

Proposition	First-order variable	Senge	Garvin	de Geus	Pedler <i>et al.</i>	Burgoyne <i>et al.</i>	Garratt	Watkins & Marsick	Dixon	Lampel (in Mintzberg)	Collins & Porras	Collins
		Leadership Quadrate										
4	(leadership, structures): A learning organisation will concentrate on enabling structures...											
	5. In my company people feel they have the independence to make their own decisions...											
	6. My company regularly monitors the performance of individuals.											
	7. My company pays a great deal of attention on incentives to motivate people.											
	8. In my company poor performance is punished.											
	9. My company makes a sustained effort to minimise the number of rules and regulations.											
5	(leadership, staff): Learning organisations will have the appropriate staff.											
	10. My company is successful in attracting good quality individuals.											
	11. My company is successful in retaining talented individuals.											
	12. Compared to the competition my company has a relatively low turnover amongst key staff.											
	13. Compared to the competition my company has an effective succession programme for our senior and middle managers.											
	14. My company prefers to develop future leaders from within the organisation.											
Learning Quadrate												
6	(learning, future): A learning organisation will make time to contemplate the future.											
	15. There is always sufficient time to consider what the future might hold for us.											
	16. In my company we feel we are in control of our collective destiny. L ≥ C											
	17. Discussing the distant future is actively encouraged in my company.											
7	(learning, past): The Learning organisation will make time to reflect on the past.											
	18. Before a project is started we always reflect on what we did last time we were in a similar position.											
	19. In my company we have a tendency to make the same mistakes repeatedly.											

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	20. In my company we regularly review areas we need to improve upon.											
8	(learning, dialogue): The Learning organisation will create room for dialogue.											
	21. Achieving consensus in decision making is important in my company.											
	22. In my company considering 'what is right' is more important than 'who is right'.											
	23. In my company challenging assumptions is encouraged.											
	24. In my company the word 'learning' is used a lot.											
	Strategy Quadrate											
9	(strategy, experiment): A learning organisation will have a culture of playful experimentation.											
	25. Independent experimentation in new product development is encouraged here. L ≥ C											
	26. Middle managers are empowered to implement innovative management processes here.											
	27. Employees in my company are encouraged to undertake minor projects on their own initiative.											
	28. Generally speaking, errors can be considered an opportunity for learning in my company.											
10	(strategy, rules): A learning organisation will constantly challenge the rules of the industry.											
	29. We constantly challenge the traditionally-held beliefs of our business sector.											
	30. We are viewed as unconventional in our industry.											
	31. We constantly introduce products and/or services to the markets before our competitors. L ≥ C											
11	(strategy, longevity): A learning organisation is committed to the longevity of the enterprise.											
	32. We would be willing to diversify to different sectors of the economy.											
	33. In my company the needs of the organisation take priority over individual needs.											
	34. Company loyalty is rewarded in this organisation.											
12	(strategy, unitary): A learning organisation will have a unitary culture.											
	35. My company seeks to employ people that will fit into the organisation's culture.											
	36. In my company it is considered important that everybody agrees with the company strategy.											

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	Change Quadrate											
13	(change, hierarchy): The tension between hierarchy and learning is managed...											
	37. Once objectives have been set by senior management they are non negotiable.											
	38. <i>The rate of change ... feels too slow to respond to the number of external pressures.</i> L ≥ C											
	39. My company is mostly successful at implementing change.											
14	(change, planning): In a learning organisation planning is more important than the plan.											
	40. <i>Organisation in my company feels disordered.</i>											
	41. Everything in my company mostly goes according to plan.											
	42. My company acknowledges that chance sometimes contributes to success.											
	43. In my company we are flexible enough to respond to unexpected opportunities and/or threats. L ≥ C											
15	(change, politics): Organisational politics will be minimised in a learning organisation.											
	44. Rivalry between departments/divisions in my company has a positive impact on organisational effectiveness.											
	45. Individual success in my company is largely dependent on our original professional training (e.g. engineer, accountant, lawyer etc.).											
	46. <i>Loyalty is felt more towards the departments/divisions of the organisation than it is to the company as a whole.</i>											