



# DEVELOPING LEARNING *AGILITY*

Thursday, August 18, 2020

## ENABLING **TRANSFORMATION**

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**Ferry  
Irawan**

Co-Founder,  
Partner,  
& CRDO

## WHY

self-awareness is the key  
to develop learning agility



**Theodore S.  
Pribadi**

Co-Founder,  
Managing Partner,  
& CEO

## WHAT

skills we should master  
for excellent learning agility



**Lucy  
Tjandra**

Co-Founder,  
Partner,  
& COO

## HOW

we grow better and better  
as agile learners

DEVELOPING

LEARNING

AGILITY



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CONSULTING

9  
years



WHY

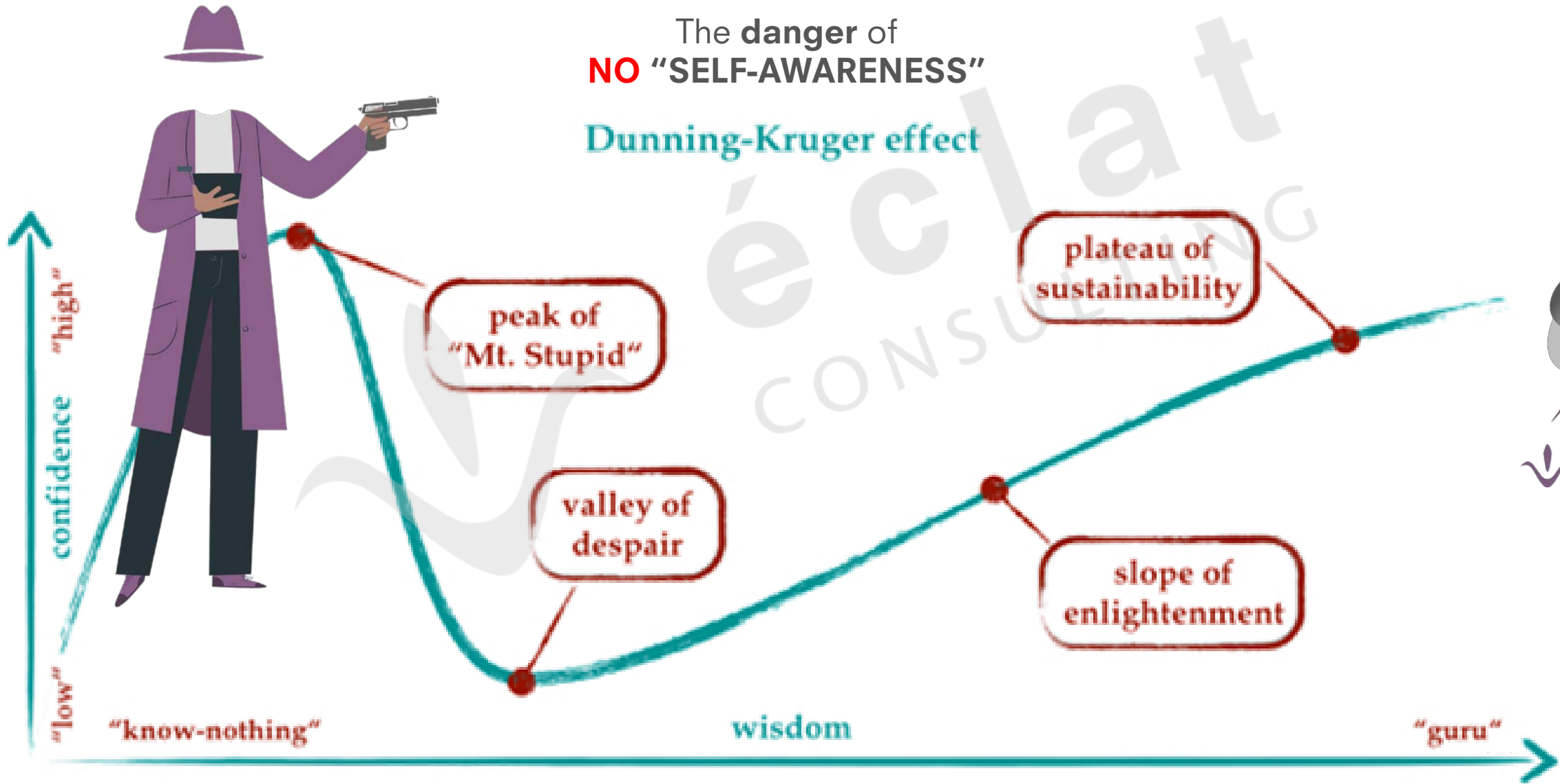
DEVELOPING  
**LEARNING**  
*AGILITY*

self-awareness is the key  
to develop **Learning Agility**

# "McArthur Wheeler" The Invisible Man Case

The danger of  
**NO "SELF-AWARENESS"**

Dunning-Kruger effect



WHY we **should** be “SELF-AWARE”?

# PLAY YOUR STRENGTH



Know **strengths**  
and **weaknesses**



Aware about own  
**emotional button**  
and know how  
to **respond**

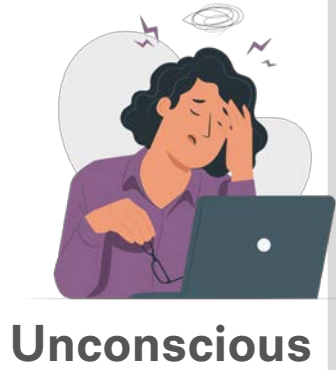


Know what **inspires**  
and **motivates**  
you to act



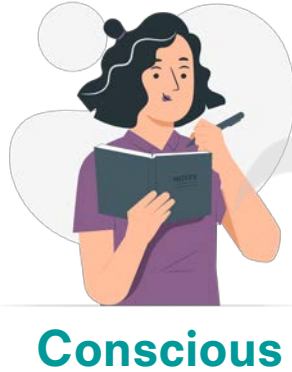
Identify **opportunities**  
and **priorities**

# Noel Burch's Learning Model



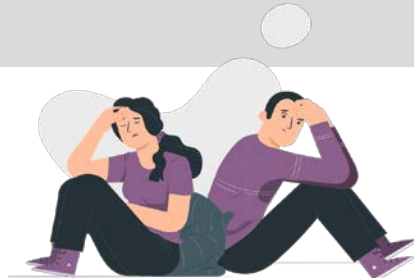
1  
Unconscious  
**Incompetent**

4  
Unconscious  
Competent



2  
Conscious  
**Incompetent**

3  
Conscious  
Competent



The danger  
of **NO**  
"SELF-AWARENESS"



