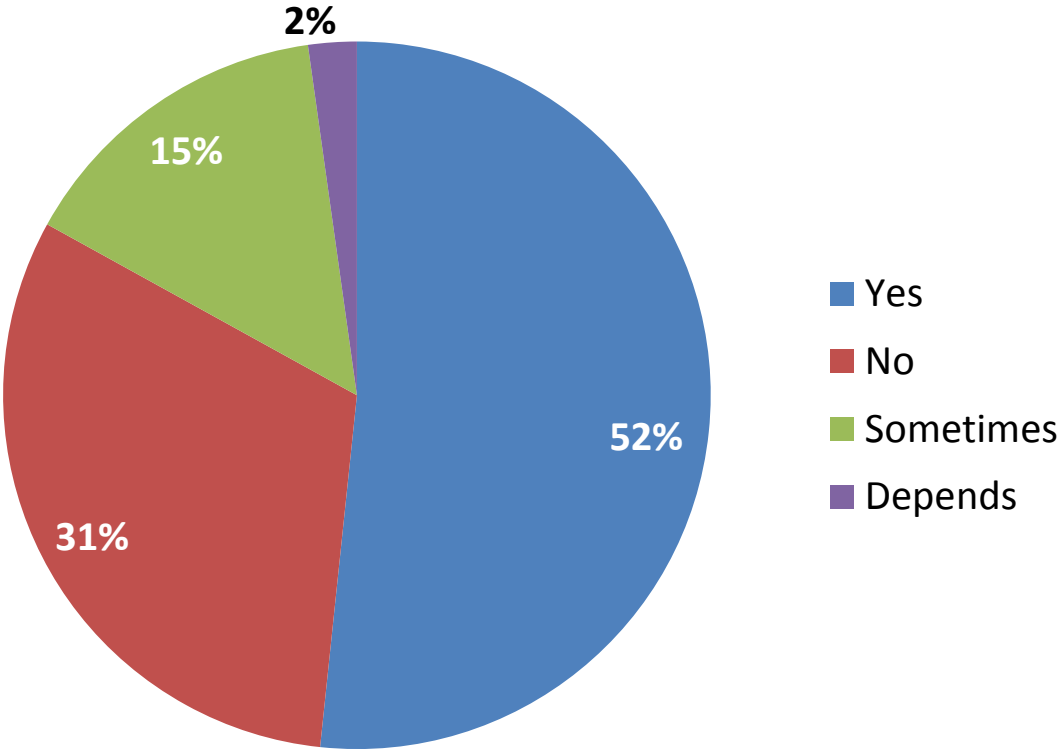# Managing Minds Winning Hearts

Presenters: David Grebow & Stephen J. Gill

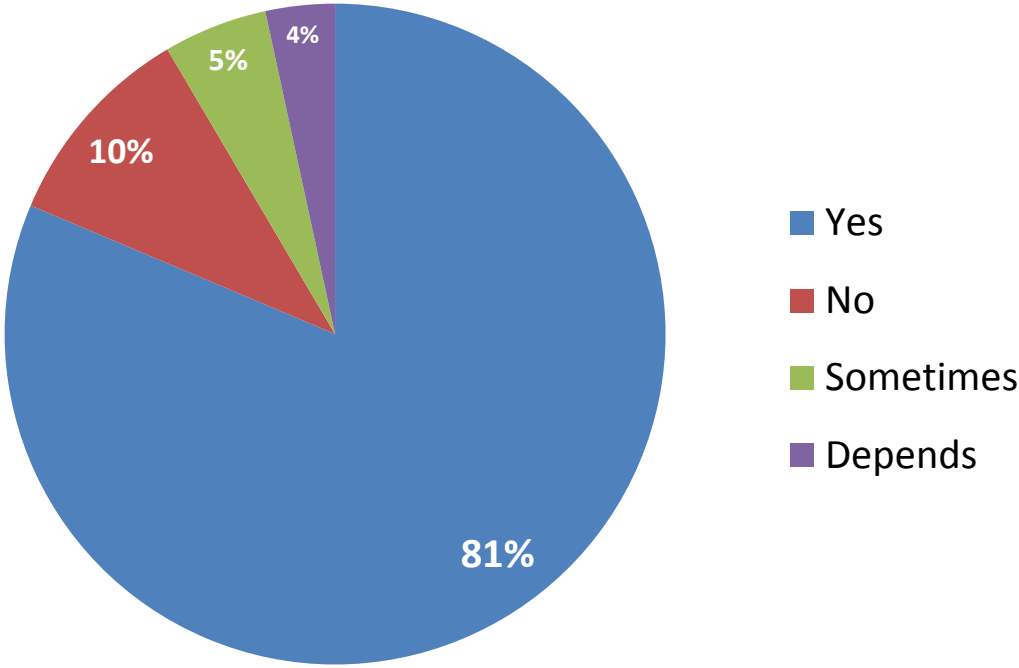