

# LEARNING CULTURE

Less Focus

More Focus

EXCELLENCE/  
ACHIEVEMENT

More Focus

## Knowledge Bank

- Paid experts
- Work 'outside-in', 'top-down'
- Provide services as available
- Learning transfers from individual to group
- Goal-oriented
- Competitive

## Compensated Experts

- May have specialized expertise
- Mix of 'outside-in' and 'inside-in', 'top down'
- Provide services as available, some on demand
- Learning transfers from individual to group
- Mix of goal & process oriented
- Competitive

Less Focus

## Advisors/Coaches/Mentors

- Unpaid peer-to-peer (Compensation in recognition, release time)
- Work 'inside-in', 'top-down' (mentoring)
- Learning transfers from individual to individual
- Provide services ongoing
- Mix of goal & process oriented (goal is individual rather than org. development)
- Non-competitive

## Communities of Practice

- Uncompensated peer-to-peer
- Work 'inside-in', 'bottom-up'
- Learning transfers from individual to group to group
- Provide services ongoing/on demand
- Process oriented
- Non-competitive