

Frequently Asked Questions: Best Learning Organisations of Asia Study 2011

1. Who can participate in the Best Learning Organisations of Asia Study (2011)?

Ans: All Organisations that have least 100 full-time permanent employees in your local/Asian operation(s) and have been in business for at least three years in Asia, are eligible to participate. This includes corporations, NGOs, government departments, Public Sector Enterprises, etc..

2. How can I know whether my Organisation is a “Learning Organisation”?

Ans: Any Organisation serious about learning and development *processes and systems* to enhance and sustain performance would fulfill some (if not all) of the requirements of a learning Organisation. Peter Senge defined learning Organisations as “**Organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.**”

3. What are the Organisational benefits from participating in the Study?

Ans: There are three compelling reasons to participate: (1) it will enable your organisation to **revisit and enhance its clarity on the learning Organisation concepts.** (2) You can showcase the good work done and **gain recognition as a desirable workplace**, and an ‘employer of choice’ (the title ‘Best Learning Organisation of Asia’). (3) The study will afford you an opportunity to **learn from what other Organisations are doing, and gain feedback (if a finalist) from Subject Matter Experts** and global thought leaders in the field. A summary report of study findings will also be prepared and circulated after the Seminar.

4. Can you be more specific about what exactly would be assessed?

Ans: The Jury will consider the following five “tests” of learning organisations:

(1) **The extent to which a *defined learning agenda* is in place:** systems / practices to develop a clear picture of future knowledge requirements. (2) **The extent to which an Organisation *manages discordant information*** (that leads to unhappy customers, problems with technologies, etc.). Does it have mechanisms like survey feedback and Action Planning to understand the issue beyond the person? (3) **The extent to which the Organisation *avoids the repetition of mistakes***, reflects on past experiences, has a ‘lessons learnt’ orientation, with evidence of Knowledge Platforms, etc..(4) **Avoids the loss of critical data with people exits:** Institutionalizes Knowledge Transfer mechanisms / Coaching & Mentoring programs / Succession Planning, etc.? (5) **Acts on what it knows:** does it actually change behaviours? Evidence of successfully Managing Change & Transformation Agendas: evidence of any unit/change transformation that the Organisation has driven.

5. What is the recognition or awards for winners?

Ans: This Study will lead to awards, not rankings. There will be awards in three categories, based on Organisation type: **Large Businesses:** turnover exceeding INR 500 crores (USD 113 million, approximately), **Mid-sized Businesses:** turnover exceeding Rs. 100 crores (USD 23 million, approximately) but less than 500 crores, and **Small-sized** enterprises: turnover less than INR 100 crores.

There will be a “**Best Learning Organisation**” Award for the *winner in each category*, as well as a “*First Runner Up*” Award. Reaching the final round (of fifteen participants) would give your Organisation an opportunity to present its practices at a Seminar, before a Jury comprising global and Indian thought-leaders, and a cross-section of delegates from industry. We expect that all the fifteen finalists would receive significant media exposure.

6. How does the Jury verify the correctness of data and the objectivity of the process?

Ans: A leading international firm appointed by L&OD Roundtable will conduct random audits of a number of participating Organisations to verify the Learning Practices of their Organisation. Additionally, as a part of the assessment process, discussions will be held with the CEO and/or HR Heads of some participating Organisations. The international firm will report to the Governing Council of the organizing company, Learning & OD Roundtable, on the process integrity followed in the assessment process.

7. If my Organisation doesn't make the list of fifteen finalists, will we be named publicly?

Ans: Not at all. The names of all other participating Organisations that do not make the list of finalists of the Best Learning Organisations Study 2011 remain confidential to L&OD Roundtable of India. The names of participant Organisations will not be shared.

8. What are the Study timelines? When is the last date for applications?

Ans: The **last date for applications** is Aug 16, 2011.

<i>Submission of completed application documents:</i>	June 1 – Aug 16, 2011
<i>Preliminary assessment & shortlisting:</i>	Aug 17 – Sept 12, 2011
<i>Judging:</i>	Sep 13-Sep 26'11
<i>Best Learning Organisations of Asia Seminar (Mumbai):</i>	November 2011

9. Whom do I contact for clarifications?

Ans: You are welcome to contact the following persons, of the Learning & Organisation Development Roundtable, for clarifications: Michael Fernandes (M: +91 9930135380), Monisha Chaudhari (M: +91 9819731625, Vivek Rathi (M: +91 9930135937) or email: bestlearningorgstudy@lnodroundtable.com.