# Getting to Know You

Should managers be responsible for assigning training
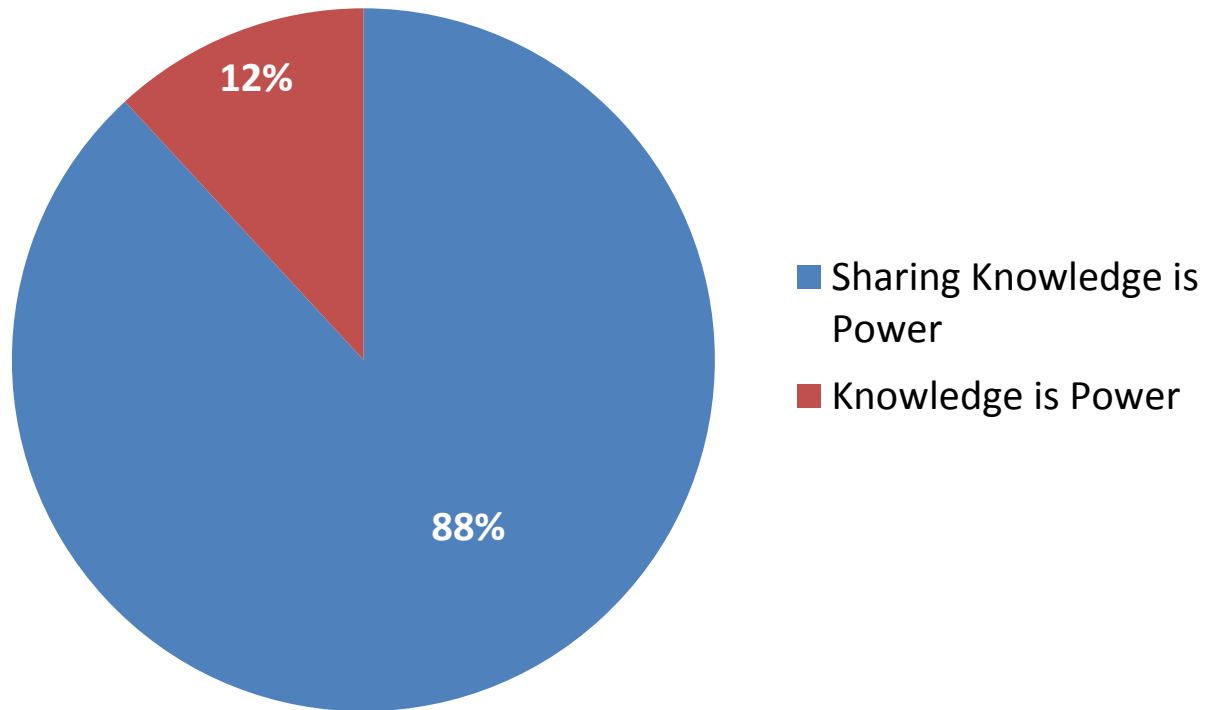

