YOUTHREX
Research &
Evaluation eXchange

Learning Organization Survey

OVERVIEW

- This measure can be used to assess and compare, the learning that is occurring in several areas of an organization or in different organizations

SUBSCALES

- **Supportive Learning Environment**
  - Psychological Safety
  - Appreciation of Differences
  - Openness to New Ideas
  - Time for Reflection

- **Concrete Learning Processes and Practices**
  - Experimentation
  - Information Collection
  - Analysis
  - Education and Training
  - Information Transfer

- **Leadership That Reinforces Learning**

TARGET POPULATION

- Managers and administrators within a youth organization

LENGTH & HOW IT IS MEASURED

- 51 items

- Self-report questionnaire

- Multiple choice format measured on a 5-point scale: 1(Strongly disagree) to 5 (Strongly agree)

- Reverse code negative items (17, 18, 19)

- Available in English

DEVELOPER

- Garvin, Edmondson, & Gino, 2008

GOOD TO KNOW

- This survey is best used not merely as a report card or bottom-line score but rather as a diagnostic instrument—in other words, as a tool to foster learning

PSYCHOMETRICS

- **Reliability**
  - None

- **Validity**
  - None

LEARN MORE

- Garvin, D. Edmondson, A., and Gino, F. (2008). Is yours a learning organization? Harvard Business Review, March, 109-116.

- McGill University. 2015 Learning Organization Survey: Results and Analysis. Retrieved from https://www.mcgill.ca/myworkplace/files/myworkplace/learning_organization_survey_results_and_analysis_for_web.pdf

Learning Organization Survey

This diagnostic survey is designed to help you determine how well your company functions as a learning organization. The self-assessment items are divided into three sections, each representing one building block of organizational learning. Respondents should rate, on a seven-point scale, how accurately each statement describes the **organizational unit** in which s/he works. In the third block, the task is to rate how often senior managers (or manager) exemplify the behavior described. Items with an asterisk (*) should be reverse scored.

BUILDING BLOCK 1

Supportive Learning Environment

Psychological Safety

In this unit, it is easy to speak up about what is on your mind. If you make a mistake in this unit, it is often held against you.*

People in this unit are usually comfortable talking about problems and disagreements.

People in this unit are eager to share information about what does and doesn't work.

Keeping your cards close to your vest is the best way to get ahead in this unit.*

Appreciation of Differences

Differences in opinion are welcome in this unit.

Unless an opinion is consistent with what most people in this unit believe, it won't be valued.*

This unit tends to handle differences of opinion privately or off-line, rather than addressing them directly with the group.*

In this unit, people are open to alternative ways of getting work done.

Openness to New Ideas

In this unit, people value new ideas.

Unless an idea has been around for a long time, no one in this unit wants to hear it.*

In this unit, people are interested in better ways of doing things. In this unit, people often resist untried approaches.*

Time for Reflection

People in this unit are overly stressed.*

Despite the workload, people in this unit find time to review how the work is going.

In this unit, schedule pressure gets in the way of doing a good job.* In this unit, people are too busy to invest time in improvement.* There is simply no time for reflection in this unit.*

BUILDING BLOCK 2

Concrete Learning Processes and Practices

Experimentation

This unit experiments frequently with new ways of working.

This unit experiments frequently with new product or service offerings.

 This unit has a formal process for conducting and evaluating experiments or new ideas.

This unit frequently employs prototypes or simulations when trying out new ideas.

Information Collection

This unit systematically collects information on competitors

This unit systematically collects information on economic and social trends .

This unit systematically collects information on customers

This unit systematically collects information on technological trends

This unit frequently compares its performance with that of competitors

This unit frequently compares its performance with that of best-in-class organizations

Analysis

This unit engages in productive conflict and debate during discussions.

 This unit seeks out dissenting views during discussions.

This unit never revisits well-established perspectives during discussions.*

 This unit frequently identifies and discusses underlying assumptions that might affect key decisions.

This unit never pays attention to different views during discussions.*

Education and Training

Newly hired employees in this unit receive adequate training.

Experienced employees in this unit receive periodic training and training updates   Experienced employees in this unit receive training

when switching to a new position

Experienced employees in this unit receive training when new initiatives are launched

In this unit, training is valued.

In this unit, time is made available for education and training activities.

Information Transfer

This unit has forums for meeting with and learning from experts from other departments, teams, or divisions

This unit has forums for meeting with and learning from experts from outside the organization

This unit has forums for meeting with and learning from customers and clients

This unit has forums for meeting with and learning from suppliers

This unit regularly shares information with networks of experts within the organization.

This unit regularly shares information with networks of experts outside the organization.

This unit quickly and accurately communicates new knowledge to key decision makers.

This unit regularly conducts post-audits and after-action reviews.

BUILDING BLOCK 3

Leadership That Reinforces Learning

My managers invite input from others in discussions.

My managers acknowledge their own limitations with respect to knowledge, information, or expertise.

My managers ask probing questions.

My managers listen attentively.

My managers encourage multiple points of view.

My managers provide time, resources, and venues for identifying problems and organizational challenges.

My managers provide time, resources, and venues for reflecting and improving on past performance.

My managers criticize views different from their own point of view.*

The Learning Organization Survey (Garvin, D. Edmondson, A., and Gino, F. (2008). Is yours a learning organization? *Harvard Business Review*, *March*: 109-116).

David Garvin, Amy Edmondson, Francesca Gino