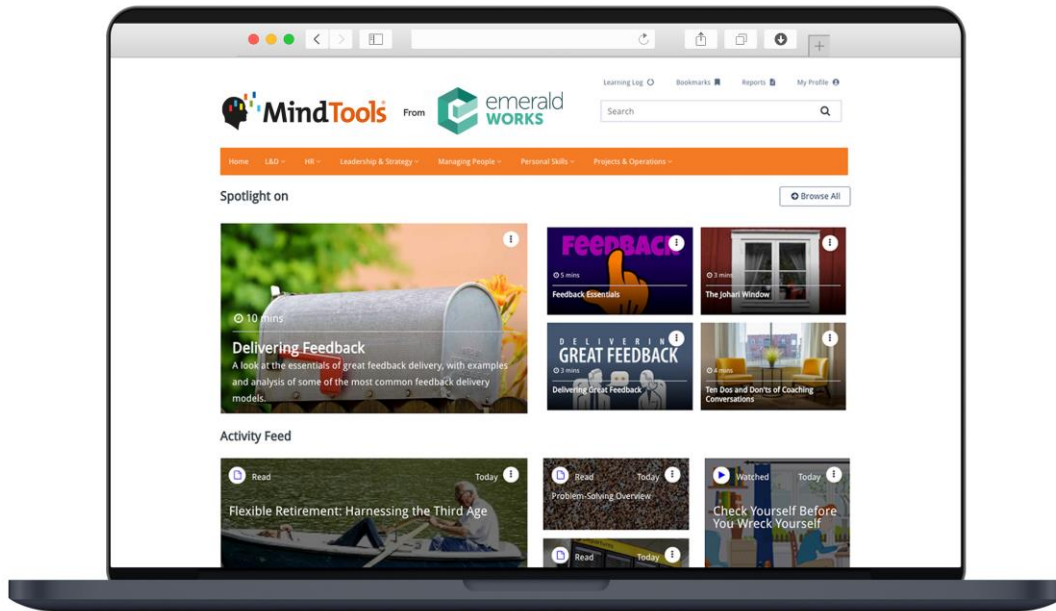


# The Secret Learning Lives of Leaders & Managers

Stewart Hardie



*“Effective performance support tools can range in sophistication from simple printed checklists and succinct, step-by-step guides to short video clip demonstrations and even augmented reality applications. Performance support tackles head-on two fundamental challenges of learning: the limits of human memory and learner motivation.”*

**Secret #1: Speed of result is paramount**

**Secret #2: We need to take 'learning' out of the equation**

**Secret #3: Leaders often don't understand what learning is in the context of broader life**

**Secret #4: Leaders regularly think about L&D and how they can help**

**Secret #5: ???**

# Secret #1

For learning managers, efficiency trumps efficacy.

