

CLOSE THE GAP between KNOWING and DOING.

THE PROBLEM

True learning involves a change in your behavior.

Learning is a journey from knowing to doing.

Key question: “How has knowing *that* changed the way you behave?”

We need to ***close the gap between what people know and what they do.***

People spend more time acquiring new information than they do developing strategies to use that newly acquired knowledge.

True learners apply and use the knowledge they acquire.

The Power of Repetition

The key to learning that actually changes behavior is repetition, repetition, repetition!

Repetition is the missing link between what people know and what they actually do.

Spaced repetition is exposing people to new information periodically over time.

It has to be repeated over and over - but not immediately. There needs to be a period of time for reflection.

3 reasons people know but don't do.

1. Information overload.

2. Negative filtering.

3. Lack of follow up.

Reason #1: INFORMATION OVERLOAD.**THE LESS-MORE PHILOSOPHY**

KEY GOAL: ***Close the learning-doing gap.***

KEY CONCEPT: We have to ***learn and apply the less-more philosophy.***

Information overload immobilizes us.

The problem comes when we expose ourselves to new knowledge with no pause for integrating our new know how and putting it into action.

We become brain cluttered.

When we set a learning goal we should not introduce new goals until we “graduate“ from the learning goal we’ve already started.

We need to adopt a mentality of mastery.

We need to soak in new concepts and practices until we are saturated with them and they become a part of us.

Our mental constitution is affected more by a small amount of material thoroughly mastered through spaced repetition than by 20 books you read only once.

When being exposed to new information, attending a seminar or reading a book only once just ***builds the habit of forgetting.***

We are ***training ourselves to know and not do.***

The human mind is in a constant process of doing one of two things: it’s either learning something new or forgetting.

**Reason Why People Don't Put
Their Know-How into Action #1:
Information Overload**

- ◆ We retain only a small fraction of what we read and hear only once.
- ◆ Therefore, we should read and learn *less more* and not *more less*.
- ◆ To master something, we should focus on a few key concepts, repeat them over time, immerse ourselves deeply in them, and expand on the ideas and skills. Spaced repetition is key.
- ◆ Once people have mastered their jobs, they are better able to be creative and make big things happen.

If we neglect something, we soon forget it.

We need **less information more often, rather than more information less often.**

We should **read a smaller number of books more times.**

We spend more time looking for the next new concept than we do following up on what we've already been taught.

Less learned more is best.

Concentrate on a few key concepts. Apply spaced repetition. Teach the key or important concepts over and over again until they are ingrained in the way people think and behave.

Spend significantly more time on follow up than on designing, organizing, and delivering new training.

Rather than a book of the month club, we should give our people a few books for the whole year.

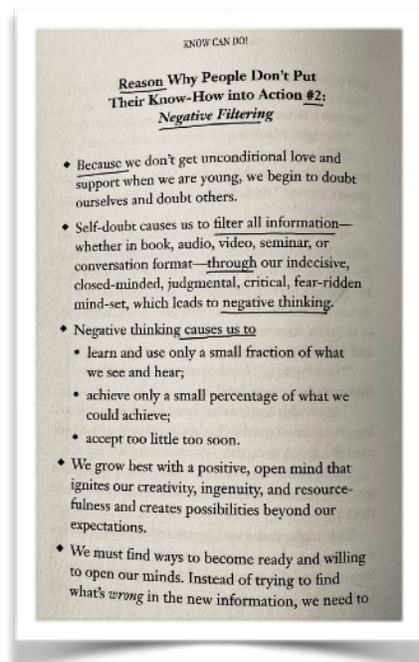
Reason #2: **NEGATIVE FILTERING.**

Most of us have a negative filtering system that affects how we embrace new information.

It's a form of self abuse. It's hard to be a learner when you're filtering system is damaged. We put on the judge's robe when we read, listen, and watch everything around us. Rejecting anything that doesn't agree with what we already "believe" about ourselves and our future.

With a closed, negative mindset, by the time information that we hear or read encounters the mental traffic in our subconscious only about 10% gets through.

It's like a 10-lane freeway converging into a single lane.



Learn to listen...

- With no prejudice or preconceived ideas.
- With a learning attitude that is excited about new information.
- With positive expectancy.
- With a pen in hand taking notes.
- With a desire to hear not only what is being said, but also what it triggers inside of you.
- With a “How can I use this?” Attitude.

Possibility thinkers are open to new information, constantly looking to apply the new information. They are possibility listeners, possibility participants, and possibility doers.

62% of all ideas are accepted only after they are presented, presented, presented, presented...

Even with the positive, possibility mindset, repetition is required.

Presenting things six times seems to be the secret to spaced repetition.

The 1st time people are exposed to a new idea, they reject it, because it conflicts with their preconceived ideas.