# HOW to "SELF-ASSESS"?

CALIPER



splash

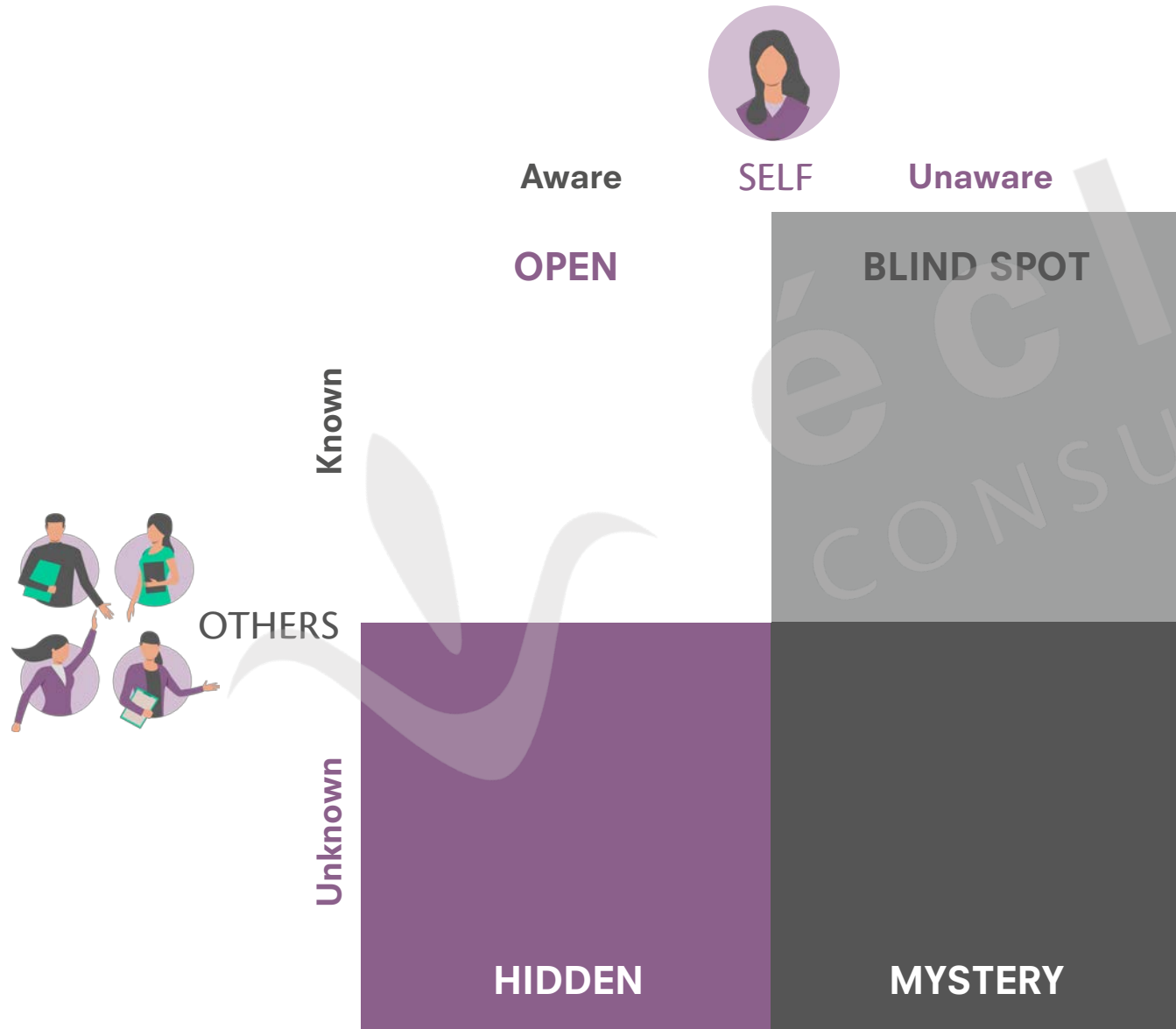


How much  
do you **know**  
your colleagues?

How much  
do your colleagues  
**know** you?



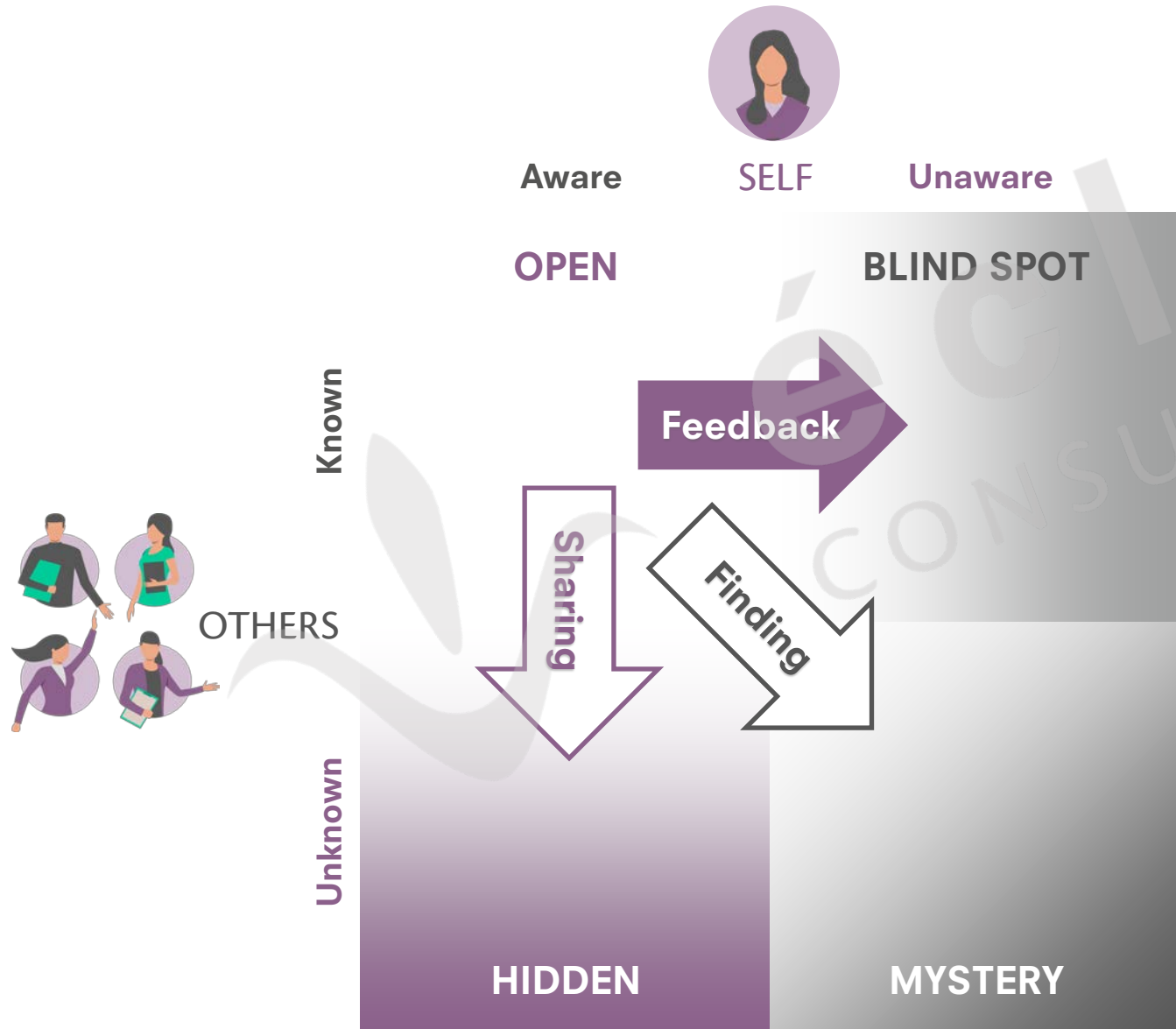




# JOHARI Window

Joseph Luft and  
Harrington Ingham  
(1955)





# JOHARI Window

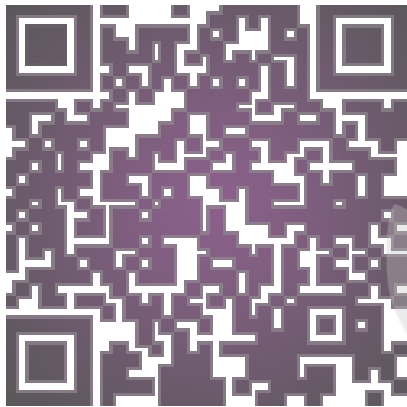
Joseph Luft and  
Harrington Ingham  
(1955)





**SELF ASSESSMENT** is not enough ...

... we need **OTHERS' FEEDBACK**



1. Klik <https://bit.ly/eclatJohari>.
2. Masukkan Nama Unik.
3. Pilih 12 Sifat yang menggambarkan diri Anda sesungguhnya.
4. Klik SAVE.