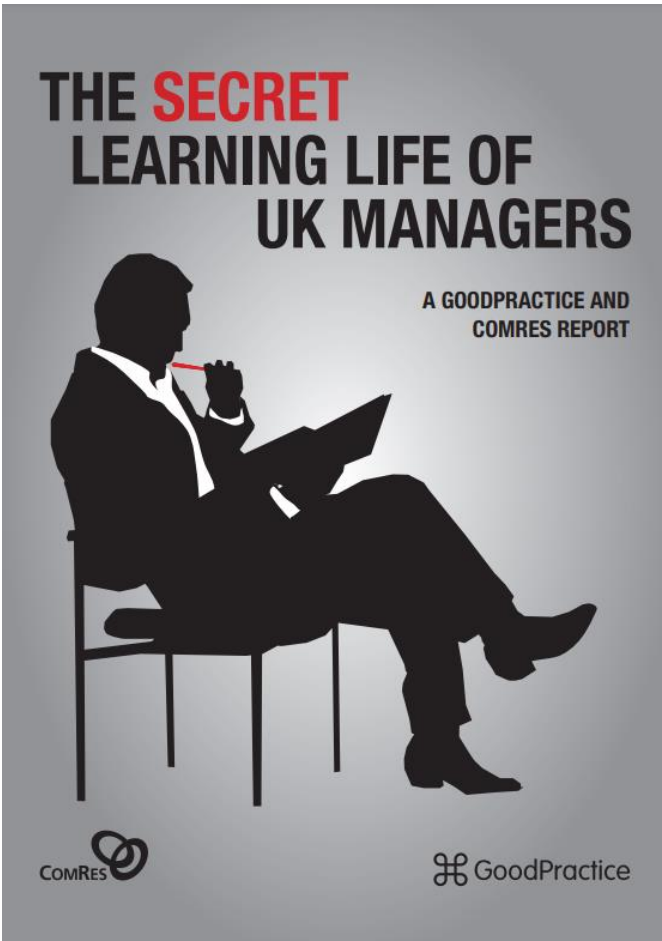
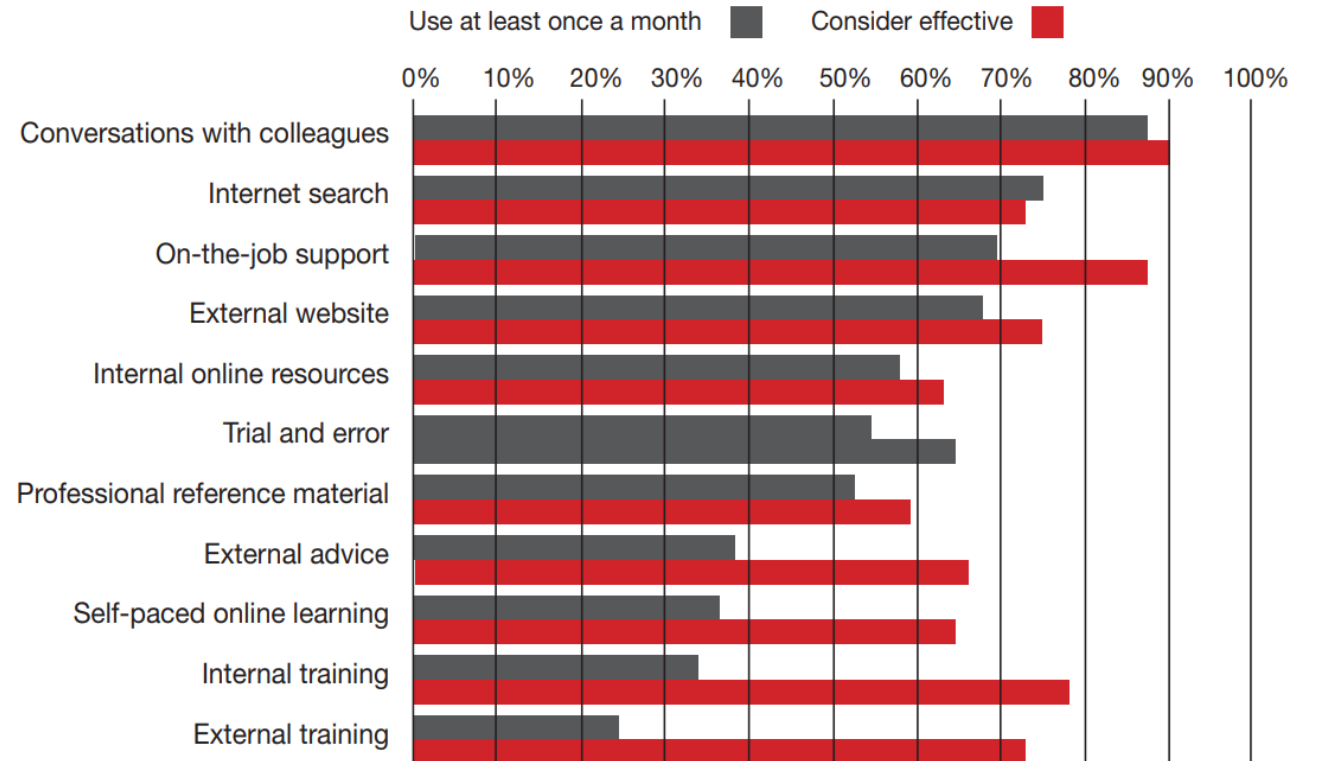


FIG 3: USAGE V EFFICACY



# Secret #2

In understanding what managers need to learn, it can help to take 'learning' out of the question.

