

Guidebook to:

Building a Masterful Learning Journey



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““Learning is not the same as growth. Learning becomes growth only when it is sustained and applied””



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There are a number of ways to sustain growth including:

- Meaningful assignments – Get leaders in the game sooner
- Learning applications—Rehearsal and feedback are key
- Coaching—Catalyze action to create high-impact growth
- Personalized learning—Meet the individual needs of the leader



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And to build shared growth experiences for groups of leaders called Learning Journeys



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There are 6 tenets that should be considered:

1. Identify the “Red Thread”
2. Use Assessment to Unfreeze Mind-Sets
3. Personalize the Learning Journey
4. Balance Formal Learning Time with Time Spent in Support and Application Activities
5. Design to the Level of Mastery Required and Not Beyond
6. Measure Success on Every Leg of the Journey



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To ensure your organization's learning journeys rapidly transform readiness, it's important to address several design tenets.



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Identify the “Red Thread”

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What do we mean by “Red Thread”?

A red thread is the theme, or overarching brand, that directs all activities to the journey’s eventual destination.

We call it a *red thread* because it knits every aspect of the journey to an objective that matter to everyone involved.



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““ A red thread isn't just a label. Like a compass, it serves as a continual indicator that your journey is on track (or not).””



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The red thread rises above specific competencies, courses, and experiences and ties the learning journey together by creating a strong sense of business purpose, personal relevance, and urgency.

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Use Assessment to Unfreeze Mind-Sets

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“ Learning journeys provoke change, but people are people, and they will naturally resist if there is no apparent value in it. ”



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Assessment...

- ...provides insights about participants' orientation to change.
- ...provides insights that alters how participants listen and absorb messaging.
- ...enables participants to extract the most relevant messages and translate what they learn into development action plans with meaning and value.



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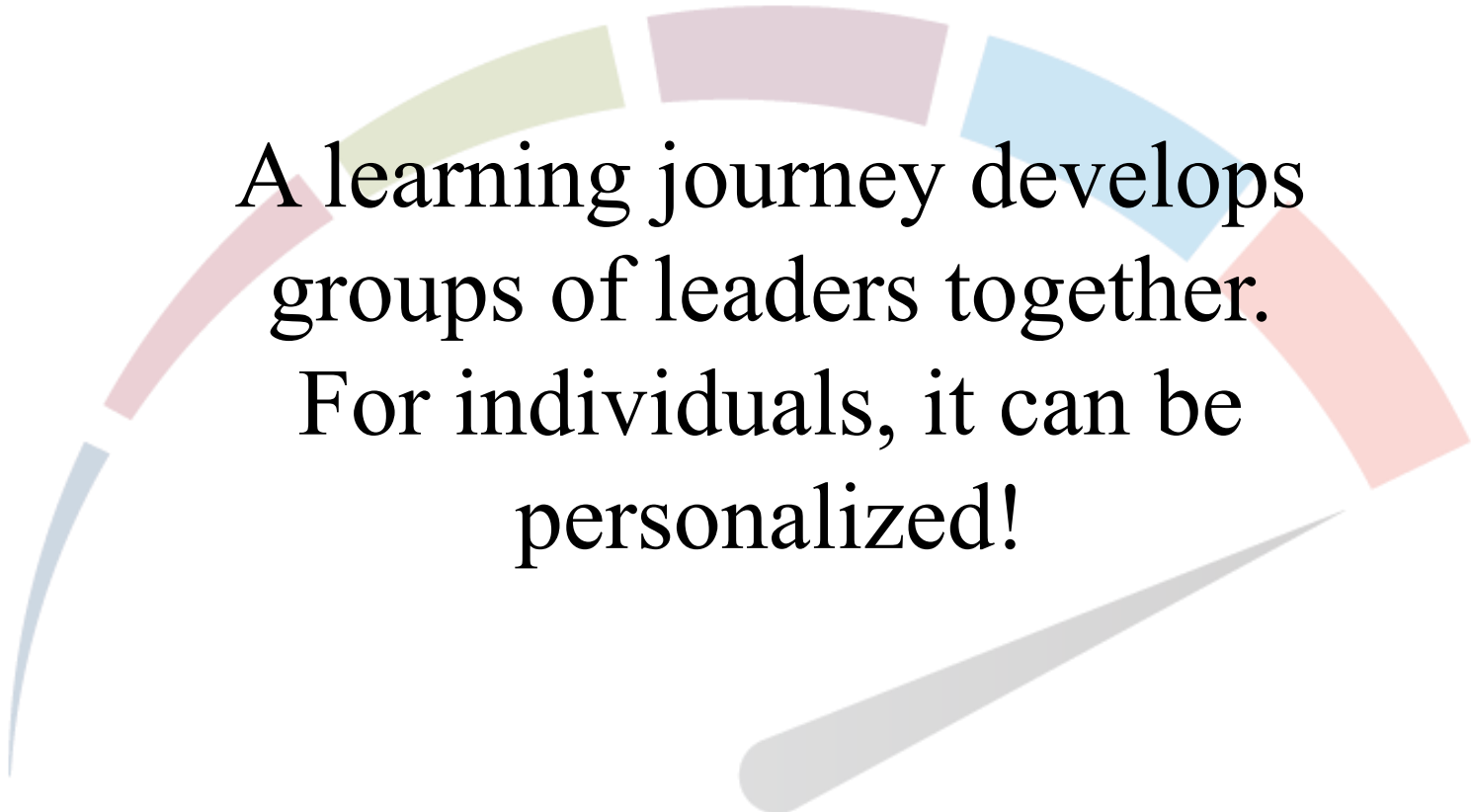
Assessment insights awaken participants to new ways of thinking about their organization, their role, their motivations, and their behavioral skills (competencies).





