

Getting them to understand ...

Barbara August
Staff Developer
Millburn Public Schools

and

James August, CQA
Quality Director
American Biltrite, Inc.

Adult Learning Theory improving the effectiveness of Change Management Approaches

South Jersey Section ASQ
Princeton Section ASQ

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Getting them to understand ...

- **This presentation is about understanding the basics of how adults learn - for applications in performance improvement - whether in team situations or when working with individuals.**
- **The “take-away” is a “best practice” coaching process for engendering individual or team performance change.**

Getting them to understand ...

Outline

Areas of application

Adult Learning Theory

Application example

Summary

Getting them to understand ...

Change Management

What do we do?

We lead and encourage organizational improvement.

How do we do it?

We facilitate team and individual activities through leadership, training, modeling and combinations of these.

Getting them to understand ...

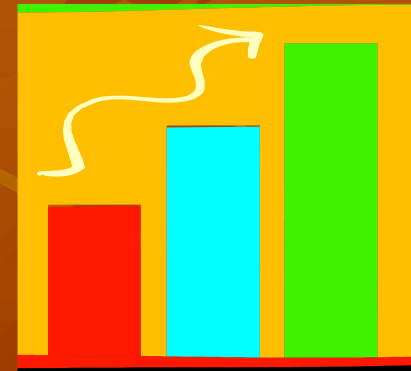
Change management approaches from the organization's perspective:

- Council fiats – everyone gets a decree to improve.
- Team initiatives – the organization sets up process improvement teams to address the objectives.
- Individual effort – individuals are tasked with making specific improvements.

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Tools of change management

- Hard tools:
 - Six Sigma
 - Seven TQM tools
 - Software applications
 - K-T and other problem solving methods



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Tools of change management

Soft tools:



- Leadership
- Training and Education
- Facilitation
- **Coaching and Counseling**

Getting them to understand ...

- Effective change management:
 - Leadership
 - Shared mission
 - Resources
 - Tools and techniques

Getting them to understand ...

- Sustaining multiple changes is like keeping many plates spinning ...



Getting them to understand ...

- How do we get people to adopt and adapt to new requirements, new skills and new ways of thinking to meet company, departmental, team and individual performance goals?
- What are the key steps that promote (adult) learning - and make the learning permanent?

Malcolm Knowles

Basic elements of a good lesson:

- **Connect**
 - show how the new learning will be connected to existing information
- **Teach**
 - Teach a point accessible to all trainees
- **Engage**
 - Have the trainees use the new information
- **Link**
 - Link the new information to future applications



Adult Learning Theory

**How adults learn and how this
can help you in your training.**

Getting them to understand ...

Gardner's multiple intelligences

- Verbal - Linguistic
- Logical - Mathematical
- Spatial - Visual
- Bodily - Kinesthetic
- Musical
- Interpersonal
- Intrapersonal

Frames of Mind: The theory of multiple intelligences,
Howard Gardner, 1983, New York: Basic Books

Getting them to understand ...

What do we learn from Gardner?

- Different people learn in different ways.
- We need to have a performance change delivery process that use several of these approaches.

Getting them to understand ...

- **Merrill-Reid personality types:**
 - **Driver**
 - **Expressive**
 - **Amiable**
 - **Analytical**
- **No one personality type is better than another - all complement each other in different ways.**

Ref: *Personal Styles and Effective Performance*, David W Merrill, Roger H Reid, CRC Paperback, 1981, ISBN 0801968992

Getting them to understand ...

- **Driver:** • Objective-focused • Know what they want and how to get there! • Communicates quickly, gets to the point • Sometimes tactless and brusque • Can be an "ends justify the means" type of person • Hardworking, high energy • Does not shy away from conflict

Getting them to understand ...

- **Expressive:** • Natural salesmen or storytellers • Warm and enthusiastic • Good motivators, communicators • Can be competitive • Can tend to exaggerate, leave out facts and details • Sometimes would rather talk about things than do them!

Getting them to understand ...