Browser address bar: [johari.eclat-consulting.com/tools/eclat/start/surveyid/2/token/859257/from/self/fullname/Ferry%20Irawan](https://johari.eclat-consulting.com/tools/eclat/start/surveyid/2/token/859257/from/self/fullname/Ferry%20Irawan)

**éclat CONSULTING**

Pilih 12 pernyataan berikut ini.

Saat ini anda sudah memilih 12 elemen perilaku.

Perilaku	#	Perilaku	#	Perilaku	#	Perilaku	#
Sumber ide-ide inovatif	<input type="checkbox"/>	Cakap berpikir rasional	<input checked="" type="checkbox"/>	Perhatian terhadap detail	<input type="checkbox"/>	Cenderung menghindari konflik	<input checked="" type="checkbox"/>
Cakap berpikir kreatif	<input type="checkbox"/>	Kompetitif	<input type="checkbox"/>	Cenderung berhati-hati	<input checked="" type="checkbox"/>	Sangat menikmati berkolaborasi dengan orang lain	<input type="checkbox"/>
Memicu perubahan supaya ada perubahan	<input type="checkbox"/>	Menganalisa dengan logika	<input checked="" type="checkbox"/>	Penting untuk memperoleh semua fakta	<input type="checkbox"/>	Mempedulikan perasaan orang lain	<input checked="" type="checkbox"/>
Terbawa imajinasi dan mengabaikan fakta-fakta	<input type="checkbox"/>	Bisa terlalu ngotot saat bekerja mencapai sasaran	<input type="checkbox"/>	Cenderung memilih pendekatan konservatif	<input type="checkbox"/>	Cenderung melihat dari sudut pandang orang	<input type="checkbox"/>
Ceria dan antusias	<input type="checkbox"/>	Negosiator yang efektif	<input type="checkbox"/>				





# SELF ASSESSMENT is not enough ...

... we need **OTHERS' FEEDBACK**



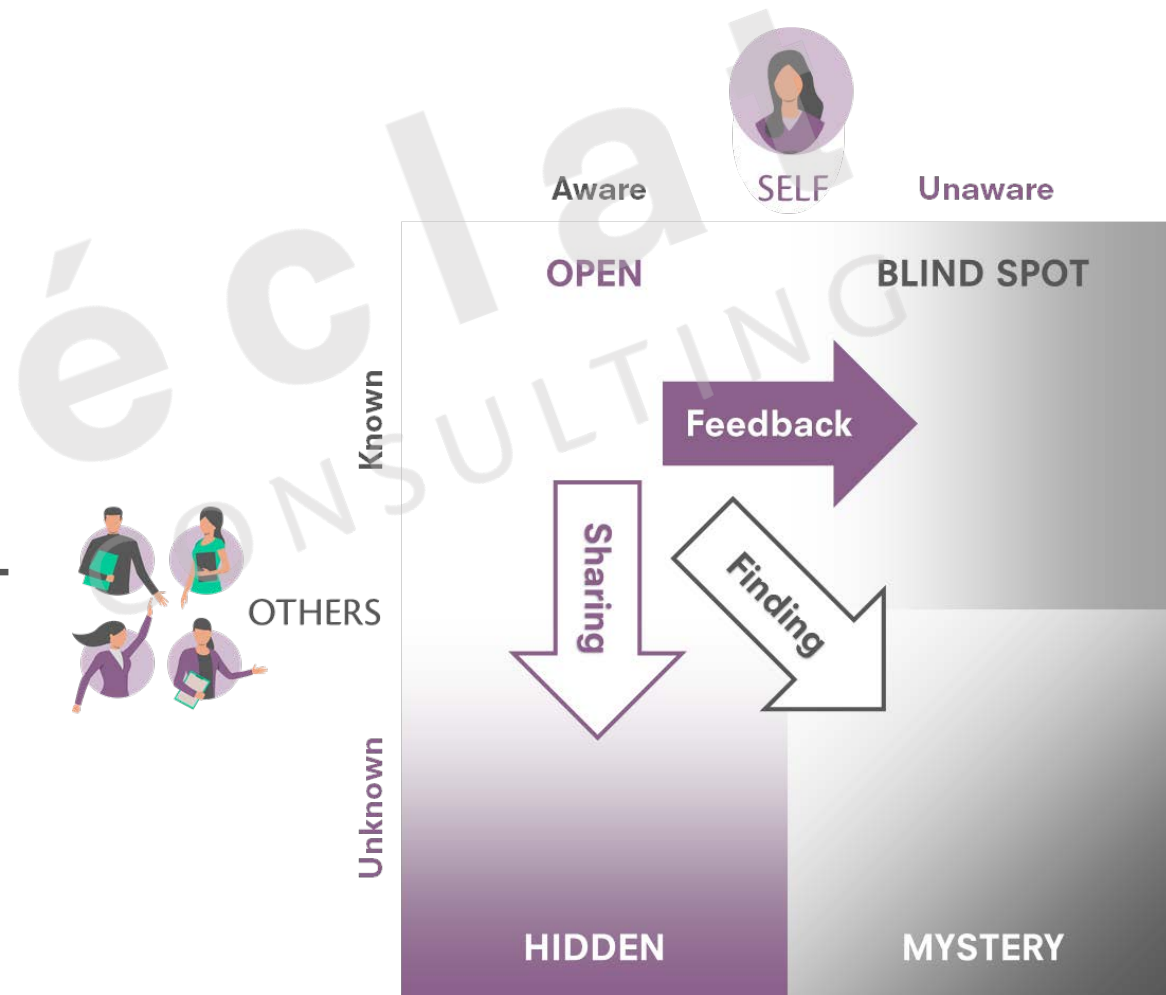
1. Login ke <https://johari.eclat-consulting.com/login>
2. Masukkan Username dan Password
3. **Catatan:** Report hanya bisa dilihat jika sudah ada feedback dari rekan Anda yang lain.

éclat CONSULTING		Data	Reporting	Manage
Name : Tjandra	Awareness of Self	Unawareness of Self		
Known To Others	OPEN	BLIND SPOT		
	» Agresif	» Kompetitif		
	» Bisa terlalu ngotot saat bekerja mencapai sasaran	» Memicu perubahan supaya ada perubahan		
	» Dapat diandalkan dalam memenuhi komitmen	» Mempedulikan perasaan orang lain		
	» Mengerjakan tugas secara terstruktur	» Mengendalikan kapan dan di mana mengekspresikan emosi		
	» Menggunakan intuisi dalam mengambil keputusan spontan	» Perhatian terhadap detail		
	» Menghindari pendekatan yang rumit dan memilih solusi yang sederhana			
	» Merasa tidak nyaman jika terlambat			
	» Penuh tekad dan fokus			
	» Terlalu serius sehingga dikira sedang kesulitan			
Unknown to Others	HIDDEN	MYSTERY		
	» Cenderung memilih pendekatan konservatif	» Sumber ide-ide inovatif		
	» Cenderung menghindari konflik	» Cakap berpikir kreatif		
	» Penting untuk memperoleh semua fakta	» Terbawa imajinasi dan mengabaikan fakta-fakta		
		» Ceria dan antusias		
		» Sering mengerjakan tugas pada menit terakhir dan kehabisan waktu		
		» Kadang memperlumit masalah		



Let's discuss the **INSIGHTS** of the **JOHARI Window** exercise!