Personalize the Learning Journey

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A learning journey develops
groups of leaders together.
For individuals, it can be
personalized!



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How? Some examples are:

- A trainer can partner a learner with others in the session who have high mastery in areas he/she is working to develop.
- A coach can build on activities that take place along the journey and target activities appropriately.
- Team members familiar with the learner's development goals can collaborate to support growth and provide reinforcement.



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Balance Formal Learning with Support and Application

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Formal learning is often the cornerstone of understanding how to lead more effectively, but in terms of time spent, the formal segments should be the smaller part of the overall equation.





“ Support and application reinforce what is learned and **enable real change**; these should have equal priority.”



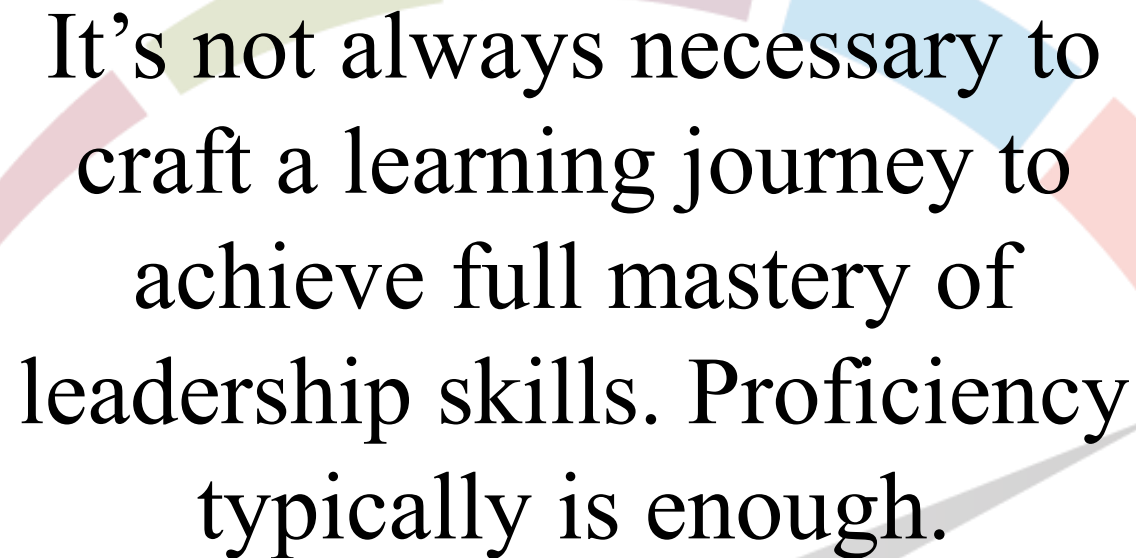
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Formal learning should be the first action identified in a learning journey, but it should not replace or drain time from the activities, experiences, and tools that allow participants to put what they have learned into practice.



Design to the Level of Mastery Required and Not Beyond

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It's not always necessary to craft a learning journey to achieve full mastery of leadership skills. Proficiency typically is enough.

Here's an example:

A group of leaders being prepared for international assignments may need some development around global acumen. But their networking and execution skills may be far more essential to the types of leadership challenges they will face. In this case, proportionally more of the group learning journey would focus on the networking and execution skills.



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Measure Success on Every Leg of the Journey

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A commitment to
measurement separates
successful learning
journeys from those that
get sidetracked.



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With such varied activities, it is important to remain aware of:

- How each aspect of the journey is performing. Are competencies being developed? Are application assignments clear?
- Whether participants, instructors, coaches, and mentors are attentive, energetic, and engaged.
- Evidence of ROI in advance of program completion. Are there early indicators of success that can be shared when (not if) senior executives ask about progress?



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The measurement
method must fit the
goals of your learning
journey.



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Any sound measure
of a meaningful
outcome is better
than none.



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Now Review

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If you address these design tenets, your organization's learning journeys will transform readiness.



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GROW isn't *just* about learning journeys! In Leaders Ready Now you'll learn about generating energy through:

- Less talk, more action:

Learning and development methods—not just learning activities—spark application of new leadership approaches that the business needs.

- Personalized learning:

Learners become more engaged by creating learning pathways that are specific to their unique growth needs.



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GROW isn't *just* about learning journeys! In Leaders Ready Now you'll learn about generating energy through:

- Better leveraging of unique personal attributes:
Individuals learn to embrace their stable individual dispositions and manage the risks of negative tendencies while capitalizing on natural strengths.
- Bigger, bolder development assignments—and more of them:
Management learns practical ways to generate, assign, and track developmental assignments that can dramatically increase the rate and frequency of growth.



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Learn More about GROW

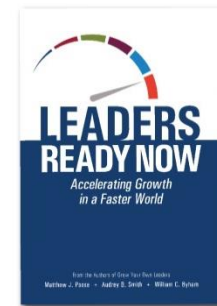
to make the right development happen:

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Thank You



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