

ANNEX E: Learning Enterprise Framework

Conceptual Foundations

The Learning Enterprise Framework (LEF) is a research-informed, enterprise-focused model developed by the Institute for Adult Learning (IAL) to guide organisations in systematically strengthening workplace learning and capability building as a driver of business performance and workforce transformation. It conceptualises workplace learning as an integrated organisational system embedded within leadership practices, knowledge flows, work processes, infrastructure affordances, and alignment mechanisms.

The Framework is grounded in established learning organisation research and draws on validated instruments such as:

- Dimensions of the Learning Organisation Questionnaire (DLOQ)
- Learning Organisation Survey (LOS/SLAM)
- Learning Orientation Framework (LOF)

Framework Architecture

The LEF comprises four interrelated dimensions, operationalised through eight core constructs:

- 1. Leadership**
 - Leadership Commitment & Empowerment
 - Value-Driven Learning & Innovation
- 2. Knowledge & Learning**
 - Interaction with the External Environment
 - Knowledge Flows & Integration
- 3. Systems & Processes**
 - Collaboration & Team Learning
 - Strategic Learning Infrastructure
- 4. Alignment**
 - Recognition & Accountability
 - Alignment & Work Design

Diagnostic Instrument

The Framework is supported by a 48-item diagnostic questionnaire, with six items measuring each construct. The instrument was developed through an extensive literature review, followed by the creation of an initial list pool of 96 question items and refinement through expert review involving IAL specialists and senior HR practitioners. The resulting questionnaire enables enterprises to assess workplace learning maturity, surface systemic constraints that may inhibit performance improvement, and prioritise targeted organisational development interventions. The diagnostic adopts a consistent Likert-scale format (e.g. from “strongly disagree” to “strongly agree”) to support clarity, comparability and practical application.

Embedded and Digital Learning Integration

The LEF explicitly incorporates contemporary learning modalities, including:

- Enterprise social networks for knowledge sharing
- Digitally mediated and AI-supported learning
- In-app guidance and digital adoption platforms

- Work-integrated and flow-of-work learning

This ensures relevance to organisations operating in technology-intensive and AI-enabled environments.

Intended Application

The framework is designed to be adaptable across industries and organisational sizes, and is intended to support staged implementation encompassing diagnosis, sensemaking, intervention design, implementation and evaluation.

By making organisational learning enablers explicit, the LEF provides enterprises with a structured foundation for embedding learning into operational systems and strengthening long-term organisational resilience.

Interested enterprises can email projects@ial.edu.sg to find out more about the framework.