



**L&OD Roundtable and Ascent presents
Best Learning Organisations of Asia Study 2011**

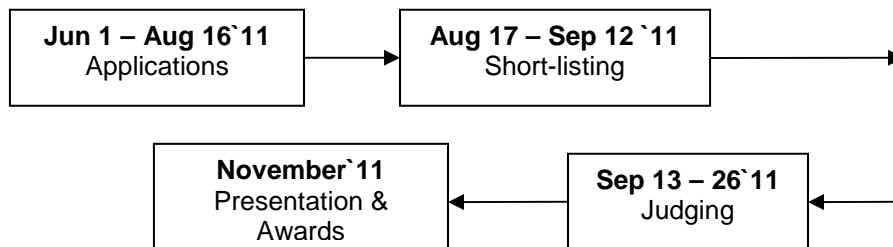
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The Best Learning Organisations of Asia Awards are conferred by the **Learning & Organisation Development Roundtable**. This annual Award is the first of its kind in Asia that honors' innovative and impactful learning practices adopted by organisations in Asia.

APPLICATION INSTRUCTIONS

- 1) Submission of applications opens on 1st June 2011 and will close on 16th August 2011.
- 2) All applications must be completed in English. Total length of the application should not exceed 30 A4 printed pages (Arial Font Size 11, single spaced), including diagrams, charts, graphs and other supporting illustrations. Appendices will not be considered for evaluation.
- 3) Organisations are encouraged to submit specific innovative Learning practice/s instead of an entire HR framework.
- 4) E-Mail the L & OD Roundtable team at email: bestlearningorgstudy@lnodroundtable.com to indicate interest in submitting the application, and to request support (if required) to complete your application. Email completed application forms to the same email id.

AWARD PROCESS



ASSESSMENT CRITERIA

(1) **Having a defined learning agenda:** Does it have a clear picture of future knowledge requirements? Does it know what it needs to know about its People, Products, Customers, Competitors, markets, Technologies? ***(Evidence of a defined Learning & Development Agenda)***

(2) **Managing discordant information:** Does the organisation shoot the messenger of sensitive information? Managing discordant information that leads to unhappy customers, dissensions in the ranks, problems with technologies adopted, etc. Does it have mechanisms to understand the issue beyond the person? ***(Evidence of Survey Feedback and Action Planning)***

(3) **Avoiding the repetition of mistakes:** Organisation reflects on past experiences? Distills experiences into useful lessons? Have mechanisms to share knowledge internally? Ensures that elsewhere the same mistakes are not repeated? ***(A strong 'lessons learnt' orientation; evidence of Knowledge Platforms)***

(4) **Avoiding the loss of critical data with people exits:** loss of critical data happens because crucial knowledge was kept tacit, unarticulated and unshared, locked in the head of a single person...Does the Organisation institutionalize essential knowledge and learn messages from key experiences? ***(Knowledge Transfer mechanisms / Coaching & Mentoring programs / Succession Planning)***

(5) **Acting on what the Organisation knows:** Is it just a repository of knowledge? Based on knowledge, does it change behaviours? Does it discover facts alone or also fulfills the learning need to change the behaviours? ***(Evidence of successfully Managing Change & Transformation Agendas: evidence of any unit/change transformation that the participant Organisation has driven)***

Best Learning Organisations of Asia Study 2011
Application Form

SECTION A – APPLICANT PARTICULARS

NAME		
JOB TITLE		
ORGANISATION		
TYPE OF INDUSTRY		
ADDRESS		
CONTACT INFO	(O) (HP)	FAX:
EMAIL		

SECTION B: ENTRY WRITE UP

Please provide specific examples with figures, charts, diagrams or any evidence to support your write up.

OBJECTIVE(S)
Please share a bit about your Organisation, such as: (upto 200 words) <ul style="list-style-type: none">- Industry, products and services- No. of employees- Mission, vision, values and culture Please describe the external environment of business and HR context leading to the development of the learning practice and the desired organisational outcomes/impact of the practice.

BRIEF DESCRIPTION OF LEARNING PRACTICES pertaining to
1. Having a defined learning agenda (*Evidence of a defined Learning & Development Agenda*)

Please describe the key elements of the practices, such as

- Where and how was the practice conceptualized and developed and by whom? How long has it been in existence?
- Components of the practice
- Resources invested
- Who was involved in supporting the practice?
- Who benefited from the practice (coverage and employee types)?

Importantly, please highlight the aspects that you feel make this practice unique, innovative and gives your organisation “competitive advantage”.