- **Amiable:** • Kind-hearted people who avoid conflict • Can blend into any situation well • Can appear wishy-washy • Has difficulty with firm decisions • Often loves art, music and poetry • Highly sensitive • Can be quiet and soft-spoken

Getting them to understand ...

- **Analytical:** • **Highly detail oriented people**
 - **Can have a difficult time making decisions without ALL the facts**
 - **Make great accountants and engineers**
 - **Tend to be highly critical people**
 - **Can tend to be pessimistic in nature**
 - **Very perceptive**

Getting them to understand ...

**So, how is androgogy
(teaching adults) different
from pedagogy (teaching
children)?**

Malcolm Knowles

Four principles for learning in adults:

- Adults need to be involved in the planning and evaluation of their instruction. [Connect]
- Experience (including mistakes) must provide the basis for training activities. [Link]
- Adults are more interested in learning subjects that have immediate relevance. [Engage]
- Adult learning is problem-centered rather than content-oriented. [Teach]

1. Planning and evaluation



“Tell me, and I will forget.
Show me, and I may
remember. Involve me,
and I will understand.”
Confucius circa 450 BC



Adults need to
participate in small
group activities.

Knowle's Principles of ALT

Involve the trainee in the planning

- **“Begin with the end in mind” (Covey) aka “backward design” (Wiggins, McTighe) or “reverse engineering”**
- **Agree on a specific objective and how performance progress will be measured.**

2. Experience



- Learning takes place all of the time.
- Individual past experiences can form a solid base on which to build new learnings.
- New learning is reinforced with multiple exposures (more experience).

Tacit knowledge informs

“Knowledge is an activity that would be better described as a process of knowing.”

from:

Polanyi, M., **The Tacit Dimension**,

Garden City, NY: Doubleday & Co., 1966

Getting the knack of it ...



Knowle's Principles of ALT

Draw on the trainee's past experience

- **What similar activities/ behaviors has the trainee experienced?**
- **What experience can the trainer contribute that is relevant to the learning?**

3. Relevance



- Adults need to see how the training relates to the work they're doing.
- Adults need to see their own previous understanding recognized and assimilated.

Knowle's Principles of ALT

Show relevance to the trainee's responsibilities

- **How will this performance change impact the individual, the team or the organization?**
- **Address the “why me?”**

4. Problem-oriented

- Adults need to see purpose for the behavior, knowledge or skill and will attend with more diligence if they know the purpose of the task.

Knowle's Principles of ALT

Identify what problem is addressed by the new practice

- **What is the puzzle or challenge that is driving this requirement for change?**
- **What is improved by this change and why is that important?**

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So, how do we incorporate these concepts of Adult Learning Theory into our daily activities as management professionals?

Getting them to understand ...

Bloom's Taxonomy -

six levels of competence development:

- **Knowledge**
- **Comprehension**
- **Application**
- **Analysis**
- **Synthesis**
- **Evaluation**

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- Bloom's taxonomy provides insight into how people learn and how they can use new knowledge.
- Bloom's taxonomy identifies the stages of comprehension that people go through as they learn.

Getting them to understand ...

- The acceptance of Bloom's taxonomy means that learning must progress in a step-wise fashion.
- ASQ recognizes this process which it uses as a foundation for learning (certification) bodies of knowledge.

Getting them to understand ...

Bloom's Taxonomy

- Knowledge-facts and data
- Comprehension-understanding
- Application-solve problems using information
- Analysis-make inferences, find evidence
- Synthesis-compile information in a different way
- Evaluation-defend opinions

Getting them to understand ...

Coaching and
Counseling are the
primary tools for
changing an individual's
performance outcomes.

Getting them to understand ...

Four stages of skill acquisition:

- Unconscious incompetence
- Conscious incompetence
- Conscious competence
- Unconscious competence
(aka “automaticity”)

after Gordon Training International, *Teacher Effectiveness Training Instructor Guide* , circa 1970

Getting them to understand ...

