Learning Agility
Learning Lab

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“It’s kind of fun to do the impossible”
Learning Agility is the ability and willingness to learn from an experience and then apply that learning to perform successfully in new and uncertain situations.
We’re on the edge of an uncertain future...
Imagine...
Knowing what to do when you don’t know what to do
Agile Learners…

• Value the process of learning
• Unlearn when new solutions are needed
• Are open to new experiences, people and information
• Push boundaries
• Take risks and learn from failure
• Seek critical feedback
What does it feel like?

• Not comfortable - edgy
• Energizing: Learning real time from emerging experience
• Welcome challenges
• Thrive in uncertainty
• View everything as an experiment
• Experience no fear of failure
• Transform uncertainty into knowledge
• Simplify everything
Neuroscience Fun Facts

- Multitasking lowers your IQ and damages your productivity & career
- 70% of classroom training is forgotten in 24 hours
- What you do after training is more important than what you do during training
- Forgetting is adaptive – a survival mechanism
- Every time you remember something it is a different memory because the act of recall is a reconstruction
- Mindfulness, meditation and sleep are free learning accelerators
FEAR

Stress

No Time

Insecurity

Distrust

Readiness

Defensiveness

Blocks & Inability to Unlearn

Environment

Abmiguity

learn
“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

- Alvin Toffler
Learning Agility Plays

- Awareness
  - Sensemaking
  - Risking (Seeking)
  - Seeing (Perspective)
  - Believing (Mindset)

- Action
  - Experiencing
  - Orienting
  - Learning by Doing
  - Innovating
  - Reflecting/Anchoring
Where are you on your Learning Agility journey?

Believing (Learning Mindset)

Reflecting/Anchoring

Seeing/Systems Thinking

Learning by Doing

Innovating

Orienting Experiences

Courageous/Risk Seeking

Sensemaking
When facing extreme uncertainty, I am more inclined to get energized by the challenge than hold back and seek more information
Seeing

I pick up subtle cues to build a deeper understanding of the problem before I jump to solve it versus trusting my intuition to guide me to the right solution.
I’m more inclined to challenge the status quo than to try to achieve the best with what I have readily available.
I seek out roles that are ambiguous and challenges rather than take on challenges where I’m confident of my success.
I’m more likely to remain calm during a stressful situation than use the stress to create energy to get things done quickly.
I make the time to critically reflect on my experiences rather than move quickly to the next challenge in order to get more done.
I love to experiment with new ideas and endeavor to find the best solution for every problem rather than choose the most likely solution and move on to the next challenge.
I examine failures for actionable lessons rather than put failure behind me in order to focus on the next challenge.
In 6 months I am so confident in my learning agility that I
• Crave new challenges
• Ask for constructive criticism
• Seek risky assignments

What is my vision for learning agility
Let’s Share Ideas
What Bold Step(s) will I take?

- I will consciously consider alternative perspectives that might also be true
- I will actively listen instead of jumping to a solution
- I will meditate for 15 minutes every morning
- I will write down at least one new idea weekly
Let’s Share Ideas
How will I develop my own Learning Agility path?

- Explore my personal vision and outcomes
- Determine what support I need and what challenges are getting in my way
- Commit to bold steps I’m willing to take to support my vision
- Share ideas to help each myself and others
Dear Future Me…

What vision do I have for myself in 6 months?
What will I do to get there?
What advice would I give to myself?

Hopes?
Aspirations?
Dreams?
Obstacles overcome?
Accomplishments?
Career?

Email your vision to: agilitylettertomysel@gmail.com
Note to Self: Pay Attention

Ways to retrain your brain

• Get energized
• Struggle
• Think about thinking
• Get enough sleep
It is clear that learning agility is part of any successful leader’s repertoire. The willingness and ability to learn from experience not only influences the extent to which we grow as individuals but also how we are perceived by others. Ultimately, our ability to continuously learn and adapt will determine the extent to which we thrive in today’s turbulent times.

A. Mitchinson & R. Morris, PhD (2012)  
Center for Creative Leadership
Thank You!

Agile 2018, San Diego
Learning Agility
Playbook & Toolkit
In a Nutshell
How do I strengthen my Mindset Agility?

