

OLSET AUDIT REPORT

Organizational Learning Self Evaluation Tool ('OLSET')

Organization: Arcana SD.

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Participants:

User: 1 participant

Manager: 1 participant

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I. The OLSET Audit

Thank you for completing the OLSET questionnaire to evaluate your organization's Organizational Learning (OL) capacity. This OLSET Audit Report is a product of descriptive statistics analysis combined with in depth academic research and decades of field experience. The academic research references employed in this report are Lopez et al (2005), Bess et al (2010) and Theiopoulou (2012).

The OLSET evaluation measures seven dimensions or conditions necessary for organizational learning. These seven components of OL will help you achieve your potential. By working to improve each of these, the OL capacity of your organization will improve resulting in increased performance.

EXTERNAL KNOWLEDGE ACQUISITION	is knowledge acquisition from external sources.
INTERNAL KNOWLEDGE ACQUISITION	is knowledge acquisition from internal development.

KNOWLEDGE DISTRIBUTION	is the means by which knowledge is spread among the members of the organization.
KNOWLEDGE INTERPRETATION	is achieving common understanding and co-ordination in decision making.
ORGANIZATIONAL MEMORY	is rules, procedures and other systems that store knowledge for future use.
ORGANIZATIONAL SYSTEM ALIGNMENT	is ongoing practices that allow the members of the organization to coordinate in order to respond effectively to challenges and opportunities.
CULTURE OF LEARNING AND DEVELOPMENT	learning, staff empowerment and staff development which become critical resources under conditions of ambiguity, uncertainty or change.

The OLSET Audit Report is structured in ten parts. First there is a presentation and analysis of your organization's current overall OLSET Index, giving a general idea of how likely is it that your organization is able to adapt to change and can be classified as a learning organization. Then, for a deeper understanding, each of the above OL components are presented and analyzed separately. So you will be able to see which dimension is your strongest area and which area need improvement. At the final section the mean scores of all individual questions are presented, helping you to identify the improvement opportunities in each dimension.

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II. Your organization's overall OLSET Index

The OLSET scale can help you determine whether your organization possesses the attributes that are key in adapting to change and in organizational learning. The values on the scale range from -2 to plus 2, where all scores below zero represent a missing or counterproductive attribute and all scores above zero show the existence of this capability.

Your overall OLSET Index on 1st December 2016 based on the specific group measurement, Employees as mentioned on the Cover Page, is 0.1 In the OLSET scale you can find 4 different levels of OL capacity, indicating if the organization does or does not have organizational learning capacity and to what degree. These levels are determined by the scores on the OLSET scale. Your result is highlighted with blue in the below table.

Table 1.: Possible score levels of OL Capacity

Score range	OL capacity	Implications
-2 to -1	non-existent and counterproductive	My organization/team is not adapting to change. There is no evidence of Organizational Learning.
-1 to 0	non existent	My organization/team rarely adapts to change. Far away from being a Learning Organization. There is no Organizational Learning capacity.

0 to 1	existing	My Organization adapts to change effectively. There is an Organizational Learning capacity and culture. My organization can be considered as sustainable.
1 to 2	high	Adaptation to change is a competitive advantage in my organization. The place I work can be described as a Learning Organization.

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III. OLSET Scores by Dimensions

In Table 2 below you can see your OLSET scores in the seven Dimensions (or OL components). It is important to note, that the value 0.00 represents the minimum OL capacity and anything below 0.00 represent a counterproductive process in place.