**Think about your role. Where do you need more training?**

**What's the most difficult thing about your job?**

# Secret #3

Many leaders struggle to understand 'learning' in the context of broader work/life, and need to be challenged in terms they understand.

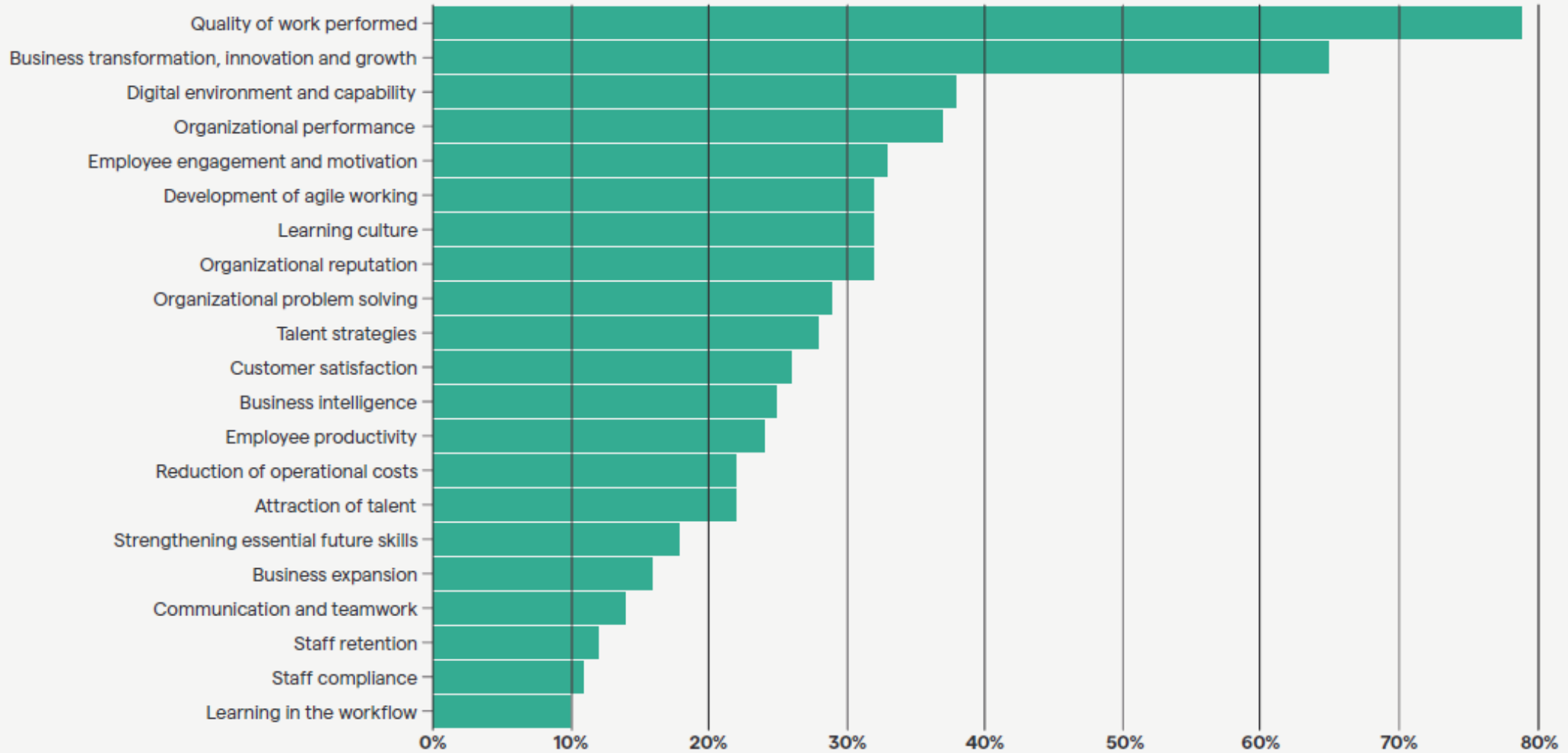




