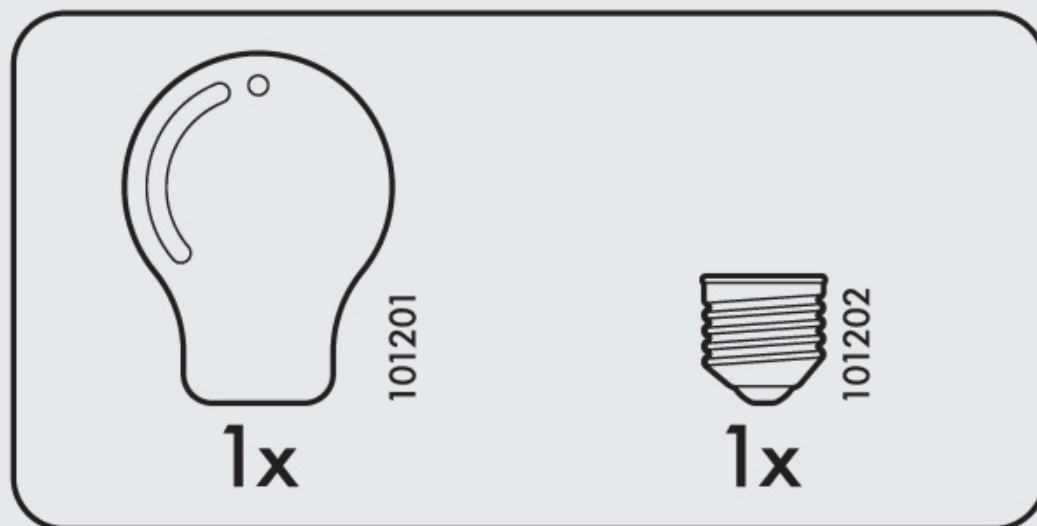
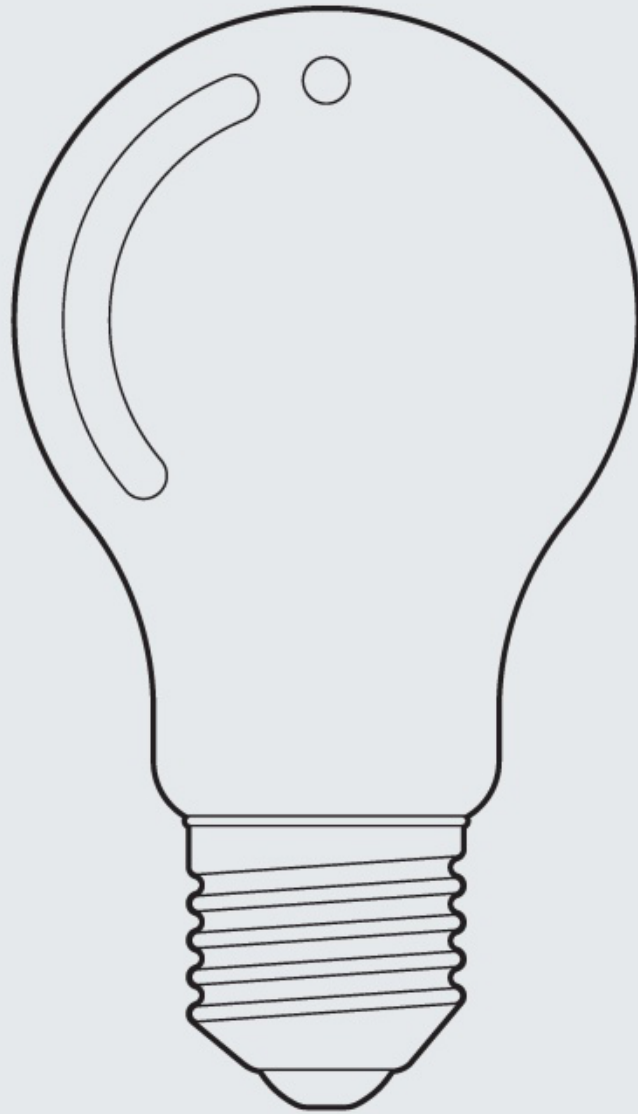
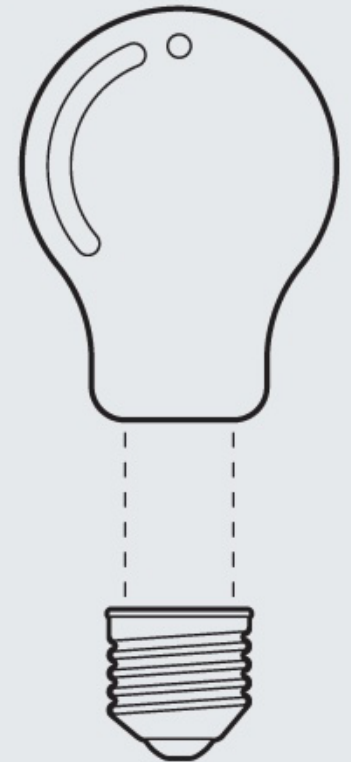


