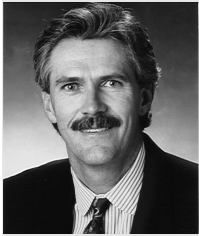


"Nothing is so well learned as that which is discovered." - Socrates

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Welcome



I would like to welcome our friends, colleagues and clients to the first edition of Excursions. As we have grown, many changes have occurred at Discovery Learning: We have added employees, new associates, office space and new products. We have even changed our logo to be more reflective of our vision. From the very beginning the vision of Discovery Learning included publishing a newsletter that provides valuable, useful information on learning and development through the use of experiential tools and assessment instruments. After eight years of developing seven simulations, two assessment instruments and delivering numerous experientially based training programs, we've finally made the time to publish our newsletter. It is our earnest desire that you find this newsletter informative and useful. If you do, then we have contributed to our mission of promoting awareness, understanding and learning through the use of simulations and assessment. We welcome your feedback and your ideas. We encourage you to offer content for Excursions: training ideas, resources, and personal experiences are all welcome. Happy reading!

Chris Musselwhite, President

"We learn wisdom from failure much more than from success; we often discover what we will do, by finding out what we will not do; and probably he who never made a mistake never made a discovery."

- Samuel Smiles

Experience Teaches

Article by Randell Jones with reflections by Richard Boucher

We learn best from our own experiences. Businesses today are seeking to develop the leadership talents of their executives; engaging participants in life-like, relevant experiences, coupled with feedback to help them derive insights about their effective and ineffective behaviors. For years, Motorola has used this strategic approach to business education to develop leaders and managers.

Motorola U. has thousands of people working around the world to support the efforts of some 140,000 Motorolans. These learning professionals have proven time and again that the experiential approach

is flexible, powerful and effective. Richard Boucher, former Senior Program Manager, College of Leadership and Transcultural Studies at Motorola University, believes in the value of experiential learning to develop leadership and management capabilities. Rich Boucher notes, "Experiential learning offers bright, talented, busy individuals the chance to get engaged quickly in learning, to get focused on the tasks at hand and to begin discovering insights about their leadership behaviors through feedback." Discovery Learning recently helped Motorola U. successfully apply experiential learning to some unique emerging challenges.

"Experiential learning is a powerful educational strategy that can have immediate and lasting impact."

The Emerging Challenge

Motorola was growing rapidly as its markets expanded around the world. They needed more managers in place quickly, especially in China and India, to handle the increased operations there. In responding to that need, Motorola chose to develop the leadership and management community among their local employees in both those countries to reduce their reliance on ex-patriot managers. They knew it made sense from a

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business standpoint considering the costs of supporting ex-patriots; but, they also recognized that along with this economic decision came a requisite commitment to prepare the new managers to succeed as leaders.

"In China, our first challenge in developing these leaders was to build within them a common understanding of the Motorola culture," Rich says. "We wanted to educate them on how to work with each other as well as with their Asian and Western counterparts. Added to this was the challenge that our Chinese managers had different cultural and business experiences from other Asian managers and lacked a basis for understanding Western management practices. They had, after all, grown-up in a government-controlled economy and were not immediately familiar with Western ways." To address these issues, Motorola implemented an integrated learning and development strategy that included classroom-based programs and month-long projects requiring participants to apply their new skills and knowledge. The classroom-based programs included a three-day experiential leadership program designed and delivered by Discovery Learning.

"We knew from our own experience at Motorola University that experiential learning is a powerful educational strategy that can have immediate and lasting impact," notes Rich. "With the help of Discovery

Learning, we created a special leadership development program that let us quickly develop the leadership talent we needed and also allowed our local managers to transfer their new learning immediately to the workplace."

The program involved a customized version of DLI's Personal Leadership & Organizational Effectiveness program and included their simulations Paper Planes, Inc.,



RADMIS and one of their assessment instruments, Change Style Indicator. The process created an environment where participants could focus on systems and team issues and receive feedback on their own leadership styles.

"Providing feedback is a major strategy for improving performance;" adds Rich "and, the key to the success of experiential learning is the feedback it provides the participants. That comes from the facilitators, from their fellow participants and from their own insights through reflecting on their decisions and actions."

The simulations created the opportunities for the participants to observe and be observed in making decisions and in working together. The exercises were designed to solicit from individuals the behaviors they would most likely exhibit in a real-world management situation.

Rich adds, "With experiential learning, participants get an opportunity to reflect on their behavior and what their tendencies are, what their values are and what their internal models are. The feedback is essential to the learning. The experiential process creates that feedback at multiple levels."