- If your **BLIND SPOT** window ends up with **more behaviors than** your **OPEN** window, we should **ask for** more **feedback** from our colleagues;
- If your **HIDDEN** window ends up with **more behaviors than** your **OPEN** window, you should **share more information** to your colleagues;
- If your **OPEN** window ends up with **more behaviors than** your **BLIND SPOT** & **HIDDEN** windows, **congratulations!** Your **self-assessment is validated** by your colleagues. You know yourself well and your colleagues also know you well.
- Apparently, the **behaviors** in the **MYSTERY** window **do not represent** you **the most** (not selected by you or your colleagues). Explore further!



**“SELF-AWARENESS”** is the key to **boost performance**.



**Self Awareness**



**Self Improvement**



**High Performance**





9 years

# WHAT

DEVELOPING  
**LEARNING**  
*AGILITY*



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skills we should master  
for excellent **Learning Agility**

## System 1



Fast



Unconscious



Automatic



Everyday  
Decisions



Error prone

## System 2



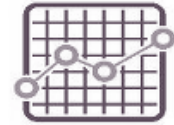
Slow



Conscious



Effortful



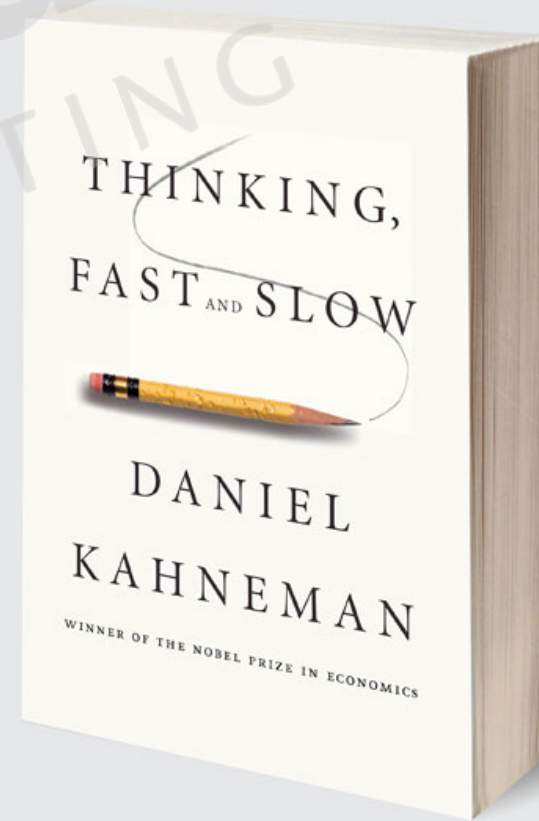
Complex  
Decisions



Reliable

3 x 3

27 x 14





# System 2 → System 1



Learning

Exploring

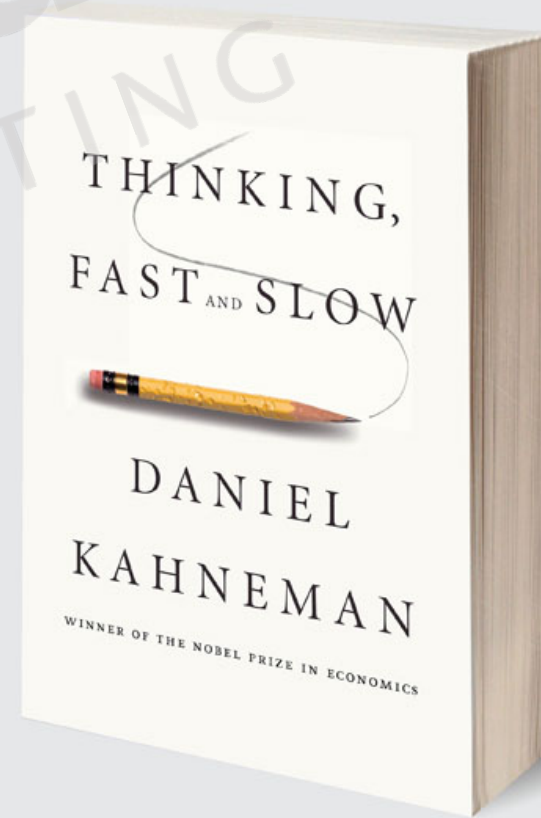
Exhausting



Excellence

Execution

Habit



# FIXED MINDSET

Intelligence is **static**.  
Feeling or believing to be **SMART**,  
having the tendency to:

- avoid challenges;
- give up easily;
- ignore feedback;
- feel threatened by other people's success.



Source:  
**Carol Dweck**, Author  
"Mindset:  
The New Psychology  
of Success"

# GROWTH MINDSET

Intelligence **can grow**.  
Desiring to **LEARN ...**  
having the tendency to:

- welcome challenges;
- persist in facing difficulties;
- learn from feedback;
- reflect, learn, and feel inspired by other people's success.



“**Unlearn** you must,  
what **you have learned!**”



“The **illiterate** of the **21<sup>st</sup> century**  
will not be those who  
cannot read and write,  
but those who  
**cannot learn,**  
**unlearn,** and **relearn.**”

---

“The **future** always **comes too fast**  
and **in the wrong order.**”

---

**Alvin Toffler**, *Author of Future Shock*

“Change is no longer **an event** that happens,  
but a **steady state** of existence”

---

**Douglas Rushkoff**, *Present Shock:  
When Everything Happens Now*



# LEARNING AGILITY



## TRAITS

# A

### Abstract Reasoning

Potential to **solve problems** and understand the **logical relationships** among concepts

# I

### Idea Orientation

Preference for **thinking creatively** and generating **new ways** to solve problems

# U

### Unconstraint (Flexibility)

**Willingness** to **modify** an **approach** and to **adapt** to changing circumstances.

# E

### Energy

Potential to **sustain** a high level of **activity** over **extended periods**.

# O

### Openness

**Receptiveness** to new or **alternative ideas**.



# LEARNING ~~AGILITY~~

## BEHAVIORS

- Learns **quickly** in **new situations**  
[I & U]
- **Updates** skills **regularly**  
[U & E]
- Is **open to** learning **new things**  
[U & O]
- **Links** current **issue** to **knowledge**  
[A & I]
- **Analyzes successes** and **failures**  
[A & E]

