Thank you for completing this questionnaire.

Please read the following sentences and circle the answer which best describes your organisation:

1: Doesn't apply at all, 2: Applies to a minor extent, 3: Neutral, 4: Applies mostly, 5: Applies totally.

**Strategic Focus**

1. The organisation knows which knowledge is necessary to make the strategy successful. 1 2 3 4 5
2. The development of new ideas, products and work processes is always related to the achievement of the strategic goals. 1 2 3 4 5
3. In the organisation, enough resources are made available for the development of new products and services. 1 2 3 4 5
4. Top management encourages new experiences to be made explicit. 1 2 3 4 5
5. To realise our strategy we make our positive and negative experiences explicit, believing that it is beneficial to others in our organisation. 1 2 3 4 5
6. In our organisation, it is common practice to exchange knowledge with clients, suppliers and other organisations in order to maintain our high level of services. 1 2 3 4 5
7. We are actively spreading important information and experiences throughout our organisation. 1 2 3 4 5
8. In order to achieve our goals employees are allowed to take risks and are encouraged to experiment. 1 2 3 4 5
9. In our organisation change is welcomed as a challenge. 1 2 3 4 5
10. Our management stresses that it is necessary to remain up to date with new developments in the market. 1 2 3 4 5

**Organisation & Culture**

11. Initiatives and new ways of doing things are stimulated in our organisation. 1 2 3 4 5
12. Employees are encouraged to see their mistakes as opportunities to learn. 1 2 3 4 5
13. Our employees are focused to share new ideas and have them tested by colleagues. 1 2 3 4 5
14. Time is allowed to make new knowledge explicit. 1 2 3 4 5
15. All departments make knowledge explicit. 1 2 3 4 5
16. Every individual in the organisation is prepared to share knowledge. 1 2 3 4 5
17. Within the organisation, knowledge is shared via many informal contacts, which enhances the learning process. 1 2 3 4 5
18. Within the organisation there is readiness to change. 1 2 3 4 5
19. The employees are focused on enlarging their knowledge. 1 2 3 4 5
20. It is common practice that employees re-use each others work (presentations, quotations etc.) 1 2 3 4 5
21. We debrief successful and unsuccessful projects and use the insights to adjust our working methods.

22. We check regularly what information and experience are needed by people to do their jobs.

23. If certain information or experience is lacking we actively search to fill the gaps.

24. Creative employees are supported with appropriate tools to help share their knowledge with others.

25. If someone has new experiences we encourage them to share these with others.

26. In our organisation it is easy for one employee to get hold of the explicit knowledge of any other employee.

27. All our employees are continuously updated on the newest development in their specialisation.

28. We often organise training or seminars to keep staff updated.

29. The knowledge and information we work with is regularly evaluated for its continued relevance.

30. If employees have a problem they can easily find out if the answers they seek are already known within the company.

Technology

31. Employees have all the technical tools available they need to do their work (groupware, analysis tools, etc.).

32. There is sufficient IT budget

33. The organisation has an infrastructure that can capture easily all applicable information.

34. If employees want to capture new knowledge, it is easy to do this with the present technology.

35. Within our company technological aids are important in supporting employees with their tasks.

36. There is maximum use of existing communication channels to spread knowledge.

37. Employees find it easy to search for information and knowledge with the tools available, such as intranet, search engines etc

38. Within the organisation there are sufficient channels via which one can search for knowledge.

39. The possibilities offered by our IT systems are fully utilised by our employees.

40. From their workstation anyone can reach for the information they need.
Processes & Implementation

41. Employees are given time to reflect on their own actions and experiences. 1 2 3 4 5
42. Good ideas are always acknowledged. 1 2 3 4 5
43. Sampling of experiences and capturing these in best practices is an important part of our work. 1 2 3 4 5
44. A project is only finished once the lessons learned are captured. 1 2 3 4 5
45. Employees take their time to capture new knowledge. 1 2 3 4 5
46. Before knowledge is disseminated, we determine whom it will be applicable to. 1 2 3 4 5
47. New knowledge quickly reaches the appropriate employees. 1 2 3 4 5
48. Our knowledge workers make optimal use of external sources. 1 2 3 4 5
49. New employees quickly find their way around the organisation. 1 2 3 4 5
50. The reward system is designed to encourage the use of new knowledge. 1 2 3 4 5