

## Appendix A - Evaluate the Organization as a Learning Organization

Assess the organization using the Evaluation Grid and Milestones. Create a histogram of the Grid Results from the Leadership Team. What Milestones have been completed by your organization? What areas does your organization need to address? Use these evaluation tools to develop a six-month achievable plan.

Area	Beginning Score = 0	Aware Score = 2	Informed Score = 4	Integrating Score = 6	Understanding Score = 8	Success Score = 10
<b>Purpose &amp; Practical Values</b>	No written statements	Statement exists	Purpose & practical values defined and visible	Communicated and understood by employees	Used to align and guide the business. Roles are aligned.	Fully integrated into the structure
<b>Processes: System View</b>	Work as a process is not understood	Major processes and products have been documented	Relationships between processes are documented	Systems thinking and language is common	Systems Maps are used in business. People's roles are linked to the System Map.	Management systems have integrated the systems view
<b>Partnering</b>	No formal partners.	Commodity supplier, based on specs and RFQ	Preferred suppliers; Recognized quality; Traditional contractual relationships	Value-added supplier; Distinctive competency; Traditional contractual relationships	Alliance Partnerships with suppliers; Joint projects; Sharing of knowledge; Relationship at start if project	Strategic partnerships; Common vision; Mutual success
<b>People</b>	People are viewed as necessary but replaceable in the bureaucratic organization	People are appreciate for skills they bring. Training is viewed as an optional expense.	Knowledge & skills of people are important to the organization today. Training and education are necessary.	People are viewed as important to the purpose of the system. Development is important	People have a defined role that allows them to contribute to the larger system purpose. People take responsibility for their development.	People understand how their role serves the larger purpose & their importance to the future of the organization & achieving the vision.
<b>Products &amp; Services</b>	Products & services are in conceptual stages.	Products & Services are chosen based on Profit	Products & Services are chosen based on the Purpose	Products & Services are innovative & use ideas from stakeholders	Products & Services consistently meet expectations of Stakeholders	Products & Services exceed expectations of Stakeholders
<b>Results Family of Measures</b>	Financial data is viewed periodically	Financial and other operational measures are used	Family of measures is assembled & aligned with purpose	Measures are tracked over time graphically. Leading indicators are used for prediction of future results.	Variation is understood; measures are aligned with individual roles.	Measures are integrated into management systems, practical values and roles.

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<b>Information Sources: Aid to Foresight</b>	Information is gathered on ad hoc, reactive basis	System is based on passive information	System is well documented and includes active sources	Information is documented & communicated; industry leading sources are identified.	Comprehensive system with analysis & synthesis for decision making is used in planning and communication.	Information sources are synthesized to enable foresight and input to vision.
<b>Vision: Idealized Design of the Future</b>	No stated vision.	Vision statement about being best in class.	Vision statement describes ideal results.	Vision is communicated and inspires stakeholders.	Vision guides behavior, strategy during development, testing and implementation of changes.	Idealized vision is realized; a new idealized design is created
<b>Planning to Achieve the Purpose And Implement the Vision</b>	No formal planning, reactive culture	Planning for improvement is done on an informal basis; inactive	A formal, documented process exists for proactive planning	Integrated process identifies objectives, efforts, and resources	All other planning processes are defined and linked within the organization and with partners	Interactive backwards planning of ideal future system.
<b>Leading &amp; Integrating Change</b>	No formal method exists to manage improvements	Improvements are recognized on an as-needed basis and resources assigned	Learning & improvement utilized charters and PDSAs routinely. Failures are tied to process or product design issues.	A formal method exists with leaders providing formal guidance for individuals and teams. Results are tracked over time. Failures are shared & celebrated for the learning.	The impact of improvements are understood for the system and fits practical values. Improvement is linked to planning and other key business activities.	Improvement system is integrated in organization and regularly improved. Improvement is completely integrated into all aspects of operating and developing the business.
<b>Motivating and Aligning People</b>	Employees measured on conformance to following commands	Use of financial incentives.	Supportive management and recognition. Employees participate in improvement efforts. Non-management leaders have emerged.	Employee roles are aligned with clear objectives. Formal personal development plans are in place for all employees.	Employee skills & roles are recognized and valued. Hiring Process reflects Purpose, practical values & roles. Managers use all 5 Rs to motivate.	Employees routinely use all 5 R's to motivate. Leadership is exhibited at all levels of the organization.