

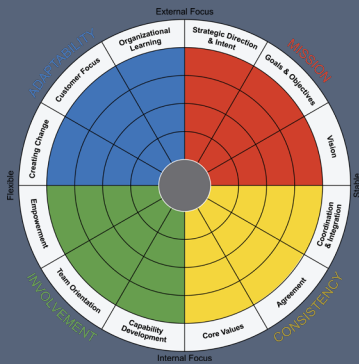


## CULTURE IMPACT



# ADAPTABILITY: ORGANIZATIONAL LEARNING

Do we create an environment where learning from successes and failures is expected?



### Think Systemically:

When considering work in the area of Organizational Learning it is important to recognize that innovation requires risk taking and the elimination of blame.

It is also important to look closely at other areas of the Denison Model.

For example, are people empowered to make decisions and take actions without fear of retribution?

Is the ability to challenge current practices and effectively manage change both an expectation and a core competence?

Do we emphasize learning through skill development and collaboration?

Continuous learning is a critical business asset. The ability to surface issues and ideas and to share learnings across the organization promotes transparency. Innovation and agility requires risk taking and the ability to challenge how things are done in support of continuous improvement.

### Is this a psychologically safe workplace?

Organizations who excel in this area react to reasonable mistakes by asking 'what can we learn' vs. 'who is to blame'. Where blame is pervasive, mistakes are swept under the rug and a 'keep your head down' mentality pervades. We work with clients to identify the behaviors and practices that inhibit risk taking, innovation and learning.

To support you, we offer a range of solutions for promoting organizational learning:

- Ensure leaders encourage and reward employees to be creative, innovative and to try new ways of working
- Ensure leaders encourage employees to benchmark best practices and learn from others
- Create an environment where employees are comfortable and feel safe when offering new ideas or attempting new processes
- Create a mechanism to capture and share both successes and failures
- Develop a process for identifying, discussing and mitigating risks