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BRIEF DESCRIPTION OF LEARNING PRACTICES pertaining to
2. Managing discordant information (*Evidence of Survey Feedback and Action Planning*)

Please describe the key elements of the practices, such as

- Where and how was the practice conceptualized and developed and by whom? How long has it been in existence?
- Components of the practice
- Resources invested
- Who was involved in supporting the practice?
- Who benefited from the practice (coverage and employee types)?

Importantly, please highlight the aspects that you feel make this practice unique, innovative and gives your organisation “competitive advantage”.

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BRIEF DESCRIPTION OF LEARNING PRACTICES pertaining to
3. Avoiding the repetition of mistakes (A strong 'lessons learnt' orientation; evidence of Knowledge Platforms)

Please describe the key elements of the practices, such as

- Where and how was the practice conceptualized and developed and by whom? How long has it been in existence
- Components of the practice
- Resources invested
- Who was involved in supporting the practice?
- Who benefited from the practice (coverage and employee types)?

Importantly, please highlight the aspects that you feel make this practice unique, innovative and gives your organisation "competitive advantage".

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BRIEF DESCRIPTION OF LEARNING PRACTICES pertaining to
4. Avoiding the loss of critical data with people exits (Knowledge Transfer mechanisms / Coaching & Mentoring programs / Succession Planning)

Please describe the key elements of the practices, such as

- Where and how was the practice conceptualized and developed and by whom? How long has it been in existence
- Components of the practice
- Resources invested
- Who was involved in supporting the practice?
- Who benefited from the practice (coverage and employee types)?

Importantly, please highlight the aspects that you feel make this practice unique, innovative and gives your organisation "competitive advantage".

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BRIEF DESCRIPTION OF LEARNING PRACTICES pertaining to
5. Acting on what the Organisation knows (*Evidence of successfully Managing Change & Transformation Agendas: evidence of any unit/change transformation that the participant Organisation has driven*)

Please describe the key elements of the practices, such as

- Where and how was the practice conceptualized and developed and by whom? How long has it been in existence
- Components of the practice
- Resources invested
- Who was involved in supporting the practice?
- Who benefited from the practice (coverage and employee types)?

Importantly, please highlight the aspects that you feel make this practice unique, innovative and gives your organisation "competitive advantage".

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IMPACT ON YOUR ORGANISATION

Please elaborate on the impact of the above practices, such as:

- Number of employees impacted
- Impact on employee, customer, organisational and financial measures
- Any endorsements from stakeholders (customers, suppliers, shareholders, unions, etc.)
- Strengthening of HR capabilities

Please also outline other factors which you feel contributed to the success of the practice...

ANY EXTERNAL ASSISTANCE

Please mention any external assistance received in developing and implementing the practice, such as the involvement of consultants. Describe the scope and depth of assistance provided. Credit may be accorded for involving external experts in an innovative and thoughtful manner which complements the Organisation's capabilities and strengthens overall results.

SECTION C: LEADERSHIP-LEVEL CONVERSATIONS

I) **Meeting with CEO** (face-to-face or telecon)

NAME		
JOB TITLE		
CONTACT INFO	(O) (HP)	FAX:
EMAIL		

This involves a 1 – 1.5 hours discussion with the CEO, or a designated business leader.

Discussion Points to include

- The leadership *view* on how learning initiatives are building a learning Organisation
- The leadership *commitment* to building a learning Organisation
- The leadership *involvement* in learning initiatives
- *Impact* of learning initiatives on building *Organisational Capability* (or business outcomes)

II) **Meeting with CHRO/ Head of Human Resources** (face-to-face or telecon)

NAME		
JOB TITLE		
CONTACT INFO	(O) (HP)	FAX:
EMAIL		

This involves a 1-2 hours discussion with the CHRO, or a designated senior HR leader.

Discussion Points to include

- The CHRO *view* on learning initiatives, and a *SWOT* analysis of progress achieved
- The *line manager commitment* in learning initiatives to building a learning Organisation
- Extent to which the Organisation uses a “*systems approach*” to learning initiatives
- *Next steps* in building a learning organization.

ABOUT THE STUDY

The Best Learning Organisations of Asia Study (2011) will conclude with a two day Seminar to be held in Mumbai (India) in November 2011. The Seminar will be open to delegates from industry*, and feature presentations from the top Fifteen Finalists in the Study.

The Seminar will open with key-note address from a luminary in Learning & OD, followed by a presentation by a global thought leader. Day Two of the Seminar will include – apart from the presentations – a panel discussion including senior Learning & OD practitioners, consultants and academicians.

The Seminar will conclude with the grand finale 'Awards Ceremony' where Jury will announce the Best Learning Organisation of Asia Awards. The representatives of the winning companies would subsequently be interviewed and the company's learning practices profiled for the electronic media. The seminar would be a key learning event to learn from the best in industry, and from global thought leaders.

*participating organisations would receive a discount on registration fees.