

Promoting Individual Learning

1.) Quick Quote to Consider

“Business is now so complex and difficult, the survival of firms so hazardous in an environment increasingly unpredictable, competitive and fraught with danger, that their continued existence depends on the day-to-day mobilization of every ounce of intelligence.”
Konosuke Matsushita, Founder of Matsushita Electric, Ltd.

2.) Article Excerpt on Building Individual Learning

Although the economic environment has changed over the last six months, good, common sense business practices do not change. There are some things that are not affected by the whims of Wall Street. This month we want to share with you an excerpt from Francis Gouillart’s and James Kelly’s book Transforming the Organization. Despite the recent downturn, we all still need to redesign our organizations to be successful in the new economy. When the upturn arrives, we want you to be prepared.

Promoting Individual Learning

“By promoting individual learning, the corporation recognizes the individual’s responsibility for his or her own personal and professional development, while accepting its responsibility to create an environment of opportunity in which all can thrive. As greater numbers of high-self-esteem individuals unleash their creativity, they reshape the contours of the firm. The corporation comes alive as employees continuously adapt and improve the way they do their work, and constantly redefine their roles and interactions... There are four genes associated with the chromosome of individual learning, implying four corresponding tasks for the genetic architects of the organization:

Four Genes Associated with the Chromosome of Learning

1. Committing to the development of the individual. The value created by a firm resides in the accumulated knowledge of the people within it, expressed in the form of products and services sold. A firm succeeds by building capabilities first. Only then do capabilities begin to translate into more efficient operations, more satisfied customers, and higher levels of financial performance. Advocating a commitment to individual development is the responsibility of the corporate leader.

2. Creating mentor-guided, life-forming projects for high-caliber individuals. People learn best on the job, especially in the execution of ad hoc projects, often self-defined by individuals with a passion for a particular area. Authorizing and helping to design jobs and projects for high-potential individuals is therefore a key responsibility of the leadership team....Mentors are senior executives with the flair and patience for developing less experienced executives, and they are tasked with providing guidance and directing learning throughout the project experience.



3. Identifying critical skills and designing an education strategy. The sin committed by most training programs occurs when they become disconnected from the core business, taking on a life of their own. To be effective, such programs need to be rooted in a model of the individual and organizational skills that need nurturing. Skills modeling is a complex exercise, requiring the selection of a few key capabilities directly tied to the transformation agenda of the company. Once key skills have been identified... corporations often find it advisable to develop... programs focused on "real-life" problem-solving in their business.

4. Balancing the supply of and demand for skills inside the corporation. Company leaders have long recognized the business inefficiency and the ethical quandary involved in laying off large pools of qualified people in some areas, while aggressively hiring and training large numbers of new specialists in other areas... companies throughout the world are experimenting with new ways to enrich the learning experience and to deploy people to match skills to business needs... The role of the leadership team is to experiment with new ways to enhance learning and to match individuals and their skills to the needs of the organization; to pilot new programs that open doors to individual opportunity, while reshaping the corporation's skills portfolio."

3.) Retaining you most talented employees

Northwood Consulting, Ltd. can help you with developing the talents of your star employees. Whether it's improving communication, creative thinking or problem-solving, learning how to manage conflict, or developing leadership abilities! We are committed to making profound differences in people's professional and personal lives through one-on-one or team coaching and customized workshops.

4.) Free coaching session

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