- Yes
- No
- Sometimes
- Depends

52%
31%
15%
2%

Getting to Know You

Is it Important for managers to know what people learn on their own

Getting to Know You

Which of the following is true

88% — Sharing Knowledge is Power

12% — Knowledge is Power

Getting to Know You

Your organizational role
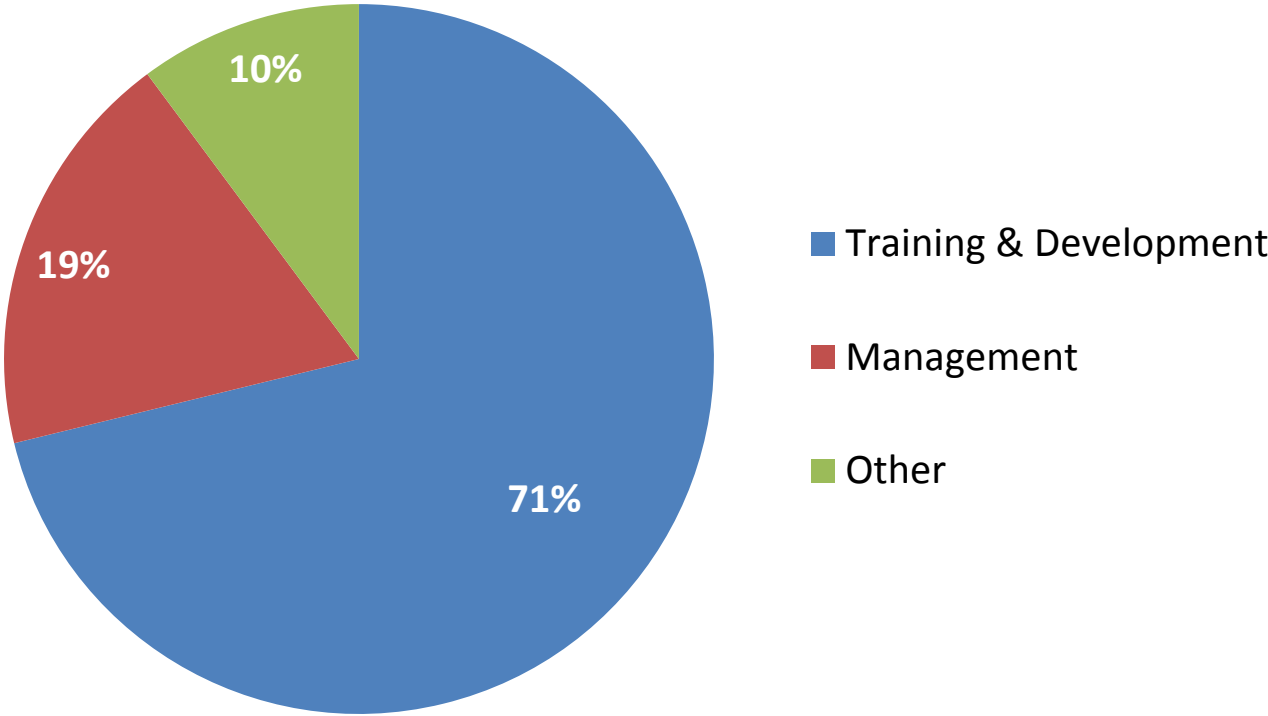
Preview

- Understand the difference between companies managing hands and managing minds

- Learn why pull learning is at the heart of managing minds

- Discover the positive impact and benefits of managing minds

- Explore the world wide trend of managing minds

- Imagine what it would be like to work in a managing minds company

There Be Monsters

How Did We Get Here

- Looking for examples of "Learning Cultures"
- Discovered pieces of a worldwide management trend
- Found two distinct types of companies
- Dramatically different approaches with profound implications for learning and management

