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1. When criticizing the 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 ...

~~Teaching Smart People How to Learn—Harvard Business Review~~

In Teaching Smart People How to Learn, Chris Argyris sheds light on the forces that prevent highly skilled employees for learning from mistakes and offers suggestions for helping talented employees develop more productive responses.

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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

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anything they can.

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the smartest people find it the hardest to learn. *Teaching Smart People How to Learn* by Chris Argyris 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 Bacon in 1990.

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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

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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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Teaching Smart People how to Learn Chris Argyris Single vs double loop learning o Single: doing a task o 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 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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Teaching Smart People HowtoLearn Chris Argyris Any company that aspires to succeed in the tougher businessenvironmentofthe 1990s must ” rst 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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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

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if you would like to understand the root of someone ' s thinking.

~~6 Signs You Are People Smart (and How to Develop Your ...~~

"Teaching Smart People How 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 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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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 ” .

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

Teaching Smart People How to Learn. by Chris Argyris, x * * * * \$8.95 x * * * * * ...

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