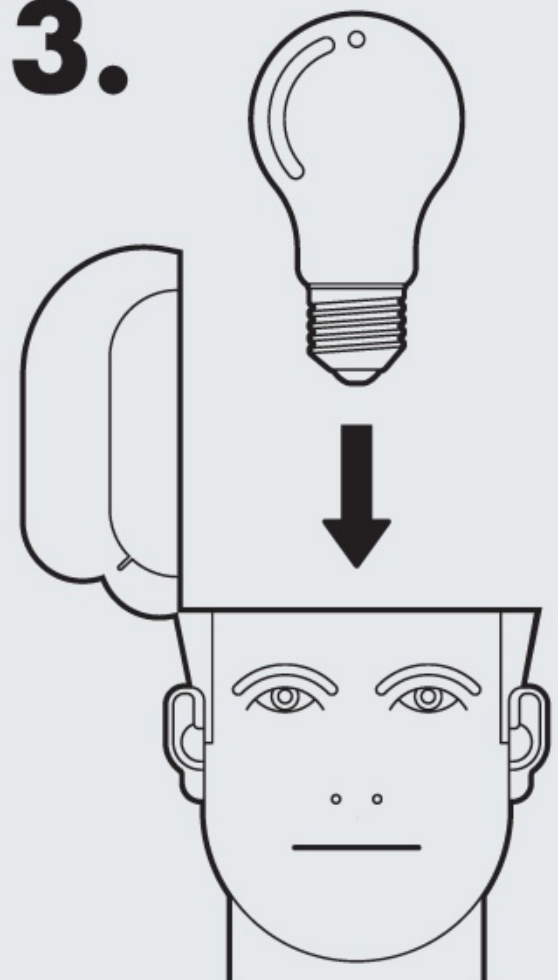
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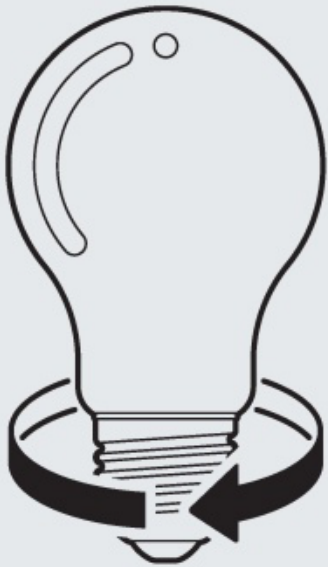
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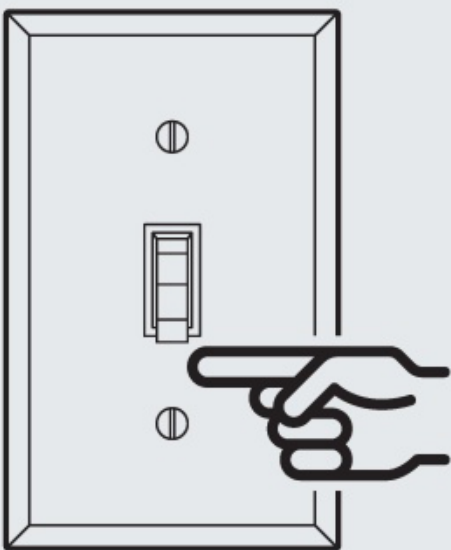
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HOW TO LEARN



