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1. When criticizing the

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company, state your

criticism in ways that you believe are valid—but also in ways that prevent... 2.

When asked to illustrate your criticisms, don't include any data that others could use to decide for themselves... 3. State your conclusions in ways that disguise their ...

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In *Teaching Smart People How to Learn*, Chris Argyris sheds light on the forces that likely, they haven't had the opportunities for introspection that failure affords. So when they do fail, instead of critically examining their own behavior, they cast blame outward—on anyone or anything they can.

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the smartest people find it the hardest to learn.

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Chris Argyris is the James B. Conant Professor at the Harvard graduate schools of business and education. His most recent book, *Overcoming Organizational De-fenses*, was published by Allyn and

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Bacon in 1990. **Business Review**

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Competitive success depends

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on learning, but most people, including professionals in leadership positions, are not very good at it. Learning is a function of how people reason about their own behavior. Yet most people engage in defensive reasoning when confronted with problems. They blame others and avoid examining critically the way they have contributed to problems. Companies need to make ...

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Double: asking why and trying to optimize Lack of “failed experiences” for successful professionals lead to inability/reluctance to learn Author studied professional consultants regarding how a project could have gone better - the consultants blamed the client, blamed the manager, but ...

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Teaching Smart People how to learn 2. Introduction • In this competitive world there is a basic dilemma on how to learn. • Most companies misunderstand learning and

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tend to make two major mistakes in their efforts to become a learning organization. • Firstly, learning is defined as mere “problem solving” ,thus focus is on identifying ...

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company that aspires to succeed in the tougher business environment of the 1990s must first resolve a basic dilemma: success in the marketplace increasingly depends on learning, yet most people don't know how to learn. What's more, those members of

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The solution is in teaching smart people how to learn. Organizations need to make the ways that managers and employees reason about their behavior a key focus of organizational learning and continuous improvement.

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Learn — The Evolution The
...~~

Teaching Smart People How to
Learn. Argyris, Chris.

Harvard Business Review, v69
n3 p99-109 May-Jun 1991.

Professionals frequently are
least able to learn because
they have rarely experienced
learning-related failure and
are prone to defensive
reasoning. Companies can
become learning
organizations by helping
managers and employees learn
to analyze their behavior
and learn productively.

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If you want to be a people smart person and an effective communicator, avoid talking too fast or intense. Be neutral; We do not always talk with people that we admire or appreciate. So if the circumstances force you to interact with unpleasant people, you should not let your emotions rule your conversation. Be non-judgmental, avoid criticism and ask more questions if you would like to understand the root of someone's thinking.

~~6 Signs You Are People Smart
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"Teaching Smart People How

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to Learn" by Chris Argyris

First published in the
Harvard Business Review, May-
June 1991, pp 99-109

Reprinted in Organization
Development and

Transformation by French,
Bell and Zawacki, 1994

Business success depends on
the ability to learn but
most people/organizations
don't know how to learn.

~~Leeds School of Business +
University of Colorado
Boulder~~

teaching and learning by
teachers and students; and •
A move from a teacher
dominated approach to
learning to a socially con-
structed approach to

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learning. Part A: The role
of a leader in teaching
smart people how to learn.
My leadership philosophy is
based on the Learning
Organisation theories and
concepts promoted by Peter
Senge. Fun-

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from the Australian
Educational ...~~

The general solution offered
is to “[teach] people how to
reason about their behaviour
in ... more effective ways”.
The irony of this solution
can be found be glancing
just two paragraphs above at
the sweeping generalisation
that “most people don’t know
how to learn”.

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~~Week 5: Teaching Smart People How to Learn, in Harvard ...~~

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... Competitive success depends on learning, but most people, including professionals in leadership positions, are not very good at it. Learning is a function of how people reason about their own behavior. Yet most people engage in defensive reasoning when ...

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