--- On Sun, 4/3/12, MJMQ@aol.com <MJMQ@aol.com> wrote:

From: MJMQ@aol.com <MJMQ@aol.com>
Subject: Learning Organization
To: sap7852@yahoo.co.uk
Date: Sunday, 4 March, 2012, 23:49

Dear Sudhanshu Pota,

Thank you for your email.

1. Yes, you have my approval to administer the Learning Organization Profile to your company.

2. Scores of 28 or above for each section would indicate that the company is a learning organization in that sub-system. A total score of 140 or above would indicate the company is a learning organization in its entirety.

Good luck and best regards,
Professor Michael Marquardt
Below is a list of various statements about your organization. Read each statement carefully and decide the extent to which it actually applies to your organization. Use the following scale:

4 = applies totally  
3 = applies to a great extent  
2 = applies to moderate extent  
1 = applies to little or no extent.

1. LEARNING DYNAMICS: Individual, Group/Team and Organisational  
(Learning Dynamics – Continuous Learning)

In our organization:

__________  1. Continuous Learning by all employees is a high priority.

__________  2. We are encouraged to manage our Learning and Development activities.

__________  3. Individuals are trained and educated in skills of Learning.

__________  4. Teams and individuals use ‘problem solving’ as an opportunity to learn.

__________  5. Various departments are encouraged to learn from each other through sharing in a various ways (e.g. via emails, intergroup meetings, technical circulars etc.)

__________  7. Employees discuss own mistakes openly in order to learn from them.
8. Employees get incentives and adequate help to support their Learning.

9. Employees are given time to pursue their Learning.

10. Employees give feedback to each other regarding Learning.

11. Employees are provided with the needed information/knowledge immediately.

12. Up-to-date data base of skills/expertise is maintained in the organisation.

13. Employees suggestions are considered by the organisation with regard to enhancement of their skills.

14. Suggestion scheme is there.

15. Employees use resources they need to achieve goals.

16. Employees enhance their knowledge through Learning from the experience of others.

Total Score: Learning Dynamics (maximum score: 60).
II. ORGANISATION TRANSFORMATION: VISION, CULTURE, STRATEGY AND STRUCTURE

1. The importance of Learning together in teams/groups/departments by using advanced technology is stressed.

2. Employees are motivated to contribute ideas for the achievement of long term organisational goals.

3. Employees are recognized for taking initiatives for Learning.

4. We are committed to continuous Learning for improvement.

5. We learn from our failures as well as successes.

6. Learning opportunities are in plenty in our day-to-day work.

7. Employees are encouraged to share their knowledge for Learning.

8. Decentralization of power is there for the achievement of long term goals.

9. Seniors share the information regarding latest applications in the power sector.

10. Whatever is learnt is available to all employees in the form of CDs and documents.

Total Score: Organization Transformation (maximum Score: 40)
III. PEOPLE EMPOWERMENT: EMPLOYEE, MANAGER, CONSUMER, ALLIANCES, SUPPLIERS AND COMMUNITY.

In our organization ..

1. Emphasis is on development of competent workforce.

2. Power is delegated (Authority is given) to subordinates to learn.

3. Technical officers and non technical officer’s work together to learn and solve problems.

4. Senior officers discuss problems with subordinates and educate them to learn in the process.

5. Authorities provide opportunities to the subordinates to experiment with new technology.

6. Information is shared with our consumers, to obtain their ideas and views in order to learn improve services.

7. Opportunities are provided to our consumers and suppliers to participate in our training programmes for Learning.

8. We learn from our colleagues, suppliers and contractors through mutual planning process to acquire knowledge and skills.

9. We participate in joint Learning programs with suppliers, other groups, professionals, and academic institutions.

10. We actively have, Learning partners from consumers, contractors and suppliers.

| Total Score: People Empowerment (maximum Score: 40) | 300 |
IV KNOWLEDGE MANAGEMENT: ACQUISITION, CREATION, STORAGE/RETRIEVAL AND TRANSFER UTILISATION

1. Employees are eager to know the methods/procedures for the systems improvements in the organisation.

2. We have systems through which internal and external information can be collected.

3. Employees are interested to know the developments in other similar organisations for adaptations in our organization.

4. Employees are trained in creative thinking and experimentation in new technology.

5. Demonstrations are carried out for testing the ways the services are to be rendered to the consumers.

6. A System exists to ensure that important documents, and circulars are coded, stored, and easily made available to the employees.

7. Employees are aware of the importance for retaining important details acquired during the process of Learning.

8. HR Department transfers important information and Learning to all departments.

9. We continue to develop new systems (strategies and mechanisms) for sharing the Learning in the organization.

10. Opportunities for Learning through specific projects are provided to generate knowledge and new methods of implementing advanced technology.

Total Score: Knowledge Management (maximum Score: 40)
V TECHNOLOGY APPLICATION: INFORMATION SYSTEM, TECHNOLOGY BASED LEARNING AND ELECTRONIC PERFORMANCE SUPPORT SYSTEMS

1. Learning is provided by effective computer-based information systems (such as e-urja/internet)

2. People have the facility to use computer for on-line working and

3. Electronic media and interactive audio visuals are used for imparting training.

4. Employees are provided softwares in the computers for Learning.

5. Employees are encouraged to use Information Technology for group Learning.

6. Employees use high technology Learning systems, coaching, and on the job training.

7. Employees working on computer with internet etc. learn and perform better.

8. We are given freedom to design programmes on computer to meet our Learning needs.

9. Employees get all the data they need to do their jobs effectively.

10. We have software systems to collect, code, store, create, and transfer information in ways best suited to our Learning needs.

Total Score: Technology Application (maximum Score: 40)

Grand Total for Five Subsystems:---------- (Maximum score: 220).

Personal details:
Name: ____________________ Age: ____________________
Company: ____________________ Designation/Dept.:
Place of Posting: ________________
APPENDIX - III

CHECK LIST OF FACILITATORS OF LEARNING

Ease-check () the appropriate response.

Yes/No 1. Data Bank for easy access of information.
Yes/No 2. Coaching/Mentoring by the seniors and guidance by the seniors.
Yes/No 3. Use of performance appraisal for Learning/growth of employees.
Yes/No 4. Learning Attitudes, of employees is included in the performance appraisal.
Yes/No 6. Exposure of Top leadership to the Knowledge Management and Learning Organization concepts.
Yes/No 7. On-the-job training.
Yes/No 8. Availability of Information regarding advanced technology.
Yes/No 9. Availability of literature on the best practices of electrical utilities in the world.
Yes/No 10. Department Libraries
Yes/No 11. Domain related knowledge training to the employees.
Yes/No 12. Availability of case studies related to power sector to the employees.
Yes/No 13. Separate funds for further education of the employees.
Yes/No 14. Exposure to the advanced technology of other companies to the employees.
Yes/No 15. Research and Development activities.
Yes/No 16. Incentive to the employees for innovative ideas.
Yes/No 17. Motivation and permission of further studies (Academic Degrees) to the employees.
Yes/No 18. Problem solving discussed in groups.
Yes/No 19. Seminars/Conferences on innovative idea in Power Sector.
Yes/No 20. Practical training on equipment during training programmes.

Name: 

_____________________________

Designation: 

_____________________________

Company: 

_____________________________