

CONTENTS

Executive Summary	1
Why Invest in a Learning Culture?	3
Further Resources	4
What is a Learning Culture?	4
Defining a Learning Culture	5
Why Do People Want to Learn?	5
Why Do Some People Not Want to Learn?	6
Factors Inhibiting the Development of a Learning Culture	6
Benefits of a Learning Culture to the HVAC and Sheet Metal Industry	6
Further Resources	7
Examples of Successful Learning Cultures	7
Turner Construction	7
Siemens	8
Southland Industries	8
Further Resources	10
Competencies for the HVAC and Sheet Metal Contracting Industry	10
Competencies vs. Skills	10
Industry-Specific Competencies	11
Industry-Transcendent Leadership Competencies	12
HVAC and Sheet Metal Industry Survey	13
Competency Profile Templates	15
Further Resources	18
Cultivating a Learning Culture	18
Process for Cultivating a Learning Culture in Your Company	18
Identify Organizational Mission and Goals	18
Identify Core Competencies to Gain Competitive Edge	19
Managing Growth Pains	27
Company-Level Analysis of Learning Culture – Are You Part of a Learning Organization?	27
Identify a Method for Your Organization to Cope with Changes	28
Checklist for Fostering a Learning Culture	29

Industry Leadership for a Learning Culture	30
Industry Recognition for Creating a Learning Culture	30
Competency Alignment in Industry Training Material	31
Address Competencies in the New Horizons Foundation Online Knowledge Structure	31
Continue Creating Knowledge – The Research Process.	31
Further Resources.	31
References	31
Appendix A – Industry Survey	33
Appendix B – Example of a Web-Based Company Learning Tool	38
Appendix C – Competency Scorecard	40