

June 2007: The Development Edition

“You can change your life by changing your attitude” William James

Welcome to the development edition of Keep Running. It's an edition close to our hearts, because developing you is what we are here for. Yet, ironically, our part is relatively minor.

The key person is you. Certainly your organisation has a responsibility, but developing yourself must also be your own responsibility. If you want to keep learning, keep getting better and keep developing, that will take self-management and motivation.

Coming soon: Motivational Techniques on 28 June, Personal Effectiveness on 5 July and Management Essentials on 16 July.

Respect is at the heart of helping people to learn

Performance Management is one of the new buzzword terms. Put simply, it means “*get the best from the people you lead.*” Do you have responsibility for getting the best from people?

Whilst we are always keen for you to send them on training events, there are other approaches you can include in your development strategy. Here's a selection.

On-the-job-training

One-to-one instruction and guidance in the workplace. This will typically follow a planned programme, but needs to be flexible enough to respond to the needs of the learner - most notably their pace and style of learning.

Mentoring

As old as ... well, as old as the ancient Greek, Mentor, whom Odysseus asked to teach his son “all you know”. A mentor's role is to pass on their experience, knowledge and wisdom. Typically, in the modern workplace, this is at periodic one-to-one meetings.

Coaching

A coach makes a fundamental assumption about the learner: they can figure things out for themselves - by reasoning, trial and error, or seeking out knowledge. A coach's role is therefore to ask questions which direct their learner's attention in the right direction, then help them build a plan to utilise their insights.

Self Managed Learning

When the learner takes total responsibility for developing themselves, and draws in the resources they need, the experience is empowering. The resources can be anything - training, reading, a mentor or coach, experiment or reflection. This takes real motivation.

All of these routes have one thing in common; a total respect for the learner and your right to learn in your own way, at your own pace.

Coming soon: Training your Staff on the Job on 4 July, and Coaching and Mentoring on 11 July.

Got a problem?

Give it to someone else.

“*Oh, if only I could*” you say. You can. This is one of the most powerful creative thinking techniques. And it's easy.

Look at the problem from someone else's perspective. How would someone from the future solve it? Or an artist, a magician, a child? How would you solve it if you had no money? Or limitless money? How would Bugs Bunny solve it, or a mythical hero?

Don't worry when you find a fantasy solution; it means you've broken the constraints of your usual way of thinking.

Coming soon: Problem Solving & Decision Making on 13 July.

Beware of the Traps

“Take nothing on its looks; take everything on the evidence. There is no better rule”

The lawyer, Jaggers, in Dickens’ Great Expectations

Unwary decision makers constantly make errors. Sadly, so do many careful decision makers. Here are five common pitfalls.



1. **The Anchoring Trap** leads us to give disproportionate weight to the first information we receive.
2. **The Confirming Evidence Trap** leads us to seek out information supporting an existing predilection and to discount opposing information.
3. **The Over-Confidence Trap** makes us overestimate the accuracy of our forecasts.
4. **The Precision Trap** leads us to mistake precise-ness for accuracy & to give undue credence where we see a lot of detail.
5. **The Gamblers’ Run Trap** leads us to believe that because something has not happened yet, it must be about to happen - or if it’s been happening a lot, it must be due to stop.

For more of these traps, along with how to make effective decisions, Problem Solving & Decision Making on 13 July.

Telling your Story

The more work you do to develop yourself, the more critical it is to be able to get your hard-won point of view across. Communicating your message effectively boils down to a simple three step process.

Hook ’em Use your opening to let your listener/reader know why they should invest time in your message.

Line ’em Sort your information into a logical sequence and present your ideas one at a time.

Sink ’em Close with a powerful ending - a conclusive piece of evidence, a call to action or an intriguing question.

This just leaves one question.

What is your story?

Coming soon: Presentation Skills - Intro on 6 July is **sold out**, but there are still places on the Advanced workshop on 18 July. There is also Writing Business Correspondence on 13 July, and MS Word: Advanced on 11 July.

Top IT workshops

Our IT workshops are proving a big hit with you. Here are five of the best.

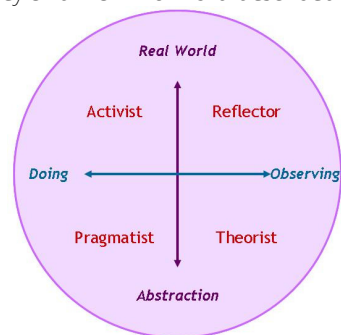
MS Word	Advanced	11 July
MS Access	Introduction	28 July
MS Access	Advanced	9-10 July
MS Excel	Introduction	5 July
MS Excel	Advanced	12 July

Essential Ideas

Honey and Mumford’s Learning styles

One of the most powerful ideas for anyone helping themselves or others to learn is the concept of learning styles. There are different ways in which we all learn and each of us has our own preferences, with which we learn best.

Peter Honey and Alan Mumford described four styles.



Activists love to have a go and try out new things. Reflectors love to step back and think about their experiences. Theorists love ideas and trust logic over subjective experience. Pragmatists love to solve problems, make plans and test them out.

Training your Staff on the Job on 4 July