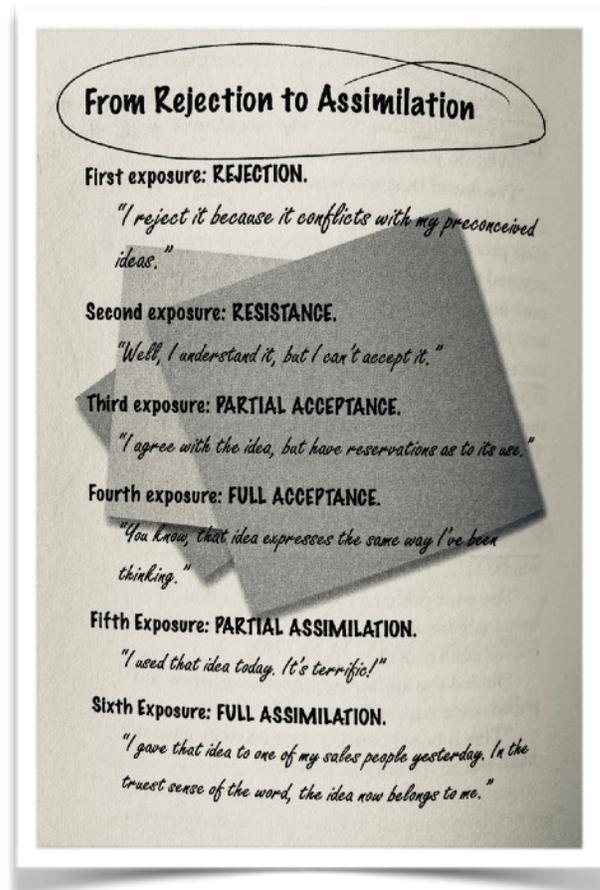
The 2nd time, they resist it.

The 3rd time they're exposed to a new idea they partially except it but with reservations.

The 4th time, they fully except it, because they feel it expresses what they've been thinking.

The 5th time, they partially assimilate it, by using it themselves.

The 6th time, they fully assimilate it by acting on it and passing it along to others.



Are there any shortcuts? The more positive experiences you have had the more you are able to go through the six steps almost automatically.

You can become an ***inverted paranoid***.

Inverted paranoid's are ***people who think the world has conspired to do only good for them.***

Use Green Light thinking.

Put someone in charge of green light thinking.

That person's job will be to start the discussion about the idea or project and hold off any negative responses until every positive, creative thought has been received from the group.

Yellow light thinking...

We need all kinds of feedback, positive and negative.

Yellow light thinking follows green light thinking.

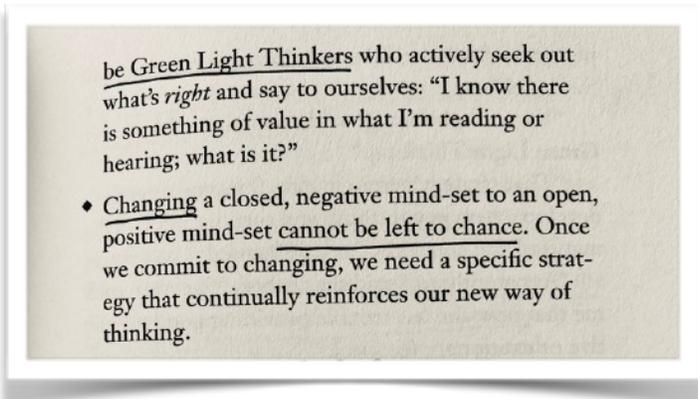
Negative responses or feedback were welcomed but it was never to proceed positive responses.

The structure of green light thinking then yellow light thinking changes the atmosphere of the discussion.

Create an "office of the future".

Because things are changing so fast in the world today we have to manage the present and create the future at the same time.

It usually isn't a good idea to have the same people managing your present as you do planning your future.



be Green Light Thinkers who actively seek out what's *right* and say to ourselves: "I know there is something of value in what I'm reading or hearing; what is it?"

- ♦ Changing a closed, negative mind-set to an open, positive mind-set cannot be left to chance. Once we commit to changing, we need a specific strategy that continually reinforces our new way of thinking.

Typically, people with present time responsibilities will kill the future, because they're either overwhelmed with the present or have a vested interest in it.

It's difficult to find people who are good at both future and present time thinking.

Some people need to have nothing to do with the day-to-day operation of any of our enterprises.

Their entire job is to look into the future and attempt to see what will be happening.

Reason #2: **LACK OF FOLLOW-UP.**

If you are exposed to something new and don't have a follow up plan you are likely to revert back to old habits.

People need a follow up plan to put their mill how into action.

Nothing good happens by accident.

To change behavior and get the results you want you need structure, support, and accountability.

We all need to be mentored. We need to work under someone who really knows how to do what it is we want to learn.

The quicker you use a newly acquired skill, the more likely it is that you will master it.

