

Tool 35-1. Worksheet to Determine Activities to Build a Learning Culture

Learning Culture Element	How to Reinforce and Build This Element	Action Items
People are curious.	Offer diverse perspectives. Encourage questions. Foster deep (not rushed) conversations about the business.	
There is a sense of adventure.	Increase the edginess of development—ask people to consider and discuss new and fringe concepts. Design suspense and exploration into training and development.	
Experimentation is encouraged.	Carve out time for testing and trials. Use simulation and role-play. Pilot new ideas.	
Conversations are provocative and evocative.	Ask and encourage questions and allow time for discussions to deepen. Ask the questions that others hesitate to pose.	
Learning is embraced at all levels.	Involve your senior leaders in training, but also appreciate their unique needs and time constraints. Offer several learning tools that appeal to many learning styles and available timeframes.	
Failure is a learning experience.	Offer to facilitate project debriefing sessions to help develop effective conversation skills regarding failure and setback. Build testing, trying, and failing into training.	
The workplace is intrinsically rewarding.	Resist the desire to provide extrinsic rewards for training attendance and support. Offer development that appeals to and enlivens intrinsic motivation.	
Succession of talent is a value.	Work with human resources and senior management to create and implement targeted development plans for high-potential employees. Create development guides that help people drive their development to prepare for the next position.	
The environment values innovation.	Offer training for managers that will help them create a culture that values innovation. Facilitate innovation meetings.	
Learning occurs in many ways.	Offer a wide variety of ways that employees can engage in learning. Let employees make choices about how they will develop and support their interests with coaching.	