



# TO CREATE A LEARNING CULTURE

## How we know we have one and how we can do even better!

There is a lot of buzz about learning teams and organizations right now. And for good reason. Being able to efficiently share knowledge with each other affects both productivity, innovation and results. But what characterizes a learning culture and what can you do to become even better? In May 2022, we asked these questions to 60 people with leading positions in HR and Learning & Development. Here, we have sum-marized their tips and insights.

### How do we know that we have a learning culture?

Do you have a learning culture in your organization? Hopefully the answer is yes..

But let's take it a step further. How do you KNOW that you have a learning culture? And what really defines it?

This is what HR & L&D had to say:

- ✓ Employees **feel safe** and share knowledge without feeling that they are becoming "less unique" or that they may be overtaken by colleagues.
- ✓ **Openness, transparency and trust** - employees dare to tell when they can't do or don't know something.
- ✓ Employees **do not feel that they are losing prestige** and are not afraid of being embarrassed.
- ✓ **Learning-by-doing attitude.** Employees dare and have the opportunity to experiment.

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- ✓ Employees **take responsibility for keeping track** of their area by networking and following news.
- ✓ **There is time to reflect** both formally and informally. Employees are aware that they need to reflect and that their conclusions also need to be put into practice. They have strategies for turning insights into real change.



- ✓ Teams/meetings/contexts/rituals exist to **exchange knowledge and learn new things**. Both mandatory and voluntary.
- ✓ **Mistakes are seen as learning experiences** for the future.
- ✓ **The leaders are role models**.
- ✓ **Internal learning is an important point** for managers and employees. They talk about the importance of learning and **making the unconscious more conscious**.
- ✓ **Creativity and innovation are encouraged**.
- ✓ **Employees are expected to learn continuously**. Reflection/check-in/check-out.
- ✓ Employees feel that there is **an environment with a high degree of psychological security** where they actively seek knowledge, ask questions, dare to try new things, talk about mistakes, etc.
- ✓ There are "**ceremonies/occasions**" where working methods, knowledge content and what can be done differently are continuously evaluated.

- ✓ There are knowledge hubs where **insights and new knowledge are continuously shared**.
- ✓ **Sharing and receiving information is easy** and simple. "Just in time".
- ✓ **Employees engage in creating new knowledge** and/or new ways for others to acquire it.
- ✓ **People have a desire to learn** and continue to develop. Growth mindset is natural.
- ✓ **Learning is democratized**. A culture where everyone has a responsibility for learning and sharing knowledge and monitoring the world around them.

## Tips on how you can boost the learning of your employees

Many of the behaviors in point 1 you probably see in your team or in your organization today - others not. If you see potential to boost your employees' learning even more, we have some concrete tips on how to proceed here:

### ★ Create platforms for effective knowledge sharing and/or formalize existing ones

For flexible knowledge sharing "just in time", Slack or Teams are well suited. But for information that requires ongoing research, such channels are less optimal. A learning platform or a cloud service like Google Drive or Dropbox might be better. However, make sure to structure it clearly, as searching for documents is an unnecessary pain.







★ **Prioritize learning in team meetings, departmental meetings and executive team meetings**

With learning on the agenda, a forum is created for reflection and knowledge sharing that might not otherwise have existed. For example, you can have one point about lessons learned and another about what new knowledge is needed. Remember to set actions to make it happen!



★ **Encourage employees to organize learning activities themselves**

Lunch n'learns and the like are greatly appreciated.

★ **Enables employees to learn during working hours**

Dedicate time per week or month. Many tech companies, for example, have one day a month for free experimentation.

★ **Share knowledge after training**

Introduce the routine of having employees who attend trainings share their learnings with others who are interested. Exponential learning means that the knowledge reaches out more widely.

★ **Encourage reflection at all levels and follow up**

Set a structure for reflection. It can be as simple as having a point at the employees' 1to1 about lessons learned from the previous week/month.

★ **Reward your knowledge ambassadors**

Many organizations have learning ambassadors who share what they find. Highlight and praise them for these behaviors. It will both boost them to continue and inspire others to follow the same path.

★ **Engage managers for long-term success**

Knowledge sharing and training aim to enable us to perform as well as possible on our own and in collaboration. But knowledge that is not applied does no one any good. Managers can really make a big difference by talking about what employees have learned, helping them set learning goals and following up on these on an ongoing basis.

★ **Link and prioritize learning based on business goals**

There is so much to take in and so little time. Identify what knowledge is needed and prioritize it. What is most important right now? As a manager, you can help your employees do this - important to avoid information overload.

★ **Coach your employees in learning**

In some organizations, employees can set learning goals - concrete things they want to learn within a certain time frame and which the immediate manager then follows up on.

★ **Theme-based learning teams at different levels**

Perhaps cross-functional knowledge is needed across the departments? Then you can put together a learning team or let the employees put it together themselves. Remember to set frameworks and deadlines for the group so that the project becomes real and benefits the organization.

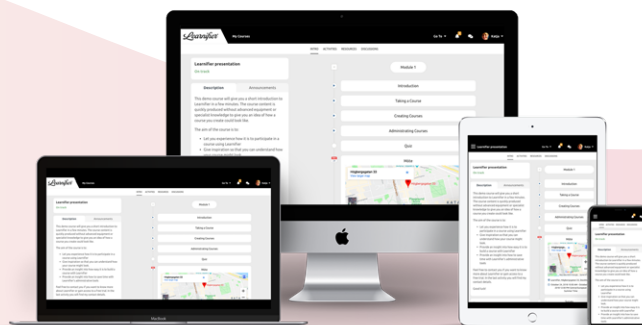
★ **Work strategically and operationally with the trust in the team and the organization**

In a safe environment, employees dare to test, experiment, fail and share knowledge. It is important to constantly work actively to strengthen and maintain this security. "How are we treating each other in this team/ organization?" By talking about behaviors connected to your values, you get better opportunities to highlight the positive and minimize the negative.

★ **Encourage and enable coffee and other social gatherings in a hybrid/remote environment**

In these times of remote work, the coffee breaks and lunches with colleagues have disappeared. They are not only good for building relationships, but often also become platforms for ideas and creative solutions. See how you can enable your remote employees to have access to these. For example, some companies have a daily digital coffee in the calendar where employees can choose to participate. There you can also encourage your on-site employees to join so they can interact with the others. It is a bit challenging with hybrid teams in this regard.

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