Our Journey

Training

atd
EDUCATION

Our Journey

Training

Learning Culture

atd
EDUCATION

Our Journey

Training

Learning Culture

Manager's Role

© www.123rf.com

Our Journey

Training

Learning Culture

Manager's Role

Managing Hands

© www.123rf.com
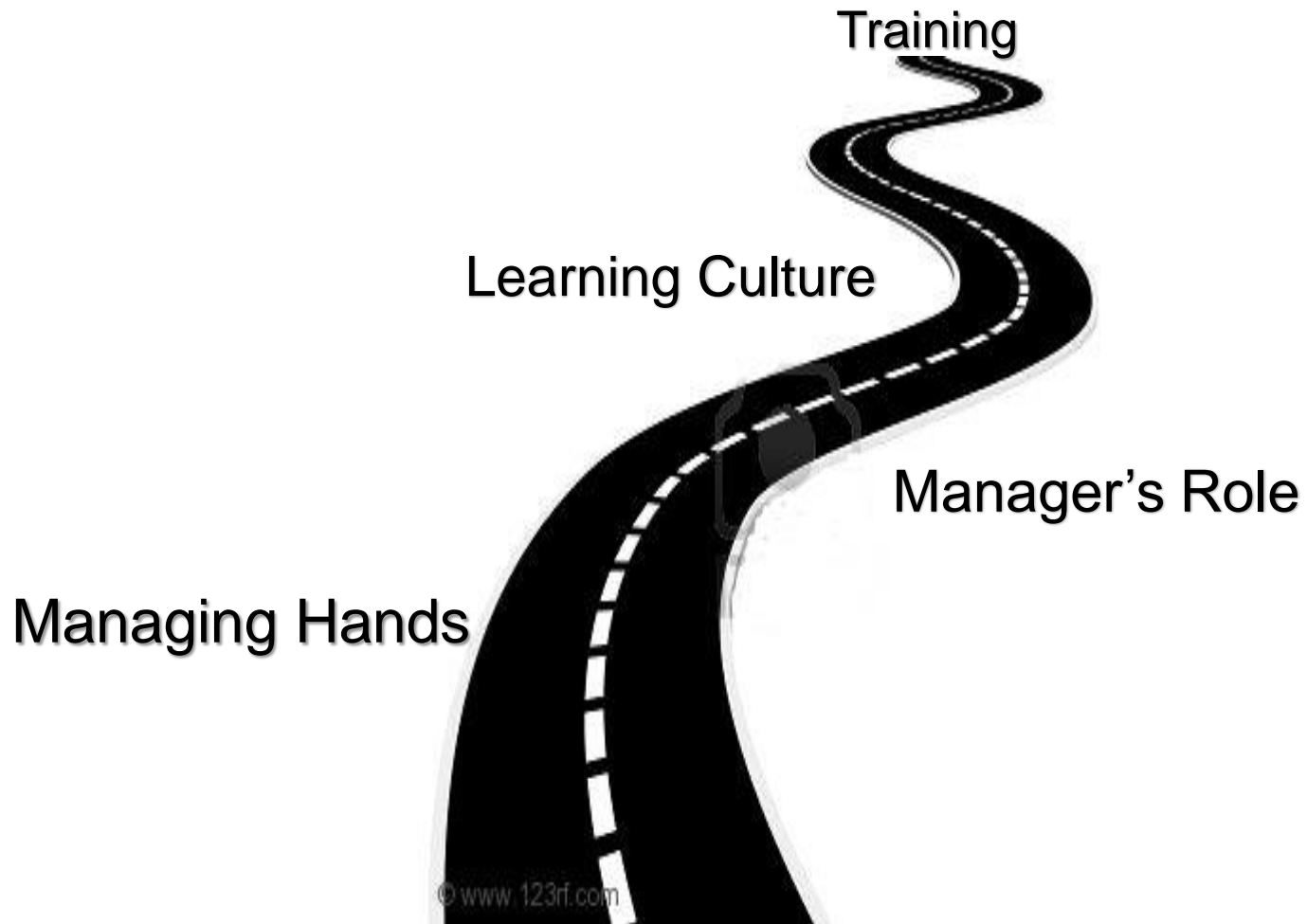
Managing Hands

Our Journey

Training

Learning Culture

Manager's Role

Managing Hands

Managing Minds

Managing Minds

Organizational Features

Managing Hands Model	Managing Minds Model
20th Century Industrial Economy	21st Century Knowledge Economy
Command and Control	Collaborate and Communicate
Knowledge is Power	Sharing Knowledge is Power
Actual Office Spaces	Virtual Work Spaces
Siloed Organization - Secretive	Open Organization - Transparent
Cubicles	Creative Workspaces
Limited Technology Access	Unlimited Technology Access
Learning is pushed	Learning is pulled

