A QUESTIONNAIRE ON LEARNING ORGANISATIONS

This questionnaire on Learning Organizations has three parts and contains 36 questions. Please tick mark (✓) any one out of five alternatives as your response. All information given by you will be strictly confidential.

Part I : SUPPORTIVE LEARNING ENVIRONMENT

A) Psychological Safety

1) In this company/department, it is easy to speak up about what is on your mind.
   - Always
   - Frequently
   - Sometimes
   - Rarely
   - Never

2) If you make a mistake in this company/department, it is often held against you.
   - Always
   - Frequently
   - Sometimes
   - Rarely
   - Never

3) People in this company/department talk freely about their problems & disagreements.
   - Always
   - Frequently
   - Sometimes
   - Rarely
   - Never

4) People in this company/department share information about what works & what does not work.
   - Always
   - Frequently
   - Sometimes
   - Rarely
   - Never
5) Keeping information to yourself is the best way to get promotion in this company/department.

- Always
- Frequently
- Sometimes
- Rarely
- Never

B) Appreciation of Differences

6) Differences of opinions are welcome in this company/department.

- Always
- Frequently
- Sometimes
- Rarely
- Never

7) In this company/department, people settle their differences privately rather than in group meetings.

- Always
- Frequently
- Sometimes
- Rarely
- Never

8) In this company/department, people are open to alternative ways of getting work done.

- Always
- Frequently
- Sometimes
- Rarely
- Never

C) Openness to New Ideas

9) In this company/department, people value new ideas.

- Always
- Frequently
- Sometimes
- Rarely
- Never

10) In this company/department, people are interested in better ways of doing things.

- Always
- Frequently
- Sometimes
- Rarely
- Never
11) In this company/department, people resist new approaches.

12) People in this company/department are stressed.

13) Despite heavy workload, people in this company/department find time to review how the work is going.

14) There is simply no time for reflection in this company/department.

Part-II : CONCRETE LEARNING PROCESSES AND PRACTICES

A) Experimentation

15) This company/department experiments with new ways of working.

16) This company/department experiments with new products or services.
B) Analysis

17) This company/department encourages debates and discussions.

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<tr>
<th>Always</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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</table>

18) This company/department seeks out disagreements during discussions.

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<tr>
<th>Always</th>
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<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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C) Information Collection

19) This company/department collects systematic information on competitors.

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<tr>
<th>Always</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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20) This company/department collects systematic information on customers.

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<tr>
<th>Always</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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21) This company/department collects systematic information on technological trends.

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<tr>
<th>Always</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
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22) This company/department collects systematic information on Best-in-class Company/department.

<table>
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<tr>
<th>Always</th>
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<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
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</table>
D) **Education and Training**

23) Newly hired employees in company/department receive adequate training.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

24) In this company/department, experienced managers receive periodic training.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

25) In this company/department, training is valued.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

E) **Information Transfer**

26) In this company/department, employees learn from their other departments, divisions and teams.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

27) In this company/department, employees learn from outside experts.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

28) In this company/department, employees learn from suppliers.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never
29) This company/department quickly and accurately communicates new knowledge to decision makers.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never

30) This company/department regularly shares information with network of experts within organization.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never

**Part III : LEADERSHIP THAT REINFORCES LEARNING**

31) Managers in this company/department invite inputs from others in discussion.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never

32) Managers in this company/department listen attentively.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never

33) Managers in this company/department encourage multiple points of view.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never

34) Managers in this company/department provide time and resources for identifying problems and organizational challenges.

[ ] Always  [ ] Frequently  [ ] Sometimes  [ ] Rarely  [ ] Never
35) Managers in this company/department provide time and resources for reflecting and improving past performance.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

36) Managers in this company/department think that they know the best and they are always right.

- [ ] Always
- [ ] Frequently
- [ ] Sometimes
- [ ] Rarely
- [ ] Never

Thank you for your co-operation.