Lessons Learned

As expected, these experiential learning exercises delivered dependable results for the Motorola training. From the Paper Planes, Inc. simulation, participants learned the importance of having a common goal, the value of accurate and timely feedback, the necessity of measuring progress to achieve results and the benefits of reviewing personal decisions and reflecting on one's behavior.

From the RADMIS simulation, participants gained a good overview of basic business practices and learned to build strong teams. The simulation also provided a common reference point for discussing solutions to future business problems and the challenges of problem solving across cultural boundaries. Combined with the feedback from

A Closer Look

RADMIS is a behavioral simulation, first used in the Project Leadership



program at the Center for Creative Leadership. It captures the fast-paced and diverse decisions that managers and team members face every day. RADMIS is an excellent tool for focusing on Strategic and Project Leadership. Management Review said, "It is unlike other computer simulations. There is a straight line in RADMIS between 'people' decisions and the bottom line. The better the leadership, the bigger the bucks."

A Cross-Functional team with 5 to 7 members has to respond to a competitive crisis in their market. They must create and implement a strategy to address the challenge if their company BATEC is to survive. The simulation runs for one day and is followed by a half day debrief with participants receiving feedback from facilitators and other team members.

The debrief focuses on strategy, implementation, teamwork and individual contribution. On day one success is measured by market share and profit. True success comes in day two and is measured by the participants' learning from the debrief.

the Change Style Indicator, these two learning exercises led the developing managers in China and India to create actionable goals with performance accountability.

As Rich concludes, " From their training at Motorola U., these managers were better prepared to take on the responsibilities of leading their organizations. From the experiential learning sessions, they learned something about themselves as leaders that you can't get out of a book.. As a result, they were better prepared to manage their behavior as leaders and to influence positively the management development of others through the examples they provided in their own leadership." •

Tricks of the Trade

Contributed by Chris Musselwhite

While debriefing a simulation or experiential activity, we have all had the experience of dealing with the person who says, "This is not like my real work. I wouldn't do that in my real job." When you get this comment, go to the flip chart, draw a line from the top to the bottom of a page, and then label one side "like" and the other side "unlike." Acknowledge that a simulation can never be exactly like reality and ask all participants to tell how the simulation was "like" and "unlike" their real work. Flip chart each response. When all responses have been recorded, follow with the comment that our only opportunity for learning will be through the ways that the experience was like our real

work. There is nothing to be learned from the dissimilarities. When the next reference is made about how this is not like real life, acknowledge this and point out that we are not focusing on differences but similarities. It is also interesting for participants to see that a way in which a simulation was similar to the workplace for one person, may be a dissimilarity for another.

Tricks of the Trade was created to provide just that. We have a few of our own to share, but if you know of a technique that solves a training problem for you, let us pass that golden nugget along. We will happily give you credit. •

What's new at DLI?

The most obvious change is our new Logo. The mountains remain as a symbol of discoveries that are just over the horizon. The major difference you may notice is the "IN BUSINESS TO IMPROVE BUSINESS". This line has been added to leave no doubt of our mission. We hope you like the changes and we welcome your comments.

Other changes include increased office space to accommodate new employees, a new brochure for 1998 and exciting new products. Our new employees include Mike Warrick in Marketing and Sales, Rodney Harrigan in Consulting and Training, True Campbell in Accounting and

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Janis Cross in Shipping. For those of you who are accustomed to speaking with Chris and Theresa, have no fear. No matter how things change, they plan to remain available to you.

In the product area we have added two exciting new instruments, the Denison Organizational Culture Survey (DOCS) and the Denison Leadership Survey (DLS). The DOCS measures components of organizational culture that directly impact the bottom line. The survey is based on more than fifteen years of research, it has been exceedingly well received by corporations and training organizations alike. ●

What is this?

- It's how Motorola utilized experiential learning in China and India
- It's "Tricks of the Trade," a golden nugget
- It's what's new at Discovery Learning
- It's a new resource for trainers, leaders, and followers.

Train the Trainer

Discovery Learning will be offering a Train the Trainer Session February 22-24th in Greensboro, NC Interested Trainers can receive certification in Paper Planes, Inc., Change Style Indicator, Denison Organizational Culture and Leadership Surveys and GoalGetter. For more information, call 1.800.851.5118.

Next Edition. Shakespeare asked, "What's in a name?" Today many executives might ask, "What's in a culture?" Really what most are asking is "What does culture have to do with the bottom-line?" In the winter edition of Excursions our feature article will offer the unique insights of Dr. Dan Denison and others on how culture impacts the bottom-line.

"As you strive for greater understanding, I bid you patience. For, you will find, it is not the journey planned, but life's unplanned excursions that yield our best lessons."

- M. Jameson

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