Self awareness: cognitive bias and mental models
Mindset training: intent and daily check-ins
Neuroscience discoveries to understand surprising truths
Cognitive behavior

Growth mindset playbook
http://trainugly.com/mindset/

CHANGE OUR QUESTIONS TO CHANGE OUR MINDSET

Judging Questions
• Who is to blame?
• How can I prove I’m right?
• How can I protect my turf?
• Why aren’t we winning?
• How can I be sure everyone is busy?

Learning Questions
• What can I do about it?
• What are the facts vs. assumptions?
• What am I missing?
• What’s possible?
• What do our customers really need?
How do I sharpen my ability to see reality?

- Active listening
- Meditation and mindfulness
- Distancing – give it 15 min or 24 hours
- Suspend judgement and be curious
- Lean Change Canvas
- Pattern recognition
- Challenge your assumptions
- Creating experiences to broaden perspectives and stretch your attention span
- Deepen awareness of how you’re feeling and how your emotional triggers might be affecting your perspective
- Consider alternative perspectives that might also be true

Lean Change Canvas

<table>
<thead>
<tr>
<th>What business problems are you trying to solve? Top 3-5 problems</th>
<th>What is your vision for the business?</th>
<th>What experiments will you run to meet your success criteria? What help do you need? Top 3-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>What does success look like? Key activities you measure</td>
<td>What commitments are you making to support the vision?</td>
<td>What Wins / Benefits are you looking for?</td>
</tr>
</tbody>
</table>

Your Company
How do I develop my ability to Innovate?

5 ways successful people become more innovative
1. They don’t discount their crazy ideas
2. They get comfortable with fear
3. They learn about anything and everything
4. They never think they know it all
5. They surround themselves with heroes
How do I develop the courage to continuously take risks?

- Reinvent yourself
- Seek feedback
- Design learning journey maps
- Developing courage to stretch out of comfort zone
- Create stretch experiences and opportunities
- Develop safety nets and support networks
- Reframe: F.E.A.R. = False Evidence Appearing Real
- Practice daily acts of courage
How do I sharpen my ability to sense signals from noise?

- www.Presencing.org
- Making the invisible visible
- Pattern recognition
- Artificial Intelligence
- Sensing Journeys
- Understanding systems from the inside
How do I develop my own internal compass?

- Develop rapid 3 way learning loops
- Synthesize feedback from multiple perspectives
- Learning and improvement katas
- Practicing centering techniques
- Changing direction when needed
How do I Learn by Doing?

• Experiment
• Improvement katas
• Learning katas
• Design thinking
• New ways of working
• Simplify, sort, set things in order, shine, sustain
• Descaling
How do I reflect on my learnings and anchor for retrieval?

- Retrospectives
- Spend time reflecting
- Look for patterns and connections across seemingly unrelated areas
- Practice ‘counterfactual thinking’
- What’s the one thing that I might have done that might seem impossible but would have significantly changed the outcome
- Avoid defending, judging, criticizing, blaming, excuses
https://www.forbes.com/sites/kevincashman/2013/04/03/the-five-dimensions-of-learning-agile-leaders/
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Pat Reed is a results focused thought leader specialising in business agility and adaptive leadership. With over 40 years of experience as a coach, consultant, and Adjunct Professor, Pat role models business agility. Her reputation as an entrepreneur and co-founder of iHoriz Inc and in executive roles at The Gap, Disney, Universal Studios, GameWorks and Colorado Bureau of Investigation has made her a preeminent leader in her field. She has worked on many transformational programs in Silicon Valley, often after initial large-scale efforts have failed, and she is highly sought after in organisations worldwide to ignite the breakthrough learning to achieve organisational agility and value innovation required to thrive in today’s fast-paced world.

Debra Boseck is a thought leader in enterprise business agility and transformation. She leverages over 25 years of consulting experience in working with some of Silicon Valley’s most impactful companies to guide their agile transformation journeys. Debra has been with Slalom Consulting for the past 7 years, leading complex agile transformation and delivery initiatives across high-tech, retail and energy clients. Debra is passionate about enabling companies to realize the benefits of a lean/agile approach to maximize customer impact.