



Does Your CULTURE Support Career DEVELOPMENT?

What do you expect from your organization's investment in career development?

- Expanded capabilities and motivation?
- Retention of top performers?
- Greater engagement or commitment?
- Free flowing discretionary effort?

Sustained results in these areas are only possible when a focus on development is an integral part of your organization's culture – when it's embedded in what you do and how you do it. As a leader you are in the unique position to make that happen.

Instructions: Your candid responses to each item below will help calibrate key cultural elements that support career development... and prioritize your energy and actions to drive optimal results. Simply circle the number that represents your level of agreement with each statement and total the numbers circled for each section.

	1 Completely Disagree			5 Completely Agree	
1. Trust levels are high enough for people to routinely tell the truth and be candid.	1	2	3	4	5
2. Honest, helpful information about organizational and individual performance, business strategies, and future opportunities is easily accessible throughout the organization.	1	2	3	4	5
3. Managers and supervisors make feedback and coaching a top priority.	1	2	3	4	5
4. Job requirements, competencies, and ways to develop them are transparent to all employees.	1	2	3	4	5

Total: Information-Rich_____

5. Questions and the open exchange of ideas are actively encouraged by executives, leaders, and employees alike.	1	2	3	4	5
6. Those who have a reputation for asking 'why' and 'why not' are well-regarded within the organization.	1	2	3	4	5
7. Risk-taking and experimentation are rewarded and celebrated.	1	2	3	4	5
8. Diverse perspectives are actively sought out and explored.	1	2	3	4	5

Total: Curious_____

	1	2	3	4	5
	Completely			Completely	
	Disagree			Agree	
9. Long-term goals are balanced with short-term needs.	1	2	3	4	5
10. Mistakes and failures are treated as valuable steps in the learning process.	1	2	3	4	5
11. Development is valued as an ongoing investment over time, not as a once-and-done activity.	1	2	3	4	5
12. It's generally acknowledged that people develop at different speeds and in a variety of ways.	1	2	3	4	5

Total: **Patient (with the Development Process)**_____

13. Leaders define the big picture and goals, supporting employees to determine the best ways to achieve them.	1	2	3	4	5
14. Employees initiate new work procedures, activities, and responsibilities.	1	2	3	4	5
15. Micro-management is not tolerated in the organization.	1	2	3	4	5
16. Organizational structures can morph when necessary to enable the achievement of results.	1	2	3	4	5

Total: **Results-Focused**_____

17. Collaboration among groups, teams, departments, and/or divisions naturally flourishes.	1	2	3	4	5
18. 'Us' and 'them' is not part of the lexicon or anyone's thinking.	1	2	3	4	5
19. Resources are frequently shared across departments to accomplish goals.	1	2	3	4	5
20. People are encouraged to look outside of their own areas for opportunities to learn, contribute, and grow.	1	2	3	4	5

Total: **Blurry around Boundaries**_____

21. Leaders operate from a belief that everyone can grow and develop.	1	2	3	4	5
22. Training, mentoring, and development experiences are available to those who want them.	1	2	3	4	5
23. A significant portion of the leader's role involves teaching and developing others.	1	2	3	4	5
24. Everyone is expected to learn from their experiences and feed that learning back into the organization.	1	2	3	4	5

Total: **Learning-Oriented**_____