

Indicators of a Learning Organization

Rate the following indicators of a learning organization on a scale of 1–5 (1 = low, 5 = high) as they apply to you and as you perceive they apply to your colleagues.

Element	Indicator	Rating (1-5)	Evidence, Comments, Reflection
Learning Environment			
Psychological safety	<i>We can disagree with colleagues or supervisors; we can ask any kind of question; we can make mistakes; we can express divergent opinions.</i>		
Appreciation of differences	<i>Our discussions surface differences in ideas; we have healthy disagreements about ideas.</i>		
Openness to new ideas	<i>We are encouraged to take risks and try new things, and we do so.</i>		
Time for reflection	<i>We take time to pause, thoughtfully reflect on our processes and learn from our experiences.</i>		
Feedback	<i>We get feedback on our work from multiple sources (including from colleagues and supervisors).</i>		
Purpose	<i>We feel that our work matters to us personally and is connected to something bigger than us.</i>		
Learning Processes and Practices			
Orientation	<i>Our learning is connected to and in support of organization's core purpose.</i>		
Generation	<i>We learn together.</i>		
Interpretation	<i>We make sense of our learning together.</i>		
Dissemination	<i>We share what we learn with each other and outside of our group and organization.</i>		
Leadership			
Listening and questioning	<i>Leaders prompt dialogue and debate.</i>		
Ensuring process	<i>Leaders ensure time for reflection, generation, interpretation, and dissemination.</i>		
Openness	<i>Leaders are willing to entertain alternative points of view.</i>		
Modeling	<i>Leaders make their learning visible and model the practices of a learner.</i>		

Source: Based on Garvin, Edmondson, and Gino (2008).

Exhibit 9.1. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.

