



40 Best Practices for Creating an Empowered Enterprise

PRACTICE	BUSINESS IMPACT
1 Leaders are open to "bad news."	VERY HIGH
2 Asking questions is encouraged.	VERY HIGH
3 Decision-making processes are clearly defined throughout the company.	VERY HIGH
4 Employees are frequently given tasks or projects beyond their current knowledge or skill level in order to stretch them developmentally.	VERY HIGH
5 Employees have influence over which job tasks are assigned to them.	VERY HIGH
6 The organization values and rewards employees who learn new knowledge and skills.	HIGH
7 The organization values mistakes and failures as learning opportunities and provides structured opportunities for reflection.	HIGH
8 The organization believes that learning new knowledge and skills is a valuable use of time.	HIGH
9 Employees perceive that learning and/or developmental opportunities are of high value.	HIGH
10 Employees take active responsibility for their own personal development.	HIGH
11 Customers are regularly interviewed and surveyed.	HIGH
12 Risk-taking is rewarded among managers and leaders.	HIGH
13 The general employee population is engaged and committed to the organization's goals.	HIGH
14 Stories about the organization's history are frequently shared at company events and in company materials.	HIGH
15 Individuals who initiate projects or solutions by themselves, without extensive sign-off or group support, are rewarded.	HIGH
16 New company innovations and new solutions are widely shared and promoted throughout the organization.	HIGH
17 Employees consider it part of their jobs to help others learn.	HIGH
18 Collaboration is common and regarded as an important method for learning.	HIGH
19 The organization has a set of core values and beliefs that truly govern its actions.	MODERATE
20 Most employees can explain the organization's core values and beliefs to someone outside of the company.	MODERATE
21 The organization demonstrates that knowledge can be shared without political risk.	MODERATE
22 Employees generally feel safe in the work environment.	MODERATE

■ Empowers Employees ■ Provides Organizational Support for Learning ■ Demonstrates Value

■ Encourages Reflection ■ Enables Knowledge Sharing ■ Builds Trust

40 Best Practices for Creating an Empowered Enterprise (continued)

PRACTICE	BUSINESS IMPACT
23 Leaders frequently participate in training programs to further their own development.	MODERATE
24 Most employees have career development plans.	MODERATE
25 Employee innovation programs encourage new ideas at all levels.	MODERATE
26 Employees frequently identify new ways to carry out business tasks based on current circumstances, rather than following established precedent.	MODERATE
27 Authority is loosely controlled; few decisions have to be passed up the chain for sign-off.	MODERATE
28 Organization processes are designed to be as open as possible; employees can easily see how processes work and which employees are involved.	MODERATE
29 The organization encourages taking time to analyze and reflect.	MODERATE
30 Employees know what learning and/or developmental opportunities are available to them and where to find them.	MODERATE
31 The learning and development department regularly re-evaluates its learning offerings and spending decisions and reallocates resources accordingly.	MODERATE
32 The organization prefers hiring from within to fill job openings.	MODERATE
33 The organization recognizes the difference between best efforts which yield poor results and poor efforts which yield poor results.	MODERATE
34 Employee actions and behaviors result in appropriate positive or negative consequences.	MODERATE
35 The organization regularly surveys employee opinions; feedback is freely communicated and quickly acted upon.	MODERATE
36 Customer ideas and solutions are communicated within the company regularly.	MODERATE
37 Executives take a personal interest in the capabilities of teams and individuals.	MODERATE
38 The organization discusses the company's culture and potential fit as part of the hiring process.	MODERATE
39 Employees willingly give and receive feedback to each other.	MODERATE
40 Learning and development executives and professionals are are rotated in and out of the training-specific jobs.	MODERATE

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