Tips to Improve Team Learning







A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.

Before we think of our team, we have to think of team members

Observe

 Look for patterns and events around you



 Develop interventions based on your observations and interpretations



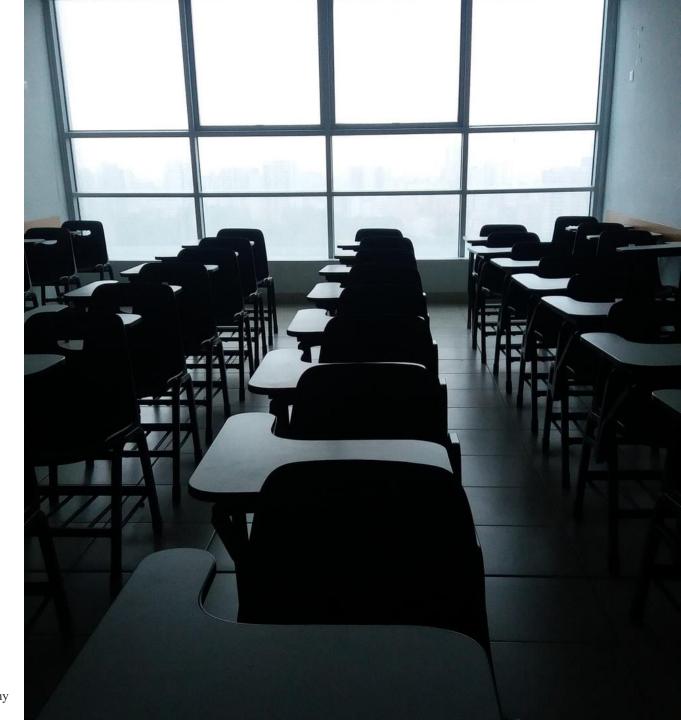
Interpret

 Develop hypothesis for what is 'really going on'



Heifetz, Ronald A., et al. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World.* Harvard Business Press, 2009.

Four Biases Success 2 Action 3 Fitting In **Experts**





Bias Toward Success Leaders say that failure is the best teacher—but do they mean it?

A Fixed Mindset

Overreliance on Past Performance

Difficulty Seeing Mistakes





A Fixed Mindset

Overreliance on Past Performance

Difficulty Seeing Mistakes



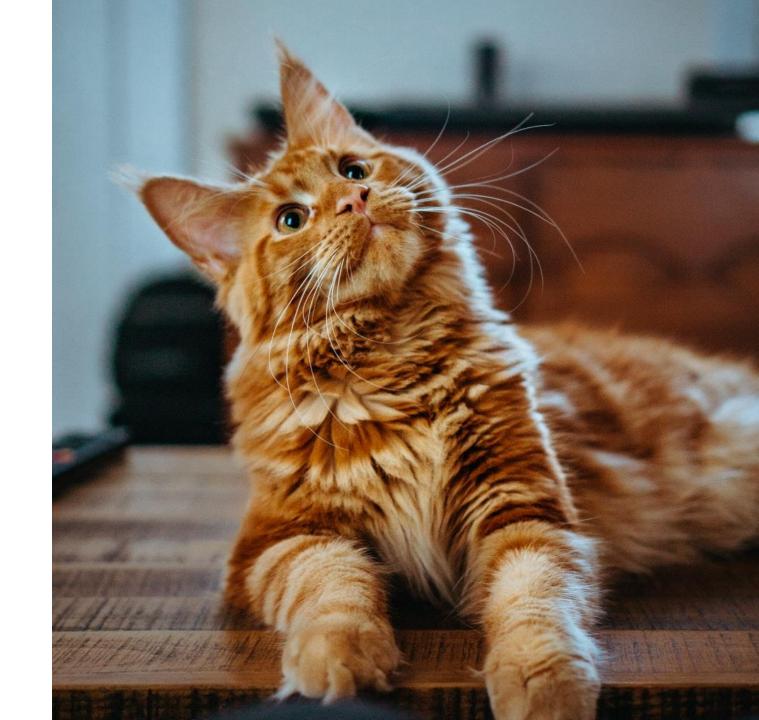
Beeson								Eleanor Jeannine										1 - 1 - 1 - 1 - 1	th	Monroe Monroe
SCHOOL YEAR 1943-1944		Days Present	Days Absent	Times	Conduct	Effort	Read Lit.	Spelling	Language Grammar	Arithmetic	Geography	History	Health Science	Drawing y	Music 7	Writing	Promotion In Danger	Height In Inches	Weight In Pounds	EXPLANATION A93-100 EXCELLENT B85-92 GOOD C77-84 FAIR D70 76 POOR EBELOW 70 FAILING
Second Semester First Semester	Period		72	100																
	1st Six Weeks	25	D	D	a	a.	B	a	a	a	В	C	a	a	a	B		69	523	
	2nd Six Weeks	19	D	0	a		1837		a	A LINE	a	-	a	5 138	a	SVE TO THE			73	
	3rd Six Weeks	31/2	1/2	0	a		NAME OF	No. of London	a	THINGS.	Marie L	Sec.	10000	1000	a			N.		
	Semester Grade	85%	. 4	0	a	a	la	a	a	a	В	B	a	a	a	TEA E			76	
	4th Six Weeks	28	2	0	a	a	a	B	В	a	a	B	a	a	a	a		564	74	
	5th Six Weeks	29	0	0	a	a	B	a	a	a	B	B	a	a	a	B		57	783	
	6th Six Weeks	34	17	0	a	a	a	a	a	a	13	3	a	a	a	B		54	81	
	Semester Grade	91	3	0	a	a	a	æ	à	a	B	13	a	a	a	B				
	Yearly Grade	11764	3 1/2	0	a	a	0	a	a	a	B	13	a	a	a	B				
Promoted to Seventh grade. Retained in grade. Teacher Mare Van Buren																				