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Learning to Learn

Mental tools to help you master new skills

→ by ERIKA ANDERSEN

ORGANIZATIONS TODAY are in constant flux. Industries are consolidating, new business models are emerging, new technologies are being developed, and consumer behaviors are evolving. For executives, the ever-increasing pace of change can be especially demanding. It forces them to understand and quickly respond to big shifts in the way companies operate and how work must get done. In the words of Arie de Geus, a business theorist, “The ability to learn faster than your competitors may be the only sustainable competitive advantage.”

I’m not talking about relaxed armchair or even structured classroom learning. I’m talking about resisting the bias against doing new things, scanning the horizon for growth opportunities, and pushing yourself to acquire radically different capabilities—while still performing your job. That requires a willingness to experiment and become a novice

again and again: an extremely discom-
forting notion for most of us.

Over decades of coaching and consulting to thousands of executives in a variety of industries, however, my colleagues and I have come across people who succeed at this kind of learning. We’ve identified four attributes they have in spades: aspiration, self-awareness, curiosity, and vulnerability. They truly want to understand and master new skills; they see themselves very clearly; they constantly think of and ask good questions; and they tolerate their own mistakes as they move up the learning curve.

Of course, these things come more naturally to some people than to others. But, drawing on research in psychology and management as well as our work with clients, we have identified some fairly simple mental tools anyone can develop to boost all four attributes—even

those that are often considered fixed (aspiration, curiosity, and vulnerability).

Aspiration

It's easy to see aspiration as either there or not: You want to learn a new skill or you don't; you have ambition and motivation or you lack them. But great learners can raise their aspiration level—and that's key, because everyone is guilty of sometimes resisting development that is critical to success.

Think about the last time your company adopted a new approach—overhauled a reporting system, replaced a CRM platform, revamped the supply chain. Were you eager to go along? I doubt it. Your initial response was probably to justify not learning. (*It will take too long. The old way works just fine for me. I bet it's just a flash in the pan.*) When confronted with new learning, this is often our first roadblock: We focus on the negative and unconsciously reinforce our lack of aspiration.

When we *do* want to learn something, we focus on the positive—what we'll gain from learning it—and envision a happy future in which we're reaping those rewards. That propels us into action. Researchers have found that shifting your focus from challenges to benefits is a good way to increase your aspiration to do initially unappealing things. For example, when Nicole Detling, a psychologist at the University of Utah, encouraged aerialists and speed skaters to picture themselves benefiting from a particular skill, they were much more motivated to practice it.

A few years ago I coached a CMO who was hesitant to learn about big data. Even

though most of his peers were becoming converts, he'd convinced himself that he didn't have the time to get into it and that it wouldn't be that important to his industry. I finally realized that this was an aspiration problem and encouraged him to think of ways that getting up to speed on data-driven marketing could help him personally. He acknowledged that it would be useful to know more about how various segments of his customer base were responding to his team's online advertising and in-store marketing campaigns. I then invited him to imagine the situation he'd be in a year later if he was getting that data. He started to show some excitement, saying, "We would be testing different approaches simultaneously, both in-store and online; we'd have good, solid information about which ones were working and for whom; and we could save a lot of time and money by jettisoning the less effective approaches faster." I could almost feel his aspiration rising. Within a few months he'd hired a data analytics expert, made a point of learning from her on a daily basis, and begun to rethink key campaigns in light of his new perspective and skills.