What is your experience in your organization?
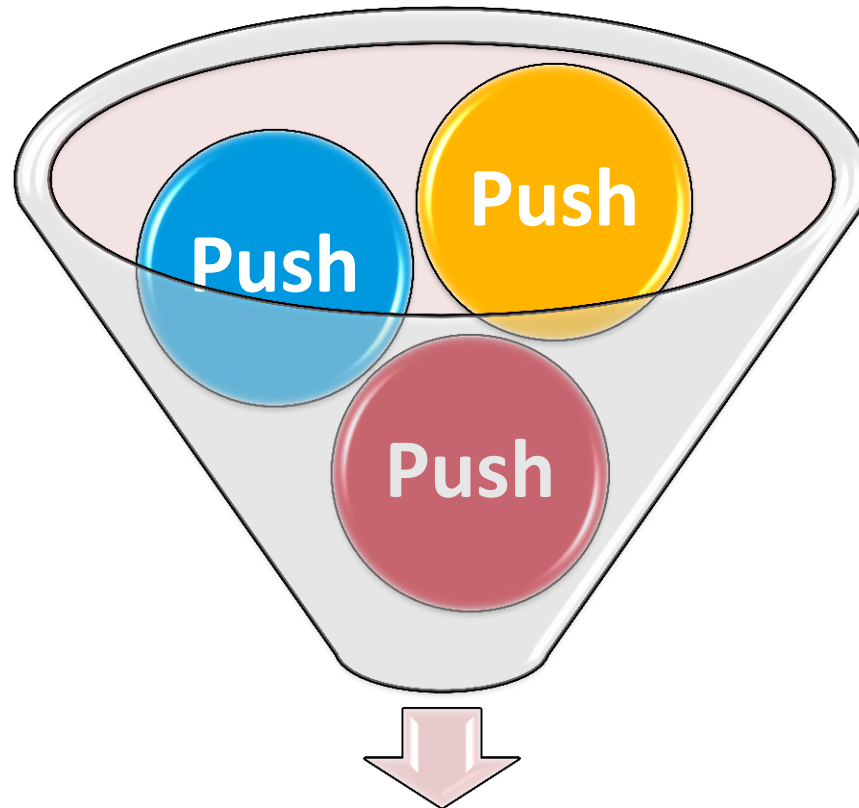
Organizational Features

| Managing Hands Model	Managing Minds Model
20th Century Industrial Economy	21st Century Knowledge Economy
Command and Control	Collaborate and Communicate
Knowledge is Power	Sharing Knowledge is Power
Actual Office Spaces	Virtual Work Spaces
Siloed Organization - Secretive	Open Organization - Transparent
Cubicles	Creative Workspaces
Limited Technology Access	Unlimited Technology Access
Learning is pushed	Learning is pulled

atd
EDUCATION

Push Training Attributes

- No connection during or after training
- Not in context
- No collaboration
- Static system used to control minds and manage hands
- Just-in-case

What is an example of **push** training in your organization?