EXPLANATION: Three "Honors" are awarded each semester, "Honors;" "High Honors" and "Class Honors"

A Fixed Mindset

Overreliance on Past Performance

Difficulty Seeing Mistakes



Overreliance on Past Performance

A Fixed Mindset

Difficulty Seeing Mistakes



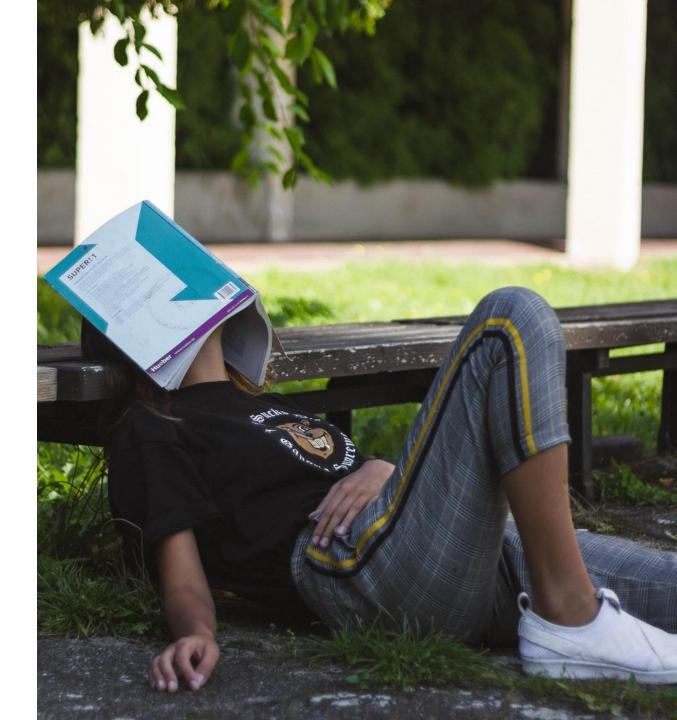
2

Bias Toward ActionFaced with a problem, we want to fix it—for better or worse.



Exhaustion

Lack of Reflection



Exhaustion

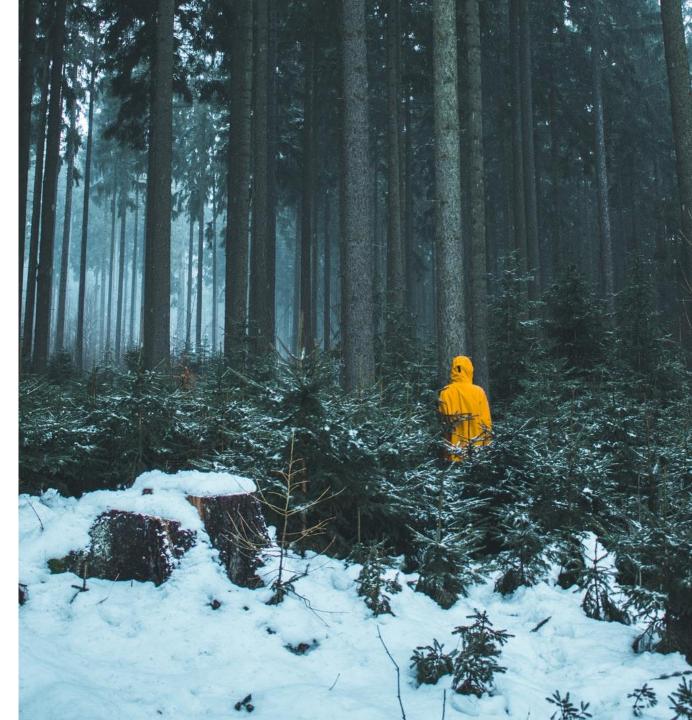
Lack of Reflection





Bias Toward Fitting In Sticking to norms can stifle innovation.

When people worry about conforming, they don't speak up.





Bias Toward ExpertsUsing specialists to solve problems can cause *other* problems.

A Narrow View of Expertise

Titles and degrees direct us from other forms of knowledge.



Remember the Ideal State!

Observe

 Look for patterns and events around you



 Develop interventions based on your observations and interpretations



Interpret

 Develop hypothesis for what is 'really going on'



Heifetz, Ronald A., et al. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World.* Harvard Business Press, 2009.

Questions?

The Next UM System Learning & Organizational Development Webinar is listed below:

Reflective Practice to Improve Focus, Learning, and Leadership, presented by Learning & Organization Development, UM System–June 16, 10:30-11:15am via Zoom.