## TRAITS

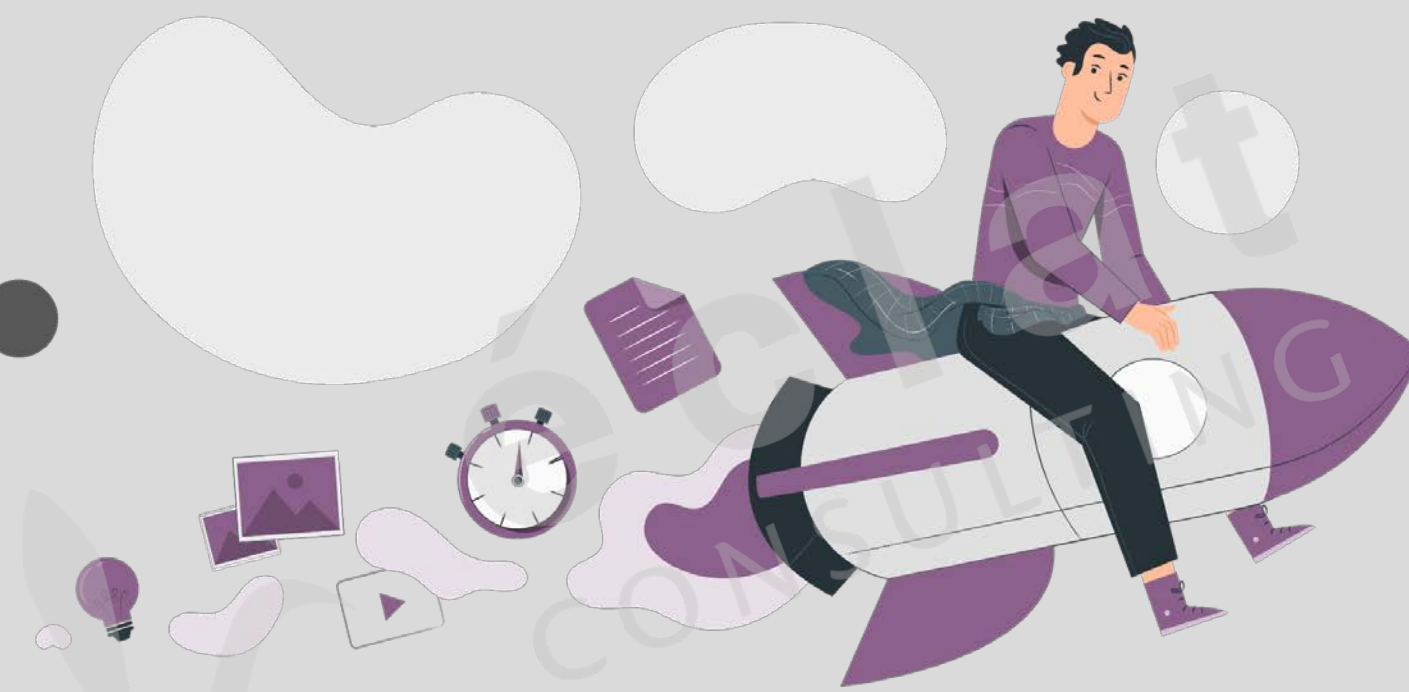
- **A**bstract Reasoning
- **I**dea Orientation
- **U**nconstraint (Flexibility)
- **E**nergy
- **O**penness





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9  
years



# HOW

we grow better and better  
as **Agile Learners**

DEVELOPING  
**LEARNING**  
*AGILITY*



**scamp·er**  
/'skampər/

**berlari** dengan cepat,  
**tergesa-gesa**



1

Execute

S C A M P E R



**C**ombine



**M**odify



**E**liminate

**S**

**S**ubstitute

**C**

**A**

**A**dapt

**M**

**P**

**P**ut to  
other use

**E**

**R**

**R**everse



**SCAMPER** breaks Mental Fixation



2

## Giving & Accepting



Balanced

Giving

Accepting

Big-hearted

Earnest



Eager

Specific

Studious

Timely

Thankful



3

Melakukan

**TOUCH**<sup>®</sup>  
coaching

“

**Helping others** in finding...

- where they are in their life journey;
- where they are in terms of their life goals;
- steps to take in going to that direction.

”



Require **sacrifice, patience, efforts, & commitment** (time, energy, thought).

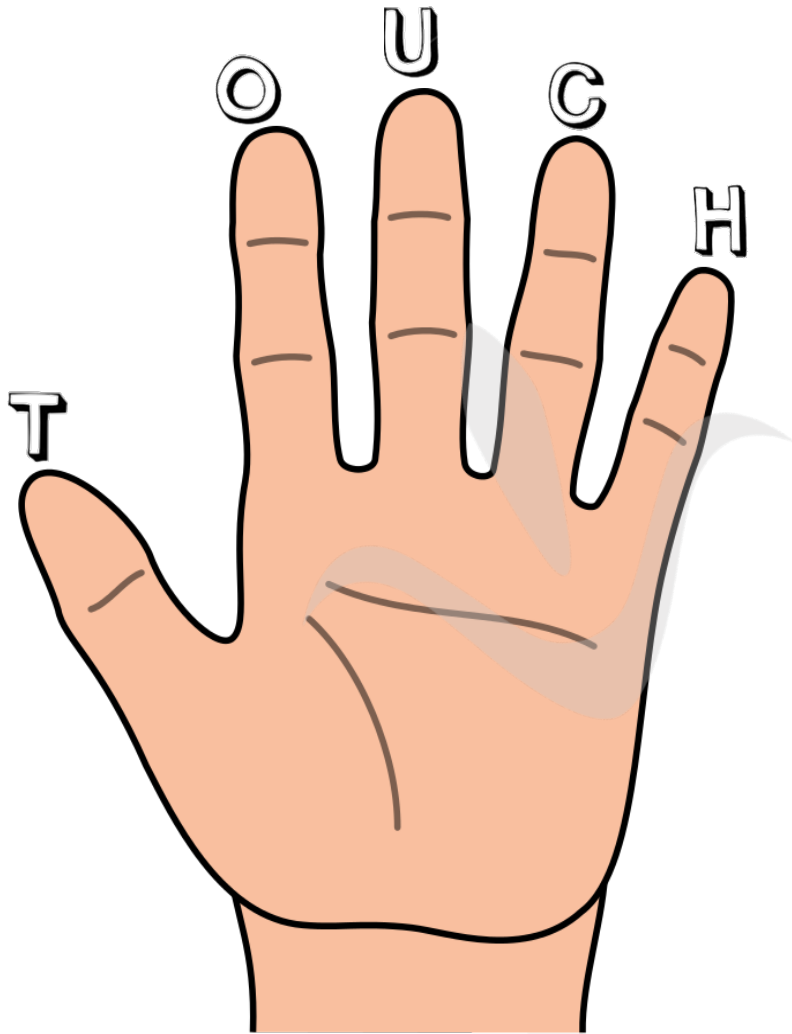
# Mutual Coaching

## Coach & Coachee

- reflect on current practices;
- refine & build new skills;
- share ideas;
- teach one another;
- conduct research & solve problem collaboratively.



