

HOW TO HELP PEOPLE LEARN AND CHANGE

MISTAKES LEADERS MAKE	ACTIONS LEADERS CAN TAKE
<u>LEARNING</u>	<u>LEARNING</u>
<ul style="list-style-type: none"> • Taking all control over learning and change away from the individual • Failing to connect the new to previous experience of others • Thinking that “saying it makes it so” • Failing to explain relevant benefits • Failing to actively involve others • Failing to facilitate application; develop implications • Underestimating the value others place on learning and change • Failing to give people a chance to reflect, “try it on” and “test it out” 	<ul style="list-style-type: none"> Involve learners as trusted partners in learning; diagnose needs and specify objectives together Help learners to both unfreeze from some experience and extend or build upon other experience Combine explanation for understanding with new actual experience for behavior and/or value change Analyze reasons to learn carefully for yourself, fully explain benefits the learners will gain; acknowledge difficulties Use participative and small group methods to engage learners as active players in the learning situation Provide structured opportunities for learners to think about how the learning will work in practice Be enthusiastic; facilitate others sharing their enthusiasm for learning Put it out there, then wait; encourage their testing new ideas/skills; acknowledge ambiguity; avoid punishing failure; solve problems and move on
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<u>CHANGE*</u>	<u>CHANGE</u>
<ul style="list-style-type: none"> ➤ Allowing too much complacency ➤ Failing to create a sufficiently powerful guiding coalition ➤ Underestimating the power of vision ➤ Under-communicating the vision by a factor of 10 (or 100 or even 1,000) ➤ Permitting obstacles to block the new vision ➤ Failing to create short term wins ➤ Declaring victory too soon ➤ Neglecting to anchor changes firmly in the corporate culture 	<ul style="list-style-type: none"> Establish a sense of urgency; document need for change Create a guiding coalition of allies and power sources; continue to incorporate new energies; use teamwork Clarify a vivid picture of success; specify details, strategies, and tactics; help everyone to see themselves in the picture Multi-channel communication, especially example; everybody talking with focus; model behavior; repeat Empower all players to act locally; tweak structures and system impediments; encourage creative risk-taking; Act on “winnable” issues first; track progress; celebrate little victories; recognize everyone involved in success Consolidate gains into new systems and structures; hire, promote, develop people according to the new vision Solidify new vision into organizational values, policies, and descriptions; talk the talk and walk the walk; build momentum over time; keep it moving with continuous energy input

* Adapted from *Leading Change* by John Kotter, 1996, Harvard Business School Press.