



How to Build a Learning Organization

A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights (Garvin 1993).

In 2008, HBR released a follow-up article called “Is Yours a Learning Organization?” authored again by David Garvin and two others. It was timely for Berlineaton, as we were helping clients improve processes and build cultures for longer-term improvement. Together, the work of Peter Senge and David Garvin informed our work.

Today, Qualtrics, our survey partner, provides a free assessment tool. See the link on page 65 of this infographic and follow our steps to help you assess and strengthen your organization.

Learn more at www.berlineaton.com

The Learning Org Assessment (LOA) is a tool to assess your organization’s learning capabilities across 3 building blocks and 10 dimensions.



Sources: Harvard Business Review: “Building a Learning Organization”; Garvin July-Aug 1993 & “Is Yours a Learning Organization?”; Garvin, Edmondson, and Gino Mar 2008

3be How to Build a Learning Organization

A 3-Step Model to Move Your Organization Closer to a Learning Organization

1 | ASSESS

2 | ANALYZE

3 | ACT

STEPS

1. Administer the **Learning Org. Assessment Tool** (LOA) and determine your organization's score across the dimensions and building blocks. Find it here: [HBS LOA Tool](#)
2. Complement your data gathering through **interviews** and **discussion groups** to add depth to your analysis.

1. Using the LOA framework, review and analyze your results and identify **strengths and hotspots**. Use **visual tools** to convey your organization's current standing.
2. Dig Deeper - use cross-tabulations to **identify patterns and trends** across departments, age groups, and other cohorts.
3. **Determine your organization's capacity** and willingness for improvement and proceed based on this.

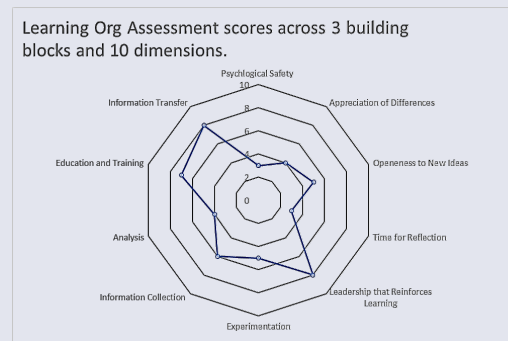
1. **Bring together cross functional teams to create a roadmap** to address your findings.
2. **Set out quick wins, short, medium and long terms actions**. Identify who will do what by when and hold everyone accountable to creating results. Recognize that while immediate improvements are helpful, there may be the need for longer-term systemic change.
3. **Check in frequently** to celebrate success and recalibrate.

EXAMPLES

Assessment questions (see link) include:

- In this unit, training is valued.
- My managers ask probing questions.
- This unit seeks out dissenting views during discussions.
- In this unit, people always have time to invest in improvement.

Visualize on a chart



Create a roadmap

Quick Wins		
What	Who	When
1		
2		
Short Term Actions		
What	Who	When
1		
2		
Medium Term Actions		
What	Who	When
1		
2		
Long Term Actions		
What	Who	When
1		
2		