Training Alone Fails
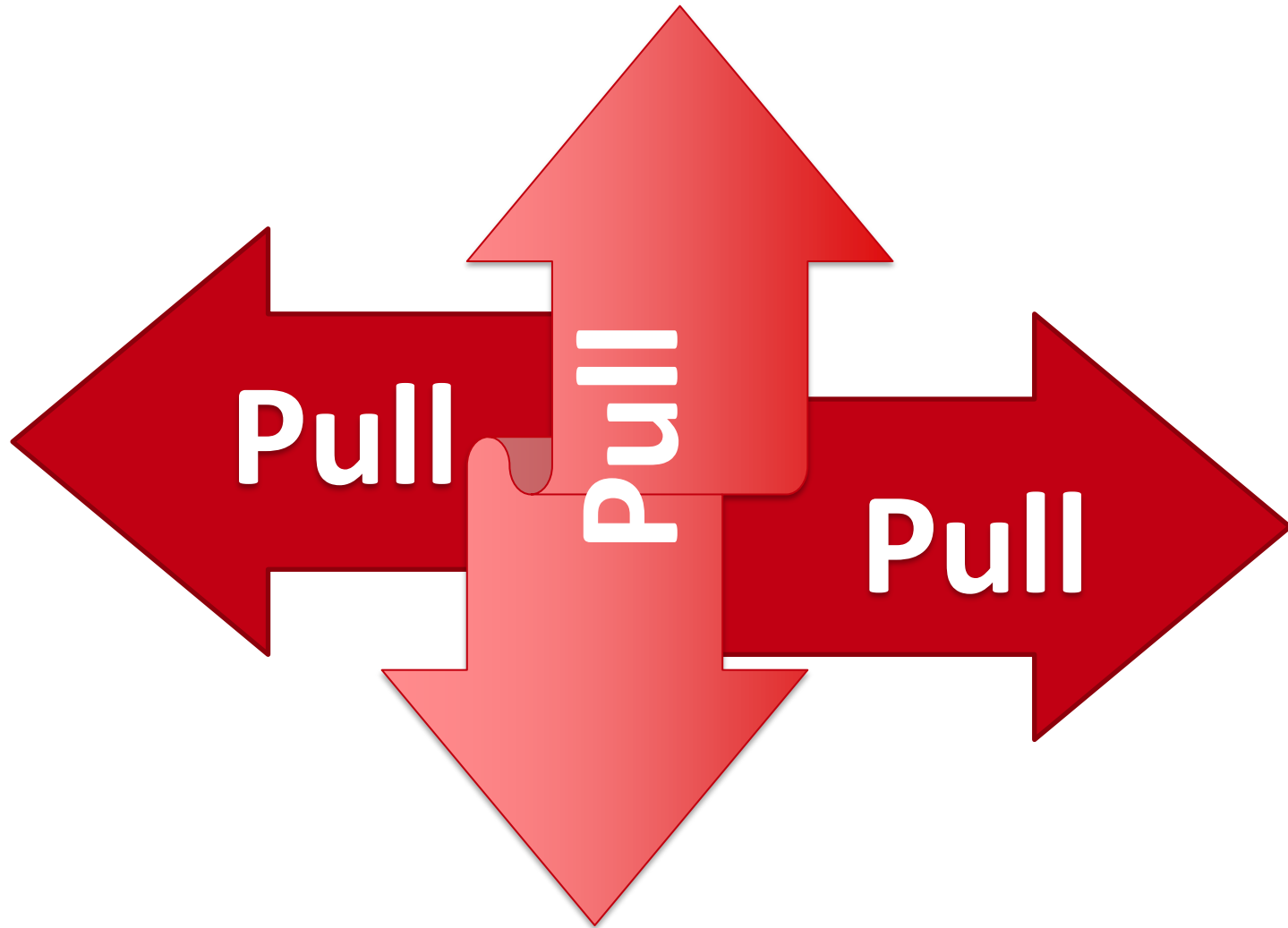
Pull Learning Attributes

- Connected, able to collaborate
- Supporting technology links
- Focus on performance
- Sharing knowledge
- Dynamic system
- Just-in-time

What is an example of **pull** learning in your organization?

The Major Differences

Push Model	Pull Model
Managing hands	**Managing minds**
Pushed by the management	**Pulled by the learner**
Marginalized	**Centralized**
Individual department control	**C-level control**
Business unit focus	**Enterprise focus**
Department Manager	**Corporate CLO**
Cost center	**Profit center**
Aligned with business unit goals	**Aligned with corporate goals**
Knowledge in separated siloes	**Knowledge is shared by everyone**

Great things happen when you

manage minds and win hearts.

Individual Benefits

- Feel greater engagement with the work
- Much lower turnover than industry norms
- Produce better quality
- Increased overall job performance
- Greater job satisfaction at the end of the day

Team Benefits

- Work is more collaborative and cooperative
- Better communication among and between teams
- More transparent about failure and learning
- Sharing information openly and frequently

Organizational Benefits

- A steady long-term increase in revenues and value
- Key performance indicators moving in a positive direction
- Lower than average turnover
- Greater innovation and response to competition
- Increased expenditures and results from R&D

Connect the Dots

- Worldwide management trend

- Result of convergence
  - Globalization
  - Automation
  - Digital technology

Separate the Dots

- Three types