



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 people do and how they do it. As a result, creating a development-friendly culture is quickly becoming a strategic priority.

Instructions: Your candid responses to each item below will help evaluate the presence of key cultural characteristics that support career development in your organization. Simply circle the number that represents your level of agreement with each statement and total the numbers circled for each section.

	1		5		
	Completely Disagree		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 Completely Disagree			5 Completely 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**_____

What do the scores mean?

Totals of 18 or higher in any area indicate a characteristic that is a signature strength within your organization. Celebrate and maintain your success in this area.

Totals of 15-17 in any area point to an emerging strength within your organization. Find ways to build upon it to further support career development.

Totals of 10-14 in any area reveal an opportunity for improvement. Focused attention to this characteristic can yield positive results.

Totals of 9 or lower in any area indicate a serious deficit that requires immediate attention. Failing to take action can have a detrimental effect on career development, satisfaction and retention in your organization.

Learn more about the characteristics.

Learning-Oriented: Most organizations claim to be 'learning organizations'; but are they really? Simply offering workshops and seminars – while important – is not enough. Learning-oriented cultures are based upon the core belief that everyone can grow and improve. And this belief plays out in the form of broad access to learning opportunities for those who are interested. In this kind of organization, leaders keep development at the center of their radar screens. They don't wait annually scheduled conversations; rather, they routinely slip development into the workflow, helping others squeeze the most learning possible from challenges, mistakes, and day-to-day interactions. In this way, learning becomes something part of the fabric of work and part of everyone's responsibility.

For information about the other characteristics and suggestions for how to build them into your organizational culture, consult *Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want*, pages 118 – 122.