Self-Awareness

Over the past decade or so, most leaders have grown familiar with the concept of self-awareness. They understand that they need to solicit feedback and recognize how others see them. But when it comes to the need for learning, our assessments of ourselves—what we know and don't know, skills we have and don't have—can still be woefully inaccurate. In one study conducted by David Dunning, a Cornell University psychologist,

94% of college professors reported that they were doing "above average work." Clearly, almost half were wrong—many extremely so—and their self-deception surely diminished any appetite for development. Only 6% of respondents saw themselves as having a lot to learn about being an effective teacher.

In my work I've found that the people who evaluate themselves most accurately start the process inside their own heads: They accept that their perspective is often biased or flawed and then strive for greater objectivity, which leaves them much more open to hearing and acting on others' opinions. The trick is to pay attention to how you talk to yourself about yourself and then question the validity of that "self-talk."

Let's say your boss has told you that your team isn't strong enough and that you need to get better at assessing and developing talent. Your initial reaction might be something like *What? She's wrong. My team is strong.* Most of us respond defensively to that sort of criticism. But as soon as you recognize what you're thinking, ask yourself, *Is that accurate? What facts do I have to support it?* In the process of reflection you may discover that you're wrong and your boss is right, or that the truth lies somewhere in between—you cover for some of your reports by doing things yourself, and one of them is inconsistent in meeting deadlines; however, two others are stars. Your inner voice is most useful when it reports the facts of a situation in this balanced way. It should serve as a "fair witness" so that you're open to seeing the areas in which you could improve and how to do so.

One CEO I know was convinced that he was a great manager and leader. He

■ Researchers have found that shifting your focus from challenges to benefits is a good way to increase your aspiration to do initially unappealing things.

did have tremendous industry knowledge and great instincts about growing his business, and his board acknowledged those strengths. But he listened only to people who affirmed his view of himself and dismissed input about shortcomings; his team didn't feel engaged or inspired. When he finally started to question his assumptions (*Is everyone on my team focused and productive? If not, is there something I could be doing differently?*), he became much more aware of his developmental needs and open to feedback. He realized that it wasn't enough to have strategic insights; he had to share them with his reports and invite discussion, and then set clear priorities—backed by quarterly team and individual goals, regular progress checks, and troubleshooting sessions.

Curiosity

Kids are relentless in their urge to learn and master. As John Medina writes in *Brain Rules*, “This need for explanation is so powerfully stitched into their experience that some scientists describe it as a drive, just as hunger and thirst and sex are drives.” Curiosity is what makes us try something until we can do it, or think about something until we understand it. Great learners retain this childhood drive, or regain it through another application of self-talk. Instead of focusing on and reinforcing initial disinterest in a new subject, they learn to ask themselves “curious questions” about it and follow those questions up with actions. Carol Sansone, a psychology researcher, has found, for example, that people can increase their willingness to tackle necessary tasks by thinking about how they

could do the work differently to make it more interesting. In other words, they change their self-talk from *This is boring* to *I wonder if I could...?*

You can employ the same strategy in your working life by noticing the language you use in thinking about things that already interest you—*How...? Why...? I wonder...?*—and drawing on it when you need to become curious. Then take just one step to answer a question you've asked yourself: Read an article, query an expert, find a teacher, join a group—whatever feels easiest.

I recently worked with a corporate lawyer whose firm had offered her a bigger job that required knowledge of employment law—an area she regarded as “the single most boring aspect of the legal profession.” Rather than trying to persuade her otherwise, I asked her what she was curious about and why. “Swing dancing,” she said. “I’m fascinated by the history of it. I wonder how it developed, and whether it was a response to the Depression—it’s such a happy art form. I watch great dancers and think about why they do certain things.”