Coaching (teaching a new activity or behavior)

- Set your goal; write your charter [Plan]
- Describe the activity or behavior with echo [Do]
- Model the activity or behavior [Do]
- Explain the benefits of the activity or behavior [Check]
- Subject performs the activity or behavior [Act]
- Immediate feedback: evaluate performance, provide feedback to subject [Plan]
- Longer term review (verifies integration)

Getting them to understand ...

When the ALT model is used to train new skills, the trainee is taken through the first three levels of Bloom's Taxonomy:

- **Knowledge** (steps 1 and 2)
- **Comprehension** (steps 3 and 4)
- **Application** (steps 5 and 6)

Getting them to understand ...

Counseling (behavior modification, changing an existing behavior)

Same as coaching but in addition:

- in step 2, describe the reasons why the current activity or behavior is not appropriate (what harm it may cause to people and processes)
- use echo in step 4, have the subject respond back describing why the changed activity or behavior is better for him/her than the original activity or behavior

Getting them to understand ...

Examples of areas of application for Coaching and Counseling of individuals and teams include:

- ◆ **Safety training (construction, manufacturing, etc.)**
- ◆ **Regulatory / certification compliance training**
- ◆ **Process improvement training**
- ◆ **New hire or new function training**

Getting them to understand ...

When coaching or counseling,
there is only a fine line between
being pedantic and being
effective.

Getting them to understand ...

The best practice Coaching and Counseling process incorporates elements of proven (quality) tools and techniques for:

- Quality Planning
- Communication
- Process P D C A

Getting them to understand ...

When counseling, avoid the curse of knowledge.

Getting them to understand ...

When counseling, avoid the curse of knowledge.

“When it’s time to accomplish a task, those in the know get it done the way it has always been done, stifling innovation as they barrel along the well-worn path.”

Janet Rae-Dupree New York Times Dec. 30, 2007

Getting them to understand ...

Scaffolding:

Providing the support to build competence one level at a time where the levels already attained support the additional steps upward.

When building is completed properly, the scaffolding can be removed but the learning remains.



Getting them to understand ...

Scaffolding is integral to coaching and counseling techniques, maximizing training effectiveness and helping to avoid the curse of knowledge.

Getting them to understand ...

Summary:

The seven steps of the coaching and counseling process are reinforced by the integration of Knowles principles of adult learning;

these steps can be applied to any of the Merrill-Reid personality types and provide opportunities to address multiple learning modes (Gardner intelligences).

Getting them to understand ...

Coaching Step	Knowles Principle	Gardner Intelligence
1. Set the goal	1. Involve in planning	Logical-Mathematical
2. Describe activity/ behavior	2. Invoke past experience	Linguistic-Verbal
3. Model activity/ behavior	4. Relate to the problem	Spatial-Visual
4. Explain benefits	3. Show relevance	Logical-Mathematical
5. (Trainee) demonstrates activity/ behavior, reinforce positively	2. Invoke past experience	Bodily-kinesthetic
6. Evaluate and feed back	3. Show relevance	Logical-Mathematical, Linguistic-Verbal
7. Longer term revisiting	4. Relate to the problem	Linguistic-Verbal

Getting them to understand ...

Summary:

- Coaching and counseling takes the learner through Knowledge, Comprehension and Application, the first three levels of Bloom's Taxonomy for performance competence.
- Higher level creative and critical thinking is needed to gain Analysis, Synthesis and Evaluation skills.

Getting them to understand ...

Summary:

- Professionals are frequently asked to improve performance (of individuals, teams, departments, divisions, etc.) and this may require teaching new skills or behaviors to employees.
- Research has shown that there are four important principles of effective adult learning.
- Coaching and counseling processes are accepted practices to teach or modify behaviors.
- Coaching and counseling are more effective (become best practices” when utilizing the principles of ALT and accommodating different learning styles.
- Coaching and counseling help people gain competence in a skill or behavior along Bloom’s Taxonomy.

Getting them to understand ...

Thank you

Questions?