

# Checklist of Organizational Readiness Characteristics for Learning from Evaluative Inquiry<sup>1</sup>

## Culture

- Assumes individual employees competence and best intentions.
- Engenders trust among coworkers.
- Supports risk taking and reduces fear of failure.
- Rewards courage.
- Values lessons learned from mistakes.

## Leadership

- Values diversity of employees and seeks pluralistic understandings.
- Develops and maintains processes that support employees' ongoing learning.
- Develops and supports the implementation of systems to capture employee learning and make it accessible to others in the organization.
- Is more concerned with serving the organization than with seeking personal power.
- Values information from inside and outside the organization.
- Models and champions ongoing learning.
- Involves employees in the development of a learning vision.
- Communicates a clear and consistent learning vision for the organization.
- Translates the learning vision into achievable goals and objectives.

## Communication

- Uses information for learning, not personal power.
- Disseminates information that captures a diversity of voices.
- Uses information as a means to share learning among coworkers.
- Collects and makes available data, as well as providing a means for interpreting data.
- Uses technology to manage, disseminate, and increase access to information.
- Eliminates structural barriers to face-to-face communications.

## Systems and Structures

- Supports collaboration, communication, and cooperation among organization members as well as across units or departments.
- Helps organization members understand how their role relates to other roles in the organization and to the organization's mission.
- Recognizes individuals and their capacity to learn as the organization's greatest resource.
- Values the whole person and supports personal as well as professional development.
- Uses reward systems that recognize team as well as individual learning and performance.

## Evaluation

- Evaluation activities are integrated into the ongoing work of the organization
- Evaluation supports decision-making.
- Evaluation supports improvements in programs, processes, products, and services.
- There is support among leadership for evaluation.
- There is support among employees for evaluation.

---

<sup>1</sup> From: Preskill, H. & Torres, R.T. (1999). Evaluative inquiry for learning in organizations. Thousand Oaks, CA: Sage.