# 5 Stages of **TOUCH**<sup>®</sup> coaching



**T** rigger | Memicu



**O** bserve | Observasi



**U** nderstand | Memahami

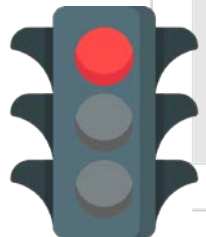


**C** ommunicate | Komunikasi



**H** one | Mengasah





**DO NOT START**

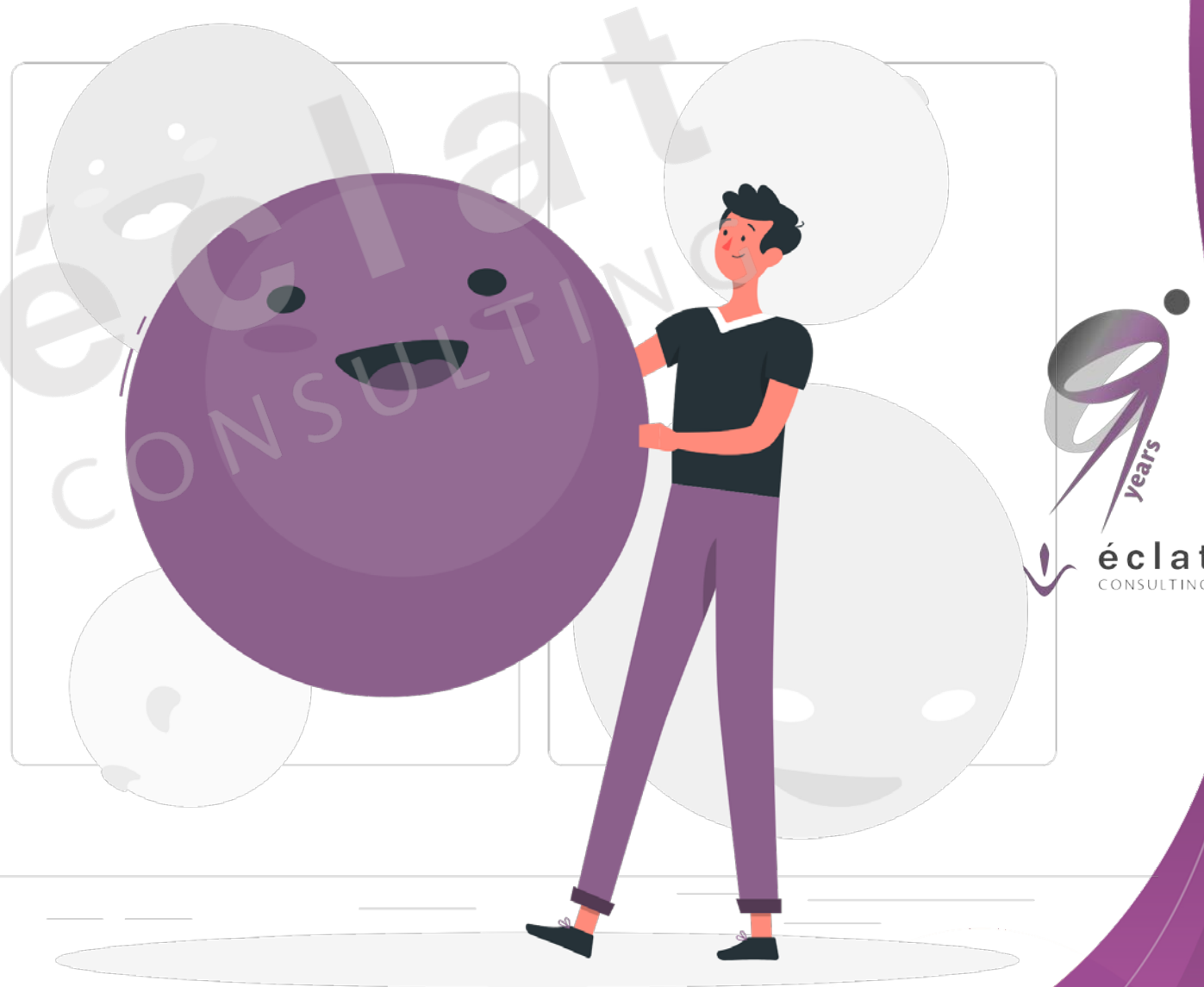
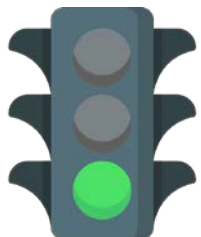
when either of you is  
upset/emotionally challenged

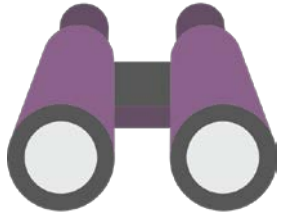


 **T** rigger

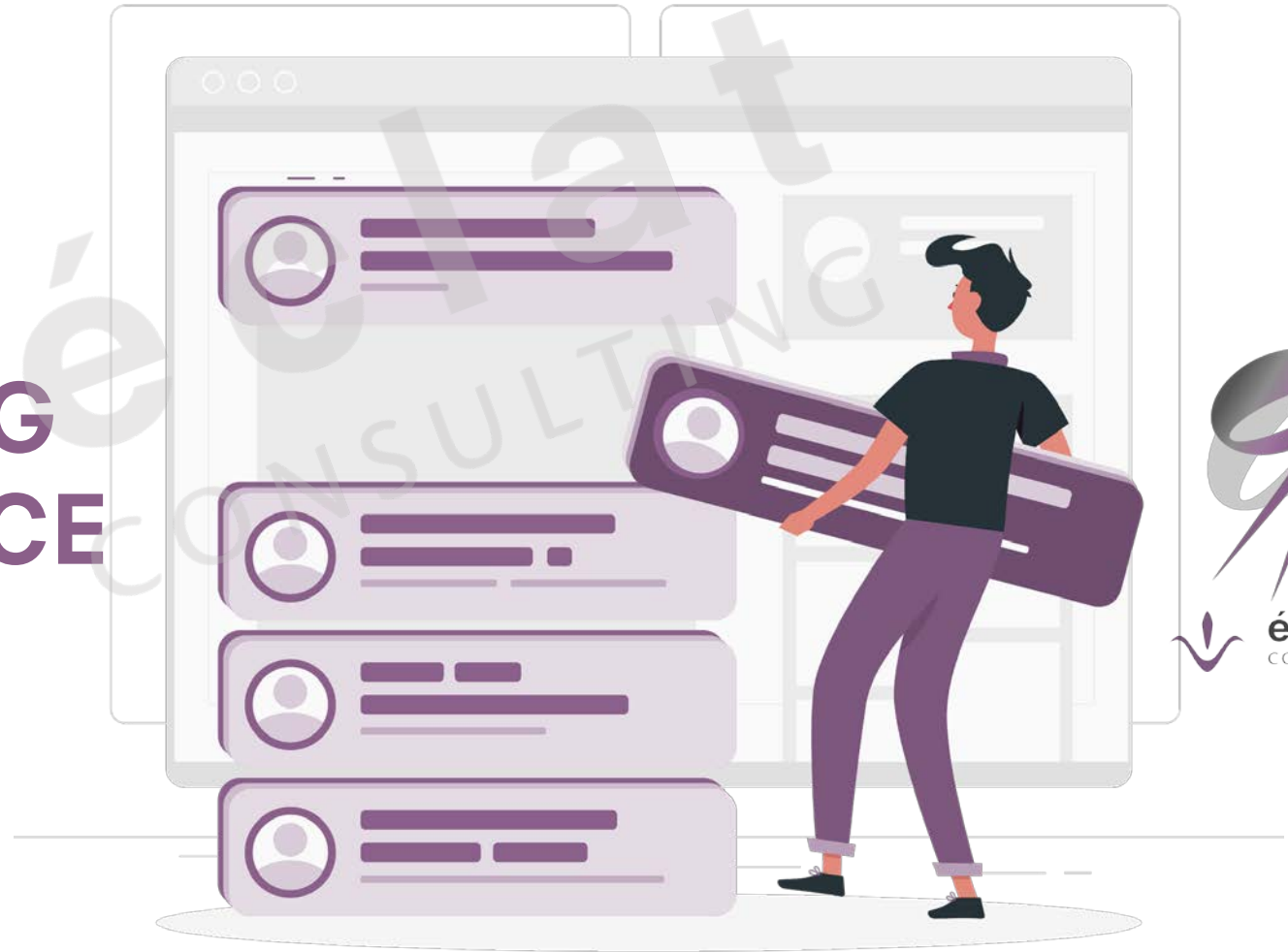


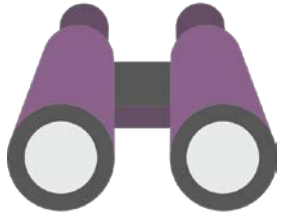
Remind coachee  
how **INVALUABLE**  
(**raise his status**) he or she is



