

**Learning** *Real learning goes beyond simply taking in information. It is thinking about our thoughts, discovering the impact of our actions on others, and wondering about the reasons we behave as we do. Through learning we expand our capabilities to create our own futures.*

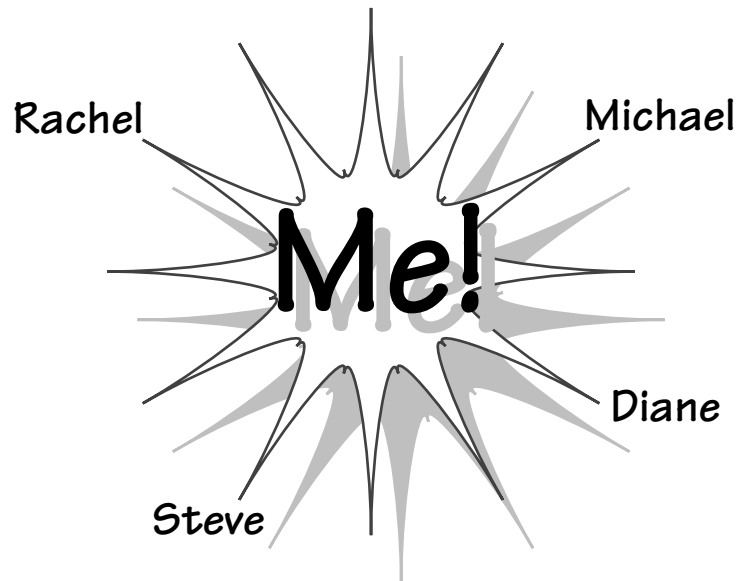
**Culture** *A pattern of assumptions and behaviors known to group members as the way they are expected to think, feel and treat each other.*



# Learning Culture

- **Information flows freely in all directions.** *It's not seen as power to be "in the know"; all you need to know is available to you; for learning, people seek and receive feedback about their impact, and to ensure they're meeting the needs and expectations of those they serve.*
- **People don't let each other fail.** *Success for one is success for all... we are interdependent; people have the authority and resources to carry out their responsibilities; we acknowledge the needs of others and pitch in; we recognize other people's contributions...especially those whose work is important but not always visible; knowledge and skills are actively shared.*
- **People carry their own messages.** *People don't talk behind each other's backs.*
- **People take responsibility for their own actions and reactions.** *There's no blaming; people follow through on commitments, or let others know when they're unable to meet deadlines; each person behaves as if his/her actions determine everyone's reputation; each person takes responsibility for being knowledgeable by asking when s/he doesn't understand or know.*
- **People trust one another...there is no fear.** *Second chances are available; what matters is not who's to blame, but what can be learned about what to do next.*
- **Each person is free to be him/herself...***to express his or her ideas and to be direct and honest...without fear of repercussion; style differences are respected; being imaginative is valued.*
- **People take initiative rather than waiting for others to act.** *People describe what they need and/or expect rather than expecting others to know.*
- **Conflict isn't avoided.** *Learning, not winning is the goal. Listening, inquiry and reflection are more highly valued than explaining or defending; conflict is addressed in a direct and timely way;*
- **People believe all relationships to be co-created.** *Each person searches for, and acknowledges his/her part in whatever is or isn't working.*

## My Learning Culture begins with...



**share** information openly.

...**don't let** others fail.

...**carry** my own messages.

...**take** responsibility for my own actions and reactions.

...**show** trust for others. I don't cause others to fear me.

...**willingly give** second chances. What matters is not my blaming others, but what I can learn about what to do next.

...**take initiative** rather than waiting for others to act.

...**don't avoid conflict**. My intention is learning, not blaming or winning.

...**believe** all relationships are co-created. I search for my part in what does and doesn't work.