Table 2. OLSET scores

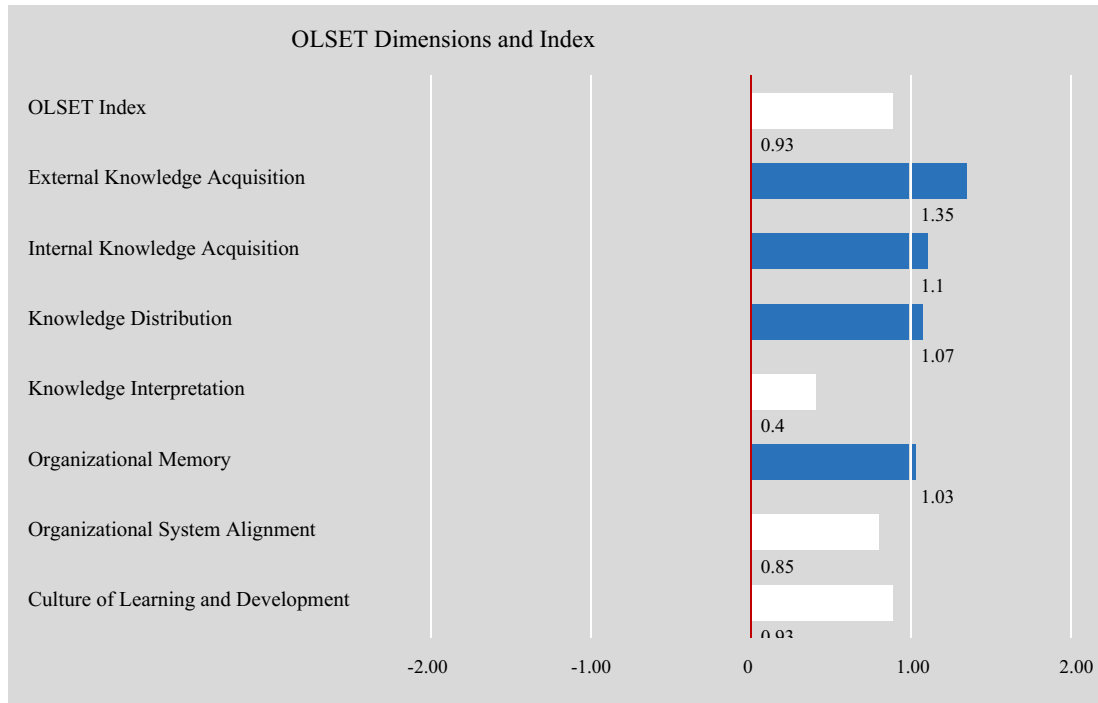
The number '0' represents the minimum OL capacity, meaning that any scores above zero indicate that OL component exists, while any scores below zero indicate that the OL component is not existing in the organization.

Components	You scored (mean score)
External Knowledge Acquisition	1.35
Internal Knowledge Acquisition	1.1
Knowledge Distribution	1.07
Knowledge Interpretation	0.4
Organizational Memory	1.03
Organizational System Alignment	0.85
Culture of Learning and Development	0.93
Total OL Index	0.93

Notes: Above 1.01= Blue, high; Between 0.00 to 1.00= White, existing; Between -2.00 to 0.00=Red, non-existing or counterproductive.

Your scores are visually presented in the graphs below.

Figure 1. OLSET Scores by Dimension and OLSET Index



These seven components of OL act as an ecosystem: all together they form your organization's OL function. When every part of the organization has high levels of all the seven components, then everyone will perform at their best under all circumstances.

On which component did you score the highest? The lowest? Why? Refer back to the definitions and graphs above and think about how you can improve the scores that are lower than you want, and maintain the scores that are high. Figure 4 at the end of this report makes visible your scores in each individual question.

IV. Interpreting your OLSET scores

A. External knowledge acquisition

External Knowledge Acquisition is knowledge acquisition from external sources. When the External Knowledge Acquisition is low the organization is not receiving or processing well enough all new information arriving from the external environment. This among many could lead to missing out on opportunities to adapt to changes occurring in your market.

In External Knowledge Acquisition your organization's mean score is Array in a scale ranging from -2 to 2.

External Knowledge Acquisition increases when:

- co-operation agreements with other companies, universities, experts etc. are promoted.
- the organization encourages its employees in practical ways to join formal or informal networks
- the company is in touch with professionals and expert technicians
- the employees attend fairs and exhibitions regularly

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B. Internal Knowledge Acquisition

Internal Knowledge Acquisition is knowledge acquisition from internal development. When Internal Knowledge Acquisition is low the organization is not making full use of its members' knowledge. Consequently, the organization is not utilizing its employees' full potential.

In Internal Knowledge Acquisition your organization's mean score is Array in a scale ranging from -2 to 2.