I explained that her “curious language” could be applied to employment law. “I wonder how anyone could find it interesting?” she said jokingly. I told her that was actually an OK place to start. She began thinking out loud about possible answers (“Maybe some lawyers see it as a way to protect both their employees and their companies...”) and then proposed a few other curious questions (“How might knowing more about this make me a better lawyer?”).

Soon she was intrigued enough to connect with a colleague who was experienced in employment law. She asked



Idea in Brief

THE CHALLENGE

The fast pace of change in today's organizations means executives must understand and quickly respond to big shifts in how their companies operate and how work must get done. Executives must constantly scan for growth opportunities and be willing to learn new things—to become a novice over and over again—which many find an extremely discomforting notion.

THE SOLUTION

People who succeed at this have four well-developed attributes: aspiration, self-awareness, curiosity, and vulnerability. If you don't already have the traits to be an effective learner, you can develop them by using fairly simple mental tools, like figuring out what you will personally gain from learning a new skill; changing your inner narrative from unsupportive to supportive self-talk; and asking yourself “curious” questions (followed by taking action).



Changing Your Inner Narrative

Unsupportive Self-Talk

Supportive Self-Talk

I don't need to learn this.	→	What would my future look like if I did?
I'm already fine at this.	→	Am I really? How do I compare with my peers?
This is boring.	→	I wonder why others find it interesting.
I'm terrible at this.	→	I'm making beginner mistakes, but I'll get better.

him what he found interesting about it and how he had acquired his knowledge, and his answers prompted other questions. Over the following months she learned what she needed to know for that aspect of her new role.

The next time you're asked to learn something at the office, or sense that you should because colleagues are doing so, encourage yourself to ask and answer a few curious questions about it—*Why are others so excited about this? How might this make my job easier?*—and then seek out the answers. You'll need to find just one thing about a “boring” topic that sparks your curiosity.

Vulnerability

Once we become good or even excellent at some things, we rarely want to go back to being *not* good at other things. Yes, we're now taught to embrace experimentation and “fast failure” at work. But we're also taught to play to our strengths.

So the idea of being bad at something for weeks or months; feeling awkward and slow; having to ask “dumb,” “I-don't-know-what-you're-talking-about” questions; and needing step-by-step guidance again and again is extremely scary. Great learners allow themselves to be vulnerable enough to accept that beginner state. In fact, they become reasonably comfortable in it—by managing their self-talk.

Generally, when we're trying something new and doing badly at it, we think terrible thoughts: *I hate this. I'm such an idiot. I'll never get this right. This is so frustrating!* That static in our brains leaves little bandwidth for learning. The ideal mindset for a beginner is both vulnerable and balanced: *I'm going to be bad at this to start with, because I've never done it before. AND I know I can learn to do it over time.* In fact, the researchers Robert Wood and Albert Bandura found in the late 1980s that when people are encouraged to expect mistakes and learn from them early in the process of acquiring new

skills, the result is “heightened interest, persistence, and better performance.”

I know a senior sales manager from the United States who was recently tapped to run the Asia-Pacific region for his company. He was having a hard time acclimating to living overseas and working with colleagues from other cultures, and he responded by leaning on his sales expertise rather than acknowledging his beginner status in the new environment. I helped him recognize his resistance to being a cultural novice, and he was able to shift his self-talk from *This is so uncomfortable—I'll just focus on what I already know* to *I have a lot to learn about Asian cultures. I'm a quick study, so I'll be able to pick it up.* He told me it was an immediate relief: Simply acknowledging his novice status made him feel less foolish and more relaxed. He started asking the necessary questions, and soon he was seen as open, interested, and beginning to understand his new environment.

THE ABILITY TO ACQUIRE new skills and knowledge quickly and continually is crucial to success in a world of rapid change. If you don't currently have the aspiration, self-awareness, curiosity, and vulnerability to be an effective learner, these simple tools can help you get there. ☺

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Erika Andersen is the founding partner of Proteus International and the author of *Growing Great Employees*, *Being Strategic*, *Leading So People Will Follow*, and *Be Bad First*.