <li>▶ Results</li> <li>▶ Roles</li> <li>▶ Processes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engagement Survey</li> <li>▶ Team Assessment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual Survey/Goal Setting/Action Planning</li> <li>▶ Monthly Review and Follow-Up</li> </ul>
<b>Individual</b>	<ul style="list-style-type: none"> <li>▶ Job Role</li> <li>▶ Tasks</li> <li>▶ Attitudes</li> <li>▶ Behaviors</li> </ul>	<ul style="list-style-type: none"> <li>▶ Performance Evaluation</li> <li>▶ 360 Assessment</li> <li>▶ Team Feedback</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual Evaluation/Assessment /Goal Setting</li> <li>▶ Quarterly Conversations</li> <li>▶ Monthly Coaching</li> <li>▶ Team Feedback/Feedforward</li> <li>▶ Bi-Weekly 1-on-1s</li> </ul>

From the table above, what are the highest priority focus areas for your organization that will strengthen the learning culture of your organization?

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