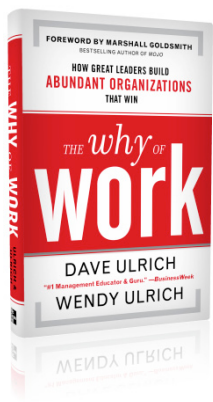


THE why OF
work
by DAVE & WENDY ULRICH



TOOL 8.1



Applying the Learning Formula

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[8.1] APPLYING THE LEARNING FORMULA

Organizational Learning Agility = Generate x Generalize Ideas with Impact

Generate Ideas with Impact. Leaders who encourage learning seek new ways to do new things. In the face of change, they are open to experimenting, adapting, and improving.

Generalize Ideas with Impact. Leaders who learn transfer ideas from one area to another. They have the ability to see patterns that may apply elsewhere.

How to generate ideas with impact?

Dimension	Action	Individual Application	Organization Application
Self reflection	Ponder on what worked and did not work	Seek feedback and be self aware	Do "after action reviews"
Experimentation	Try new ways to do things	Do things outside of comfort zone	Build an innovation protocol
Continuous improvement	Constantly improve	Try to improve on each cycle	Build suggestion systems
Boundary spanning	Seek ideas from others	Learn by observing and adapting	Do best systems (not practices)

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