



SOLO ACTIVITY

A Phase or a Cycle

Name _____

Date _____

Whether learning has an end date decides what an organisation builds for it.

30 to 40 minutes

On your own

Paper and pen

1 Read the two approaches

Approach A

Learning is a phase. It happens in formal blocks, is delivered when something changes, and is treated as a transaction to be completed and recorded. When it does not stick, the explanation reaches for motivation or ability.

Approach B

Learning is a cycle of learning, applying, reflecting and adapting, running alongside the work. The organisation treats it as a capability rather than an event, and failure is read first as a problem with the environment.

2 Compare them

	APPROACH A	APPROACH B
What each assumes about adults and learning		
Where the responsibility sits when it fails		
What each costs the organisation, and when		
Which is more realistic in a busy workplace		

3 Critique both

Strengths of A

What does treating learning as an event make easy?

Limitations of A

What does it miss about how adults actually learn?

Strengths of B

What does a continuous cycle make possible?

Questions about B

Does the chapter assume support that many organisations lack?

4 Make a judgement

Understanding how people learn is one of the highest-return decisions available to leaders. Say what that claim means, how far you agree, and why.

The argument in this chapter needing most qualification is _____



More ways into Chapter 17

This section is also available as video, audio, infographics, mind map, and more, including an opportunity to do a deep dive into reference material. Start with the format that suits you best.