



Checklist: Is your organization a learning organization?

This checklist shall help you ensure, that your organization learns from its mistakes

- The board ensures that learning is an active component of every day work and takes care that necessary preconditions are given. Especially, the board budgets resources to enable evaluation and reflection (Time, Investments, knowledge management and so on). It thus sets incentives for collective learning.
- Your team takes the necessary time to reflect on your project work and its outcomes. You openly discuss challenges. Learning processes are an integral part of any project. There exist regular, obligatory meetings which are guided by an agenda. Learning thus is not a single momentum but a dynamic process, which takes place along the whole project cycle.
- Responsibilities are defined and clear with regard to learning and knowledge management. There are defined processes on how to store, communicate and share the knowledge gained.
- You make use of the information you retrieved from your impact analysis in order to learn and you document your insights to ensure that the knowledge is stored. Based on your findings, you discuss consequences and derive recommendations for future project work: Do you need to redefine project objectives and your current project approach? Have you gained all the insights you needed along your impact analysis? What can you do better in the future?
- The knowledge retrieved is used and implemented where useful. Reflecting your processes only leads to improvements when the knowledge retrieved actually leads to actions and changes every day procedures.
- Mistakes happen. You learn from your mistakes. To deal with mistakes is not primarily a question of responsibility and not a question of "who is to blame?" in your organization.
- The organization uses opportunities to get in touch with its target groups and other stakeholders in order to learn from one another. It actively seeks feedbacks from all its stakeholders.
- Deciders promote change ("change processes"). They ensure that necessary resources are available and budgeted and moderate the process.
- You celebrate successes! As important as learning from mistakes is: It is equally important to celebrate what goes well collectively.