Internal Knowledge Acquisition increases when:

- there is a consolidated and resourceful R&D policy
- new ideas and approaches on work performance are experimented continually
- organizational systems and procedures support innovation

C. Knowledge Distribution

Knowledge Distribution is the means by which knowledge is spread among the members of the organization. When Knowledge Distribution is low the organization does not communicate well enough between departments and silos. This in turn causes delays and inefficiency.

In Knowledge Distribution your organization's mean score is Array in a scale ranging from -2 to 2.

Knowledge Distribution increases when:

- all members are informed about the aims of the organization
- meetings are periodically held to inform all the employees about the latest innovations in the organization
- the organization has formal mechanisms to guarantee the sharing of best practices among the different fields of activity
- there are individuals within the organization who take part in several teams or divisions and who also act as links between them
- there are individuals responsible for collecting, assembling and distributing employees' suggestions internally

D. Knowledge interpretation

Knowledge Interpretation is achieving common understanding and co-ordination in decision making. When Knowledge Interpretation is low, new knowledge is not processed and the individuals in the organization are not communicating their ideas with one another. This results among others in lower levels of innovation.

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In Knowledge Interpretation your organization's mean score is Array in a scale ranging from -2 to 2.

Knowledge Interpretation increases when:

- all the members of the organization share the same aim, to which they feel committed
- employees share knowledge and experience by talking to each other regularly
- teamwork is a very common practice in the company
- the company develops internal rotation programs so as to facilitate the shift of the employees from one department or function to another
- the company offers opportunities to learn (visits to other parts of the organization, internal training programs, etc) so as to make individuals aware of other people's or department's duties

E. Organizational Memory

Organizational Memory is rules, procedures and other systems that store knowledge for future use. When Organizational Memory is low the organization is not learning from the past resulting in lost time and entrepreneurial and intrapreneurial opportunities.

In Organizational Memory your organization's mean score is Array in a scale ranging

from -2 to 2.

Organizational Memory increases when:

- the company has databases to store the experiences and knowledge so as to be able to use them later on
- the company has directories or emails filed according to the field they belong to, so as to find an expert on a specific issue at any time
- the company has up-to-date databases of its clients there is access to the organization's database and documents through some kind of network (Lotus, Notes, intranet, etc.)
- databases are always kept up-to-date
- all the employees in the organization have access to the organization's databases
- the codification and knowledge administration system makes work easier for the employees

F. Organizational System Alignment

Organizational System Alignment is ongoing practices that allow the members of the organization to respond effectively to challenges and opportunities. When Organizational System Alignment is low the organization does not have adequate understanding and consideration of the internal and external environments. This results in mistakes and loss of resources.

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In Organizational System Alignment your organization's mean score is Array in a scale ranging from -2 to 2.

Organizational System Alignment increases when:

- the organization encourages people to think from a community perspective
- the organization works together with the outside community to meet mutual needs
- the leaders ensure that the organization's actions are consistent with its values
- the organization builds alignment of visions across different levels and work groups
- the organization considers the impact of decisions on employee morale
- the organization encourages people to get answers from across the organization when solving problems

G. Culture of Learning and Development

Culture of Learning and Development is ongoing practices that reflect and support the values of open communication, learning, staff empowerment and staff development which become critical resources under conditions of ambiguity, uncertainty or change. It is distinguished in open communication practices, learning practices, practices of staff empowerment and practices of supporting staff development. When Culture of Learning and Development is low the organization is not using its members as change agents for improvement and development.

In Culture of Learning and Development your organization’s mean score is Array in a scale ranging from -2 to 2.

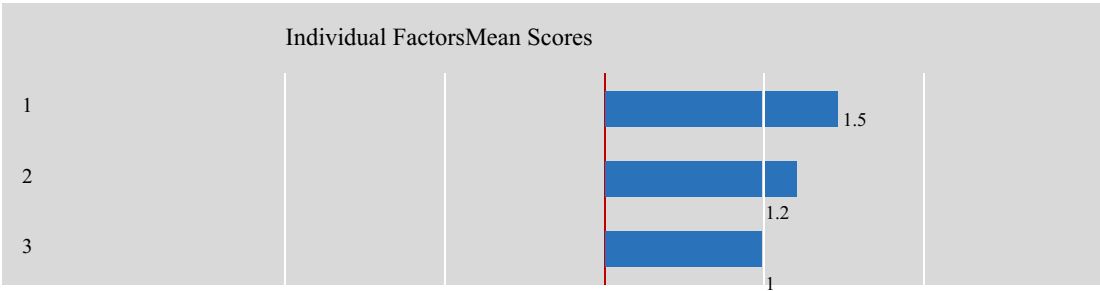
- Culture of Learning and Development increase when:
- people openly discuss mistakes in order to learn from them
 - people give open and honest feedback to each other
 - people view problems in their work as an opportunity to learn
 - people are rewarded for exploring new ways of working
 - the organization enables people to get needed information at any time quickly and easily
 - the organization recognizes people for taking initiative
 - the organization gives people control over the resources they need to accomplish their work
 - leaders generally support requests for learning opportunities and training
 - investment in workers’ skills and professional development is greater than last year
 - the number of individuals learning a new skill is greater than last year