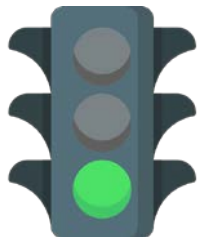


**AVOID** COMPARING  
coachee's **PERFORMANCE**  
with somebody else's

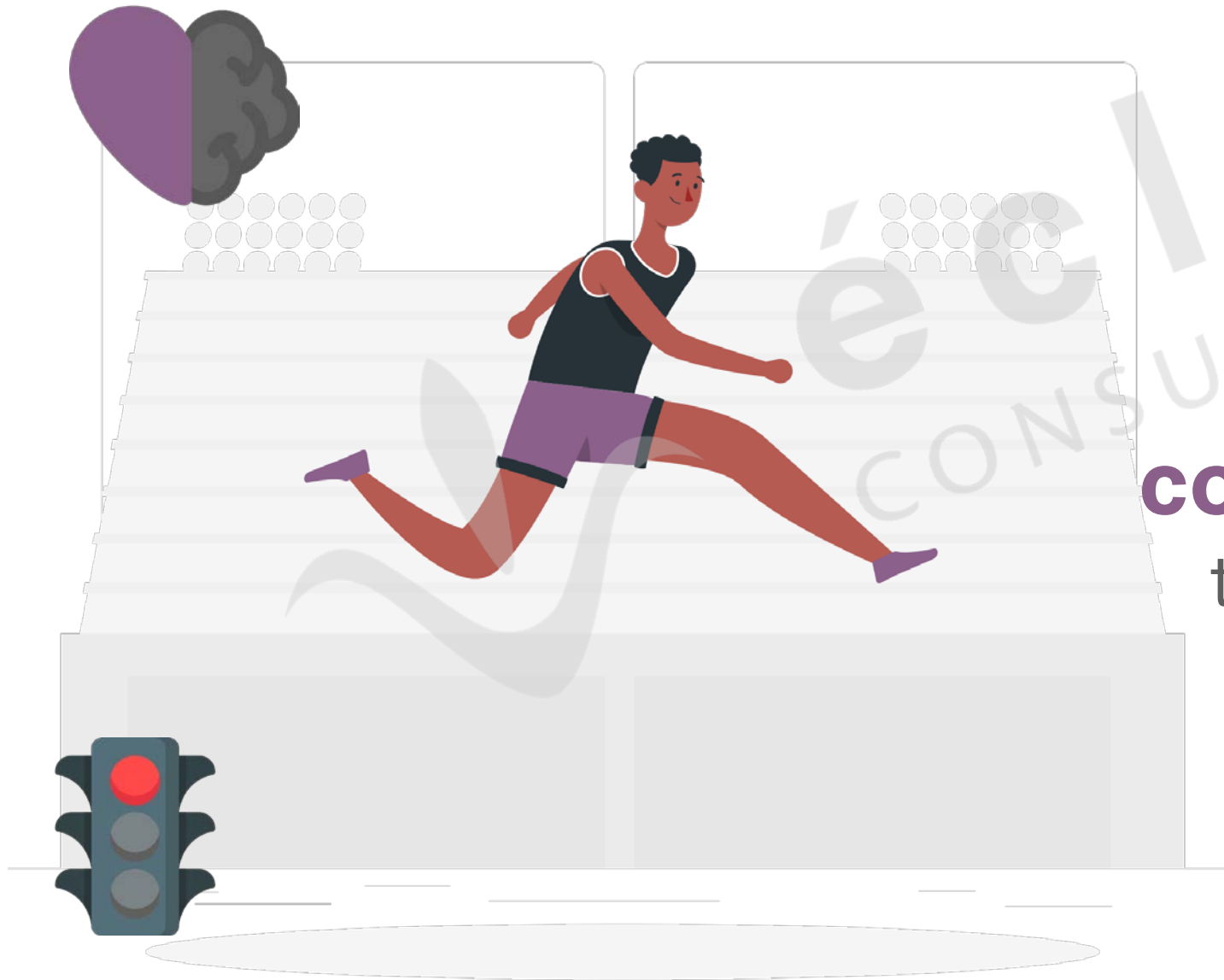




**STUDY** data/facts  
about the coachee  
(situation, condition, performance)  
from reliable sources





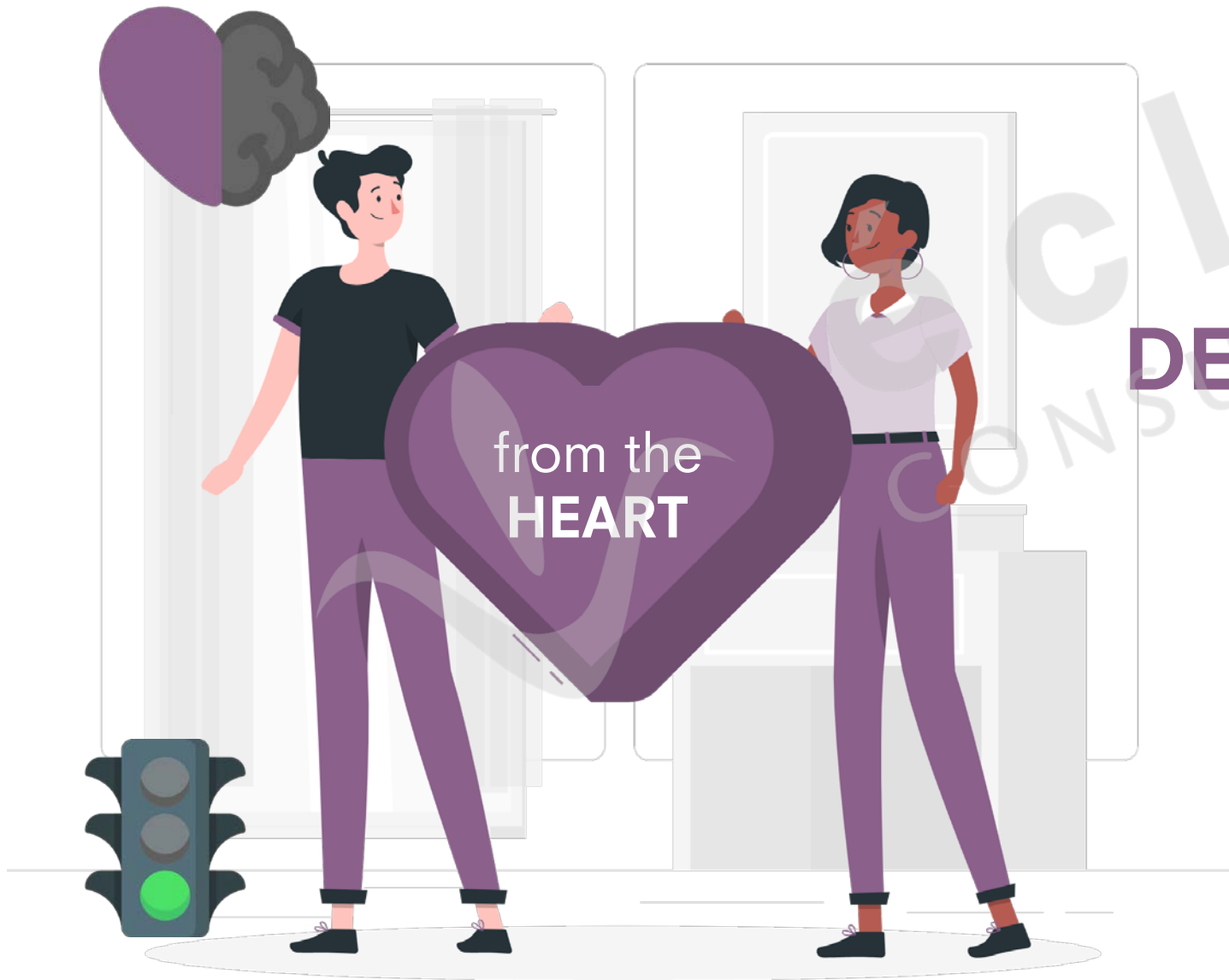


**DO NOT**  
jump into  
**conclusions**  
too quickly!





Understand

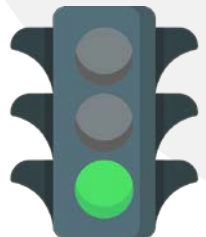


**DEMONSTRATE**  
your **utmost**  
**sincerity**





**C**ommunicate



Establish the **Goals**



Examine the **Reality**



Explore the **Options**



Establish the **Wills**

grow





**C**ommunicate



**DO NOT**  
ask **WHY.**



**WHY** did  
you fail?!





# CCommunicate

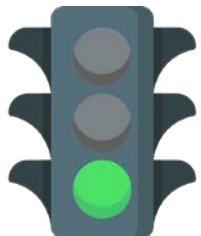


**WHAT** do you wish to achieve?  
[Goal]

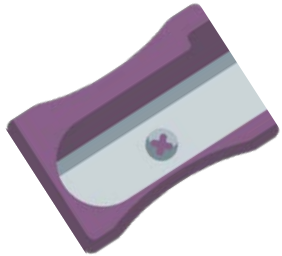
**HOW** can you do it better next time around?  
[Options]

