

Worksheet 3: Supporting a Learning Culture

Families, businesses, and social impact vehicles increase their chances of success by supporting intentional learning cultures. Use this worksheet to spark your thinking about your learning culture. If you're early in your philanthropic journey or have limited resources, you'll likely skip some questions. However, even experienced and well-resourced philanthropists may need time to explore answers with their family, staff, or colleagues. As with the rest of your assessment planning, we encourage you to return to the questions and revise your answers periodically.

How do we believe ongoing learning reinforces our philanthropic purpose (motivations, values, principles, priorities)?

Should we have a chief learning officer or an equivalent set of responsibilities in another position? Is it an informal or formal position? To whom should it report?

Do we have learning or skill-building objectives in volunteer job descriptions (board, committee, or task force members)?

What budget will we make available for the professional development of volunteers (donor family, board members, committee members)? What processes should be in place to request the use of that budget?

Do we have learning or skill-building goals in staff job descriptions or performance reviews?

**What budget will we make available for the professional development of employees?
What processes should be in place to request the use of that budget?**

What will we do to ensure a safe environment for honest and respectful debate, critique, and feedback? How will we ensure safety and respect no matter the person's age, position, gender, race, or other identity or background?

How can we reward a mindset of continuous improvement, innovation, and—as needed—safely learning from taking risks and even failing?