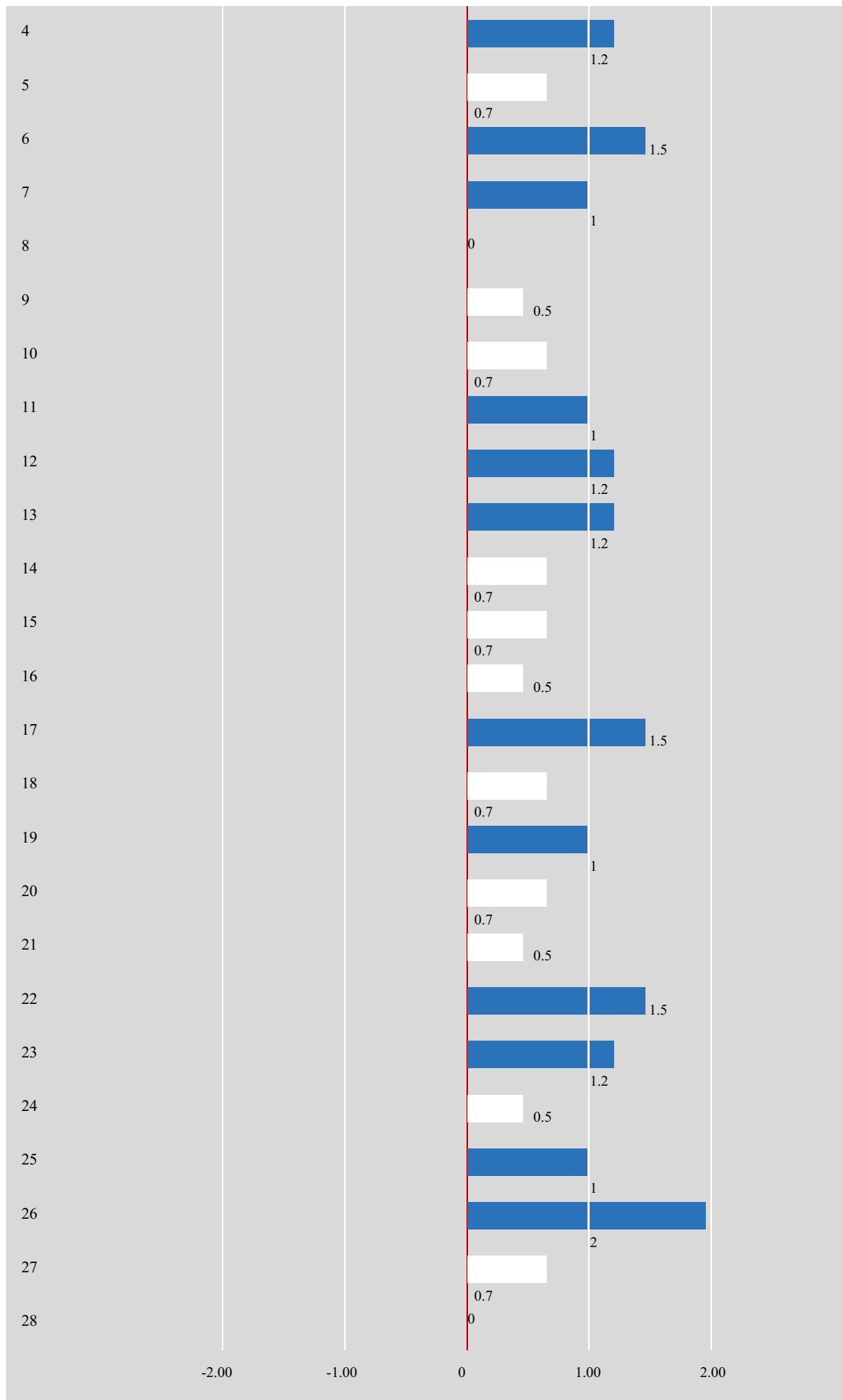
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VI. Individual Questions

