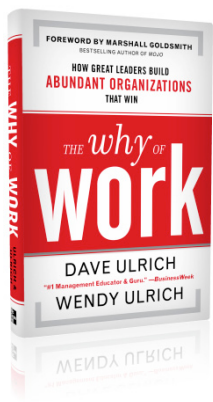


THE *why* OF
work
by DAVE & WENDY ULRICH



TOOL 8.6



*Checklist for Acquiring **Talent** for Learning*

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[8.6] CHECKLIST

FOR ACQUIRING TALENT FOR LEARNING

To BUY learning and generalization skill, we:

- Hire outside experts as consultants
- Acquire new competencies by hiring skilled full-time employees
- Hire and promote curious chiefs
- Seek fresh blood (from universities, competitors, oddball places)
- Follow the whims of superstars (but insist that the stars share)
- Formally recognize learning (e.g., “Director of Knowledge Management”)
- Hire people known as learners with competencies such as inquiry, reflection, systems thinking, mental modeling, conflict management, disciplined postmortem processing, ability to make data-based recommendations, networking
- Outpace nonlearners and tell people about it
- Promote learners in the hierarchy and give them public recognition
- Leave people in jobs long enough to demonstrate learning
- Source candidates for every position from multiple sources
- Put people with varying backgrounds into management positions

To BUILD (train) for learning and generalization, we:

- Attend as teams rather than individuals
- Focus on learning application not just knowledge acquisition
- Attend cross-functional groups
- Invest in ongoing education throughout the organization
- Involve customers in all aspects of training
- Share ownership of training between line managers and HR
- Plan training to stretch participants intellectually and practically
- Use training forums to challenge work assumptions and processes
- Require systems training for all employees

To continually develop employees, we:

- Use postmortem format to learn from experiences: What did you learn? What will you do differently as a result?
- Sanction cross-functional moves
- Support learning sabbaticals
- Rotate people across jobs
- Encourage innovative job assignments (e.g., start-up, turnaround, etc.)
- Participate in task forces
- Practice external job sharing (share employee with customer or supplier)
- Assign people to special projects
- Have on-the-job apprenticeships
- Ensure that every person has a learning plan

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