**WHAT** got in the way?  
[Reality]

**WHAT** must be aligned or adjusted that are within your control?  
[Wills]

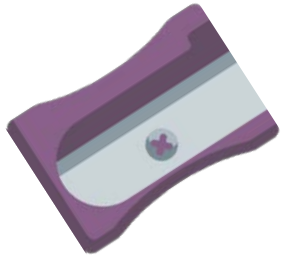


**ASK**  
**WHAT** or **HOW**.

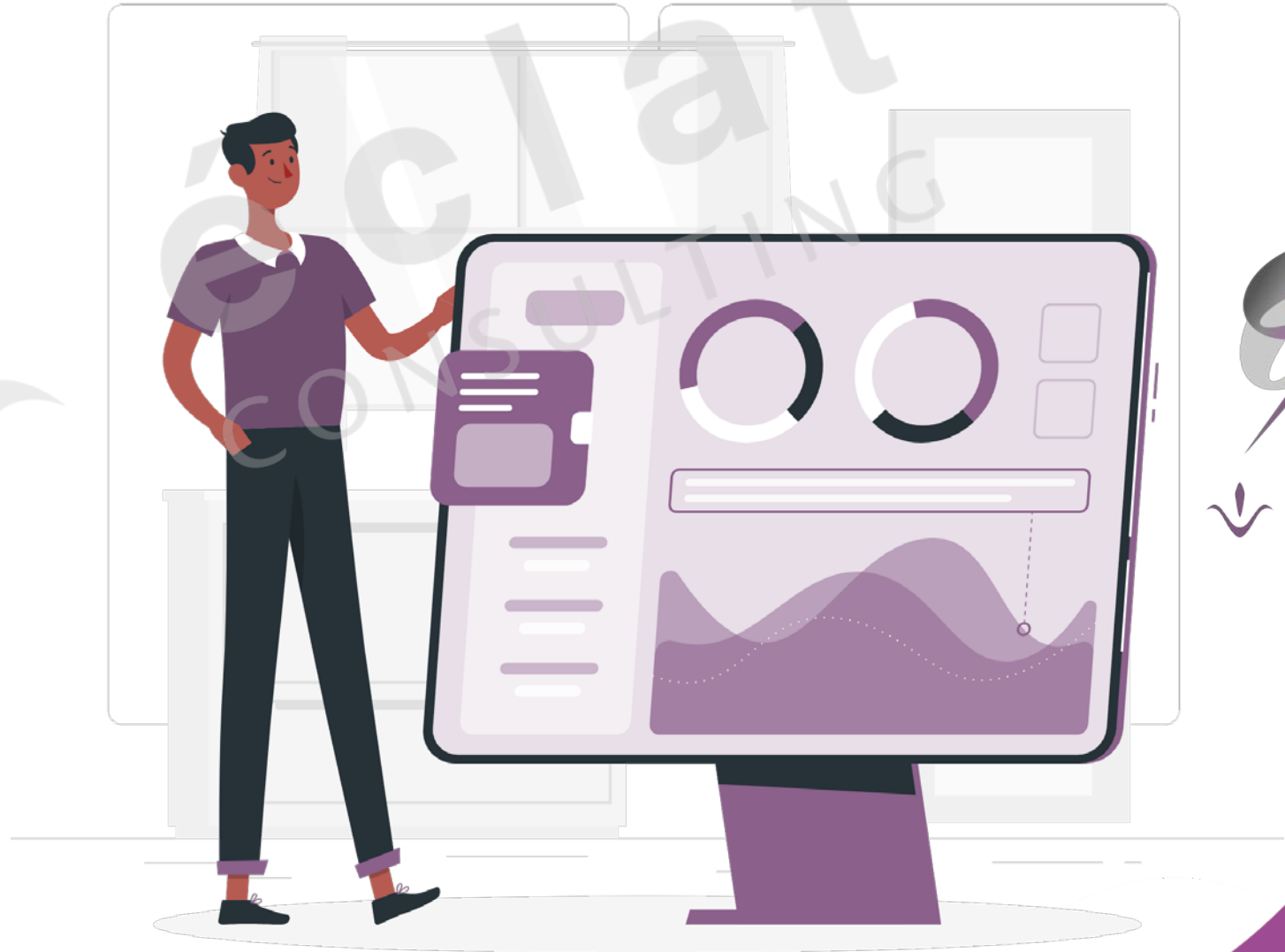


**AVOID** forcing  
your conclusion.





Follow-up and follow through, always **MONITOR** progress.



# 3 things to do to become a tireless **Agile Learner**

1

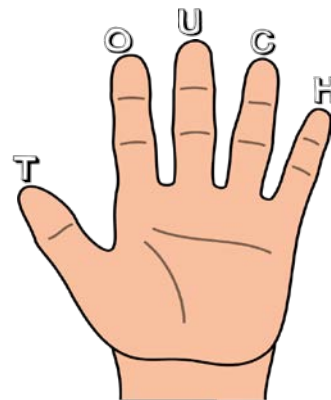
S C A M P E R

2

**B<sup>👍</sup>ST**®  
Feedback

3

**T<sup>👋</sup>UCH**®  
coaching







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**JAKARTA**  
5<sup>th</sup> Floor, Graha Tunas Muda, Unit E  
Jl. Warung Jati Barat No. 63  
Jakarta Selatan 12740, INDONESIA  
**P** +62 21 5700 878



**éclat**  
CONSULTING

**SINGAPORE**  
950 Dunearn Road  
Gardenvista #10-05  
Singapore 589474, SINGAPORE  
**P** +65 9631 0719