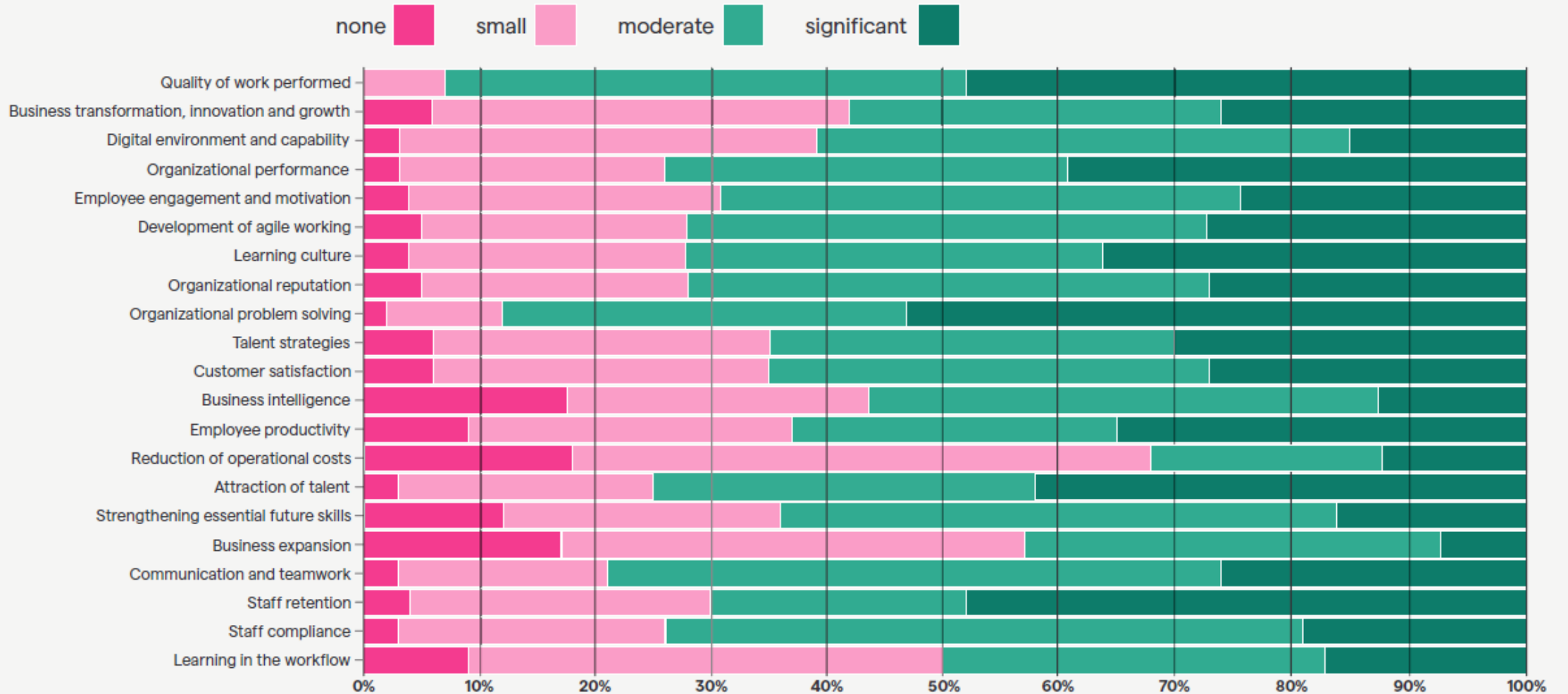
# Secret #4

Leaders really, really want help from L&D!

**Figure 1.1** The percentage of leaders who chose the following issues as **top 5** for L&D



**Figure 2** How leaders perceived L&D contributions to their top five priorities



# Secret #5

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