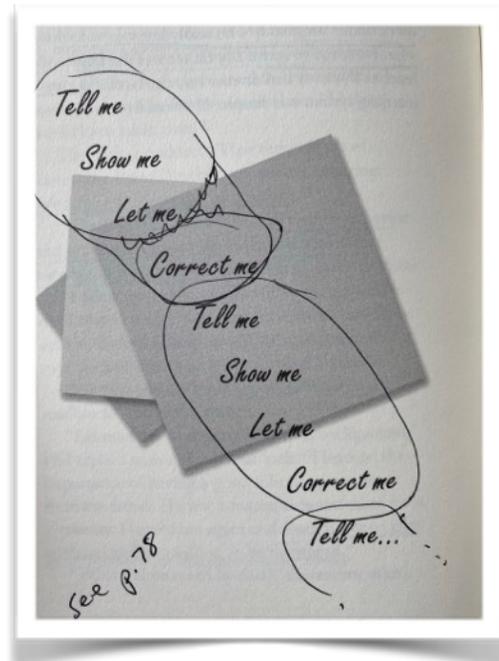
Practice doesn't make perfect. Practice makes possible.

Learning doesn't just happen in your head.

Successful people **yearn to learn** and have a plan.

If you can't use what you know, what good is it?

If people are deprived of praising, they either give up or they become driven.



To really learn how to do something, you have to be willing to be coached and study under a master.

We hired two kinds of people: winners and potential winners.

Winners are people who are already experienced in what we've hired them to do.

Potential winners can become winners if we properly train them.

They need to have a positive attitude toward learning.

We design a personal training that includes some of our own offerings as well as training we contract from the outside.

We want our master-teachers to work closely with potential winners.

The manager is responsible to make sure every one of his/her people has a teacher or coach if they need it.

The most critical period is when people have just been to training or are attempting to do something new.

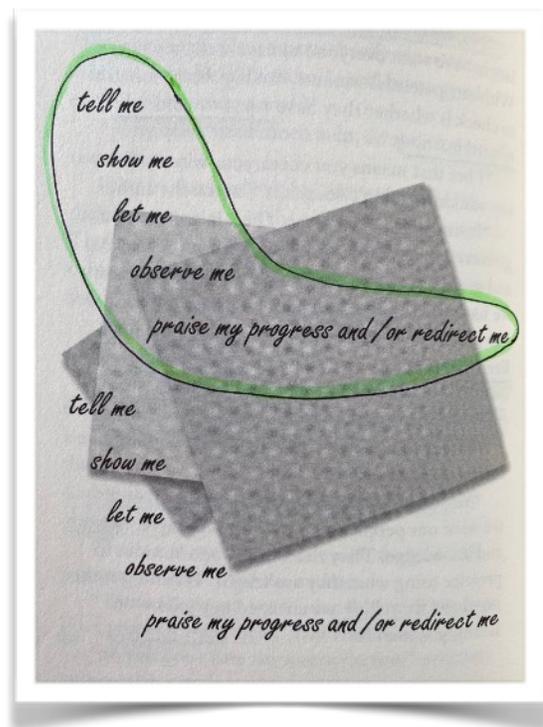
We focus on managing and coaching after training.

Our goal is to build a delegating leadership style.

Don't leave closing ***the knowing-doing gap*** to chance.

There are three key ingredients to an effective follow up plan: structure, support, and accountability.

Being an effective teacher or manager is more of a discipline than an art.



Follow up systems:

1. A one-on-one process: Manager/mentor meets once every two weeks for 15 to 30 minutes.
2. Outside coaches: for a minimum of six weeks after a major training program we assign everyone a virtual coach.

All of this is aimed at helping people use what they've been taught.

Three keys to closing the gap:

1. Become a focused learner.
2. Filter new information through a positive mindset.
3. Have a plan for putting your new knowledge into practice right away.

At the very least have a 15 to 30 minute meeting once every two weeks to share how you're doing and what additional help you need.

Epilogue

Closing the ***knowing-doing gap*** is more action than words.

The gap between knowing and doing is wider than the gap between ignorance and knowledge.

Change your definition of learning to a change in behavior.

3 levels of change**1. The Knowledge Level.**

Easiest and least time consuming. It is more fun to learn than to struggle to do.

Avoid information overload.

Repetition, repetition, repetition.

Focus our energy on a few things.

How many diets does it take to lose weight? Only the one you stick to.

Apply the less-more philosophy. Focus on less, and repeat it again and again.

2. The Attitude level.

To be a great leader you need to know how to manage people's energy, including your own.

Both a computer and your brain don't know the difference between the truth and what you tell them.

Successful people know how to manage their minds.

An attitude is an emotionally charged bit of knowledge. It's when you feel strongly in a positive or negative way towards something or someone.

Attitudes are tougher to change than knowledge.

Exercise: take 30 seconds and greet the people in the room in a specific way. Greet them as if they are insignificant and you are looking for someone much more important to talk to.

Now wander around for another 30 seconds, but this time, greet people as if they are a long lost friend and you're glad to see them.

In the exercise which approach created more energy in the room?

What did we do to change the energy in the room? All we did was change what we were thinking from a negative to a positive. That one adjustment changed the energy in the room.

We all need to practice green-light thinking. If not, our "yes, but..." attitude will kill everything that comes our way.

3. The Behavior Level.

Why is behavior change so difficult? Because now you have to do something.

We need a follow up plan of regular scheduled meetings, driven by relationships, holding us accountable to acting on what we've learned.

We need to spend much more time following up our training than we do organizing, developing, and delivering it.

We need mentors and coaches to help people move from novice to master.