

Section 1

1. Please select *one* of the following. I think most new business theories are developed by...
 - managers working in commercial organisations.
 - academics at universities.
 - management consultants.
2. Please select *one* or *both* of the following options. I think new business and management theory...
 - progresses as ideas build upon one another
 - are recycled from previous concepts

Section 2

For the following questions, please write a number between 1 and 7 in the right-hand column that corresponds to the following responses.

1	2	3	4	5	6	7
Strongly Agree	Agree	Agree Somewhat	Neither agree or disagree	Disagree Somewhat	Disagree	Strongly Disagree
Question						Response (1-7)
3. My company is successful in attracting good quality individuals.						
4. In my company considering 'what is right' is more important than 'who is right'.						
5. My company is enthusiastic towards new business and management ideas.						
6. Organisation in my company feels disordered.						
7. My company considers most new business and management ideas as passing fads.						
8. Achieving consensus in decision making is important in my company.						
9. Generally speaking, errors can be considered an opportunity for learning in my company.						
10. My company regularly monitors the performance of individuals.						
11. In my company the word 'learning' is used a lot.						
12. In my company challenging assumptions is encouraged.						
13. In my company it is considered important that everybody agrees with the company strategy.						
14. Employees in my company are encouraged to undertake minor projects on their own initiative.						
15. In my company people feel they have the independence to make their own decisions in areas that directly affect their work.						
16. My company makes a sustained effort to minimise the number of rules and regulations.						
17. There is always sufficient time to consider what the future might hold for us.						
18. We are viewed as unconventional in our industry.						
19. My company pays a great deal of attention on incentives to motivate people.						
20. My company prefers to develop future leaders from within the organisation.						
21. In my company we feel we are in control of our collective destiny.						
22. Company loyalty is rewarded in this organisation.						
23. Compared to the competition my company has a relatively low turnover amongst key staff.						
24. My company seeks to employ people that will fit into the organisation's culture.						
25. We constantly challenge the traditionally-held beliefs of our business sector.						
26. In my company we have a tendency to make the same mistakes repeatedly.						

1	2	3	4	5	6	7
Strongly Agree	Agree	Agree Somewhat	Neither agree or disagree	Disagree Somewhat	Disagree	Strongly Disagree
27. Everything in my company mostly goes according to plan.						
28. Individual success in my company is largely dependent on our original professional training (e.g. engineer, accountant, lawyer etc.).						
29. We would be willing to diversify to different sectors of the economy.						
30. In my company poor performance is punished.						
31. In my company we are flexible enough to respond to unexpected opportunities and/or threats.						
32. Independent experimentation in new product development is encouraged here.						
33. The rate of change within my company feels too slow to respond to the number of external pressures.						
34. In my company we regularly review areas we need to improve upon.						
35. Before a project is started we always reflect on what we did last time we were in a similar position.						
36. Once objectives have been set by senior management they are non-negotiable.						
37. Middle managers are empowered to implement innovative management processes here.						
38. My company is successful in retaining talented individuals.						
39. Rivalry between departments/divisions in my company has a positive impact on organisational effectiveness.						
40. My company is mostly successful at implementing change.						
41. We constantly introduce products and/or services to the markets before our competitors.						
42. Compared to the competition my company has an effective succession programme for our senior and middle managers.						
43. In my company the needs of the organisation take priority over individual needs.						
44. Discussing the distant future is actively encouraged in my company.						
45. My company acknowledges that chance sometimes contributes to success.						
46. Loyalty is felt more towards the departments/divisions of the organisation than it is to the company as a whole.						

Section 3

Please read all the questions in this section before going back to answer them. The learning organisation is defined as a self-rejuvenating, cycle-defying and adaptive organisation. Please write a number between 1 and 7 in the right-hand column as before. If it is "Not Applicable", please write "N/A".

Question	Response 1-7, N/A
47. I believe we are working towards the successful implementation of the learning organisation at my company.	
48. I believe we have implemented the learning organisation at my company.	
49. Implementation of the learning organisation concept was unsuccessful in my company.	
50. I believe the implementation of the learning organisation to be an unattainable goal in my company.	
51. The learning organisation is, I believe, unattainable in <i>any</i> company.	