In Figure 4 below you can see your organization’s mean scores for every single question. Explore how you can increase the low scores and maintain the high ones. Which one would have the biggest impact if you act on it? Refer to Table 3 below to identify the specific improvements that can be made.

Figure 4. Individual Questions’ Mean Score





Question No.	Question
External Knowledge Acquisition	
1	In my organization, co-operation agreements with other organizations, universities, technical colleges, experts, etc. are promoted.
2	In my organization, employees are actively encouraged to join formal or informal networks (e.g. professional networks and associations, attend conferences etc.).
Internal Knowledge Acquisition	
3	In my organization, new ideas and approaches on work performance are experimented on continuously.
4	In my organization, organizational systems and procedures support innovation.
Knowledge Distribution	
5	In my organization, there are formal processes to guarantee the sharing of best practices among the different fields of activity.
6	In my organization, there are individuals within the organization who take part in several teams or divisions and who also act as links between them.
7	In my organization, there are individuals responsible for collecting, assembling and distributing employees' suggestions internally.
Knowledge Interpretation	
8	In my organization, there are internal opportunities to learn (visits to other parts of the organization, internal training programs, etc.) so as to make individuals aware of other people's or departments' duties and share employee's knowledge and experience.
9	In my organization, teamwork is a very common practice in the company.
10	In my organization, all the members of the organization share the same aim, to which they feel committed.
Organizational Memory	
11	In my organization, there are databases or other means to store experiences and knowledge so as to be able to use them later on.
12	In my organization, databases are always kept up to date.
13	In my organization, all the employees in the organization have access to the organization's databases.
14	In my organization, the data management process makes work easier for employees.
Organizational System Alignment	
15	In my organization, employees are encouraged to think from a community perspective.
16	In my organization, employees work together with the outside community to meet mutual needs.
17	In my organization, leaders ensure that the organization's actions are consistent with its values.
18	My organization builds alignment of visions across different levels and work groups.
19	My organization the impact of decisions on employee morale is considered before the decision is taken.
20	My organization, people are encouraged to get answers from across the organization when solving problems.
Culture of Learning and Development	
21	In my organization, people openly discuss mistakes in order to learn from them.
22	In my organization, people give open and honest feedback to each other.
23	In my organization, people view problems in their work as an opportunity to learn.

24	In my organization, people are rewarded for exploring new ways of working.
25	My organization people are recognized and rewarded for taking initiative.
26	My organization, people have control over the resources they need to accomplish their work.
27	In my organization, leaders generally support requests for learning opportunities.
28	In my organization, investment in workers' skills and professional development is greater than last year.

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If you wish to further explore the ways to increase your organization's learning capacity, the following reflective questions can help in generating ideas for improvement in each of the respective factors.

Question No.	Question
External Knowledge Acquisition	
1	<p>In my organization, co-operation agreements with other organizations, universities, technical colleges, experts, etc. are promoted.</p> <ul style="list-style-type: none"> What co-operation agreements does your company/organization have with other companies, universities, technical colleges, experts etc? What value does each one of them bring to your company? What actions can you take to increase the value of these co-operation agreements for your organization? What other co-operation agreements with such organizations would you be interested to establish? What actions can you take to establish these new co-operation agreements?
2	<p>In my organization, employees are actively encouraged to join formal or informal networks (e.g. professional networks and associations, attend conferences etc.).</p> <ul style="list-style-type: none"> In which networks do you participate? What is the value that your participation in these networks brings to your company? What actions can you take to increase the value of these networks for your organization? In which networks do your employees/partners participate? What value does this participation brings to your company? What value does this participation brings to your company? What actions can you take to increase the value of your employees/partners participation in these networks for your organization?
Internal Knowledge Acquisition	
3	<p>In my organization, new ideas and approaches on work performance are experimented on continuously.</p> <ul style="list-style-type: none"> Which new ideas and approaches on work performance did you tried out during the past one year? What value did these bring to your company? What actions can you take to increase the value of these new ideas and approaches for your organization? Which new ideas and approaches on work performance can you start trying out?
4	<p>In my organization, organizational systems and procedures support innovation.</p> <ul style="list-style-type: none"> Which organizational systems and procedures in your organization support innovation? How could you improve these systems and procedures so that they further support innovation in your organization? What other systems and procedures could you establish in order to support innovation in your organization? How can you improve the rest of the systems and procedures of your organization so that they also support innovation?
Knowledge Distribution	
5	<p>In my organization, there are formal processes to guarantee the sharing of best practices among the different fields of activity.</p> <ul style="list-style-type: none"> Which formal mechanisms does the company have to guarantee the sharing of best practices among the different fields of activity? How could you further improve these mechanisms so that they better support the sharing of best practices among different fields of activity in your organization? What other formal mechanisms can you establish in order to better support the sharing of best practices among different fields of activity in your organization?
6	<p>In my organization, there are individuals within the organization who take part in several teams or divisions and who also act as links between them.</p> <ul style="list-style-type: none"> Which individuals, within the organization, take part in several teams or divisions and also act as links between them? Which teams or divisions each individual links? What actions can you take to increase the value from the connection that these individuals provide between teams or divisions of your organization? Which individuals can you utilize to act as links between teams or divisions that the above individuals do not cover/connect? How can you support these individuals in order to make the most value out of the connection they provide between teams or divisions?

7	<p>In my organization, there are individuals responsible for collecting, assembling and distributing employees' suggestions internally.</p> <ul style="list-style-type: none"> Which individuals are responsible for collecting, assembling and distributing employees' suggestions internally? What actions can you take to further facilitate their work? Do you think that this number of individuals is enough and covers adequately the whole organization or you would like to assign this task to more individuals?
Knowledge Interpretation	
8	<p>In my organization, there are internal opportunities to learn (visits to other parts of the organization, internal training programs, etc.) so as to make individuals aware of other people's or departments' duties and share employee's knowledge and experience.</p> <ul style="list-style-type: none"> Which internal opportunities to learn does the company offer (visits to other parts of the organization, internal training programs, etc.)? What actions can you take so that you increase the value of these opportunities for your organization? What other opportunities to learn can you offer to your employees/partners so as to make all individuals in your organization aware of other people's or departments' duties and share their knowledge and experience?

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Question No.	Question
9	<p>In my organization, teamwork is a very common practice in the company.</p> <ul style="list-style-type: none"> Are the majority of activities undertaken by your organizations done through teamwork? How can you increase the quality of this teamwork? How can you increase the number of activities undertaken by your organization that are done through teamwork?
10	<p>In my organization, all the members of the organization share the same aim, to which they feel committed.</p> <ul style="list-style-type: none"> What evidence do you see that indicate that all the members of your organization share the same aim? What actions can you take to ensure that all members of your organization share the same aim? What evidence do you see that indicate that members of your organizations are committed to this single aim? What actions can you take to ensure that all members of your organization are committed to this single aim?
Organizational Memory	
11	<p>In my organization, there are databases or other means to store experiences and knowledge so as to be able to use them later on.</p> <ul style="list-style-type: none"> Which are the databases (or any other means) that allow your organization to store its experience and knowledge so as to be able to use them later on? Do these databases (or other means) provide enough value to your organization i.e. do they indeed allow to store experiences and knowledge so as to be able to use them in the organization's activities? What actions can you take to increase the usability of these databases or these other means?
12	<p>In my organization, databases are always kept up to date.</p> <ul style="list-style-type: none"> Are your organization's databases always kept up-to-date? What actions can you take to ensure that your organization's databases are always kept up-to-date?
13	<p>In my organization, all the employees in the organization have access to the organization's databases.</p> <ul style="list-style-type: none"> Do all employees in the organization have access to the organization's databases? What actions can you take in order to increase the access that your employees/partners have to your organization's databases?
14	<p>In my organization, the data management process makes work easier for employees.</p> <ul style="list-style-type: none"> Does the codification and knowledge administration system make work easier for your employees/partners? What improvements can you make to the codification and knowledge administration system so that it makes work easier for your employees/partners?
Organizational System Alignment	
15	<p>In my organization, employees are encouraged to think from a community perspective.</p> <ul style="list-style-type: none"> Does your organization encourages people to think from a community perspective? In how many and in which projects did your organization co-operated with the community during last year? In which projects that bring value to your organization could your organization co-operate with the community in the future? How could you encourage your employees/partners to think from a community perspective? How could you encourage your employees/partners to develop co-operations with the community?
16	<p>In my organization, employees work together with the outside community to meet mutual needs.</p> <ul style="list-style-type: none"> Does your organization work together with the outside community to meet mutual needs? Which needs? How can you encourage your employees/partners to collaborate further with the community in meeting mutual needs? How can you ensure that these collaborations add value to your organization?
17	<p>In my organization, leaders ensure that the organization's actions are consistent with its values.</p> <ul style="list-style-type: none"> How do your organization's leaders ensure that the organization's actions are consistent with its values? How can you ensure (through processes and norm) that the organization's actions are consistent with its values?

18	<p>My organization builds alignment of visions across different levels and work groups.</p> <ul style="list-style-type: none"> Does your organization have alignment of vision across different levels and work groups? What evidence allow you to see this alignment of vision across different levels and work groups? What actions could you take to increase this alignment of visions?
19	<p>My organization the impact of decisions on employee morale is considered before the decision is taken.</p> <ul style="list-style-type: none"> Does your organization consider the impact of decisions on employee morale? How do you estimate the impact of decisions on employee morale before you make a decision? How do you mitigate the estimated negative impact of decisions on employee morale? What actions can you take to ensure that in your organization the impact of decisions on employee morale is always taken under consideration?
20	<p>My organization, people are encouraged to get answers from across the organization when solving problems.</p> <ul style="list-style-type: none"> Does your organization encourage people to get answers from across the organization when solving problems? What actions can you take to ensure that all the people in your organization ask questions and get answers from across the organization when solving problems?

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Question No.	Question
Culture of Learning and Development	
21	<p>In my organization, people openly discuss mistakes in order to learn from them.</p> <ul style="list-style-type: none"> In your organization, do people openly discuss mistakes in order to learn from them? What actions can you take to ensure that in your organization people openly discuss mistakes in order to learn from them? What actions can you take to ensure that in your organization people openly discuss mistakes in order to learn from them? What actions can you take to ensure that these learnings add value to your organization?
22	<p>In my organization, people give open and honest feedback to each other.</p> <ul style="list-style-type: none"> In your organization, do people give open and honest feedback to each other? What actions can you take to ensure that people always give open and honest feedback to each other?
23	<p>In my organization, people view problems in their work as an opportunity to learn.</p> <ul style="list-style-type: none"> In your organization, do people view problems in their work as an opportunity to learn? What actions can you take to ensure that in your organization people always view problems in their work as an opportunity to learn?
24	<p>In my organization, people are rewarded for exploring new ways of working.</p> <ul style="list-style-type: none"> In your organization, are people rewarded for exploring new ways of working? What actions can you take to ensure that in your organization people are rewarded for exploring new ways of working?
25	<p>My organization people are recognized and rewarded for taking initiative.</p> <ul style="list-style-type: none"> Does your organization recognize people for taking initiative? What actions can you take to ensure that people in your organization take initiative? What actions can you take to ensure that your organization recognizes people for taking initiative?
26	<p>My organization, people have control over the resources they need to accomplish their work.</p> <ul style="list-style-type: none"> Does your organization give people control over the resources they need to accomplish their work? What actions can you take to ensure that in your organization people always have control over all the resources they need to accomplish their work?
27	<p>In my organization, leaders generally support requests for learning opportunities.</p> <ul style="list-style-type: none"> Do leaders support requests for learning opportunities in your organization? What actions can you take to ensure that leaders always support requests for learning opportunities?
28	<p>In my organization, investment in workers' skills and professional development is greater than last year.</p> <ul style="list-style-type: none"> Is investment in workers' skills and professional development greater than last year? What actions can you take to ensure that investment in workers' skills and professional development is always increasing?

