Additional Learning Culture Resources

This work was developed by Andrew Taylor and Ben Liadsky at Taylor Newberry Consulting (www.taylornewberry.ca). It is part of a suite of products and resources designed to help grantmakers and nonprofits to better understand and support one another's learning goals. This work was funded by Wellspring Philanthropic Fund. This project builds on previous work to develop a Sector Driven Evaluation Strategy in collaboration with the Ontario Nonprofit Network (ONN).

In this document, you will find some additional resources that were developed by Taylor Newberry Consulting related to this project as well as external resources that may also be of interest to organizations looking to learn more about learning cultures and organizational learning.

Taylor Newberry Consulting Resources

Achieving Greater Impact By Starting with Learning: How Grantmakers Can Enable Learning at the Grant Application Stage.	This guide explores strategies that grantmakers can use to lay the groundwork for meaningful evaluation by focusing on learning rather than measurement early in the grant application process. We begin by defining what a learning culture or learning organization means and why it is important. Then, we discuss some of the key elements of learning organizations. Lastly, we outline some principles for grantmakers to help guide the development of a learning relationship with future grant recipients.
Starting with Learning How-Training Guide	This is a companion training resource to the Achieving Greater Impact By Starting with Learning guide. It is meant to be used as a training tool for organization staff to better understand the importance of organizational learning, how to understand your organization's own learning culture, and how to engage externally with others in a learning-focused way.
Organizational Learning Self-Assessment Tool	This 18-question self-assessment tool is meant to help organizations to identify and assess the state of learning in their organization. This tool is a starting point for discussion that can help identify areas of strength as well as areas for improvement.
Organizational Learning Question Bank	This Question Bank offers users the ability to draw from a variety of questions that can help to inform and start a dialogue with grant applicants or recipients on their learning culture and goals. Some of these questions can be used in a grant application template or in a more informal conversation with a potential grant recipient. They may also be useful internally for discussing or reviewing a grant application.

External Resources

Several additional tools and resources for assessing organizational learning culture (or elements of a learning culture like evaluation) and improving relationships can be found online. Each has a particular niche and speaks to a particular element of organizational learning and may be useful to gain further knowledge about your organization's learning culture or develop some practical strategies and actions for improvement.

Self-assessments	
[Great Funder-Nonprofit Relationships Toolkit](#) Exponent Philanthropy	This toolkit is designed to help funders understand the hallmarks of great funder–nonprofit relationships, assess their competencies in these areas, and identify ways in which they might improve.
[The Learning Organization Survey](#) Harvard Business Review	A self-assessment survey for employees within an organization focused on personal perceptions of organizational culture.
[Learning Self-assessment for foundations](#) Alliance Magazine	A short article that offers a few questions for foundations to consider that learning and sharing foundations might do.
[Learning Assessment Map](#) (See appendix) Lorraine S. Nemeth	Designed to identify patterns of everyday learning in an organization. It is focused mainly on individuals providing answers in a self-assessment survey.
[The Readiness for Organizational Learning and Evaluation Instrument](#) FSG	This instrument is designed to help an organization determine its level of readiness for implementing organizational learning and evaluation practices and processes that support it.
[Evaluation capacity diagnostic tool](#) Informing Change	Designed to help organizations assess their readiness to take on many types of evaluation activities. It captures information on organizational context and the evaluation experience of staff and can be used in various ways.

[Utilization-Focused Evaluation Checklist](#) Michael Quinn Patton	This checklist is for evaluators to assess and build evaluation readiness in organizations to do useful evaluation.
[Workforce Benchmarking Network (WBN) Data Culture Self-Assessment](#) (pages 27–28) Workforce Benchmarking Network	This short self-assessment is used to assess an organization's data culture.
Resource guides	
[Inspiring Impact: The Code of Good Impact Practice](#) NCVO	The Code of Good Impact Practice provides broad, agreed guidelines for focusing on impact. It sets out a cycle of impact practice and a series of high level principles to follow. Each principle includes a brief description of how your impact practice would look if you were applying the principle, an explanation of why it is important and some ideas about how to implement it.
[Learning Together: Actionable Approaches for Grantmakers](#) Grantmakers for Effective Organizations (GEO)	In this publication, GEO offers actionable ideas and practices to help grantmakers make learning with others a priority. The publication includes stories about foundations that are learning together with a variety of partners, plus a discussion of the key questions that can help shape successful shared learning. It is based on research and interviews conducted from late 2013 to 2015, including extensive outreach to grantmakers, evaluation practitioners and others. The focus of GEO's inquiry: documenting the challenges facing grantmakers as they set out to learn with others, lifting up what it takes to do this work successfully and identifying grantmakers that show a commitment to learning together.
[Facilitating Intentional Group Learning: A Practical guide to 21 Learning Activities](#) FSG	From quick 20-minute activities to multi-hour gatherings, this guide provides detailed instructions on how to conduct high-energy, inclusive, and productive experiences.
[Advancing Funders' Openness Practices: Lessons for the Field from the Collective Impact Funder Action Learning Lab](#) Collective Impact Forum	This report goes deeply into five learning themes—building trust, listening before acting, increasing transparency, building capacity for community engagement, and sustaining openness practices.

[Collaborating, Learning, and Adapting (CLA) Toolkit](#) USAID Learning Lab	A set of broad questions directly related to the work that an agency conducts that, when answered, enables the agency to work more effectively and efficiently, particularly pertaining to evaluation, evidence, and decision-making. Also prioritizes and establishes a plan to answer short- and long-term questions of the highest value across relevant program and policy areas.
[A resource guide for Head Start programs: Moving beyond a culture of compliance to a culture of continuous improvement](#) Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services	Focused on Head Start agencies, this resource guide offers advice on how to better understand and work with data, create a culture of learning, and increase the ability to identify gaps and continuously improve programs.
[Better Funder/Nonprofit Communication Guide](#) Philanthropy California and the Nonprofit Finance Fund	This short guide offers four common scenarios that may arise between nonprofits and funders and offers tips on how to start the conversation.
[Learning Together: Five Important Discussion Questions to Make Evaluation Useful](#) Ontario Nonprofit Network	This guide is meant to help you articulate more clearly what you want to get out of an evaluation and what concerns you may have about the process. It is meant as a conversation starter and is a means to open up a dialogue with your stakeholders in a subject area that can be complex and difficult. That's why we have developed this discussion guide. It provides tips about how to ask these questions in different contexts, the challenges that can come up, and what to do about them.
[Collaborative Evaluation Approaches: A How-To Guide for Grantmakers](#) Ontario Nonprofit Network	The purpose of this guide is to provide grantmakers who support the nonprofit sector with practical guidance about how to take a more collaborative approach to evaluation. When we use the term grantmaker, we are referring to non-governmental funders that provide financial support to nonprofit groups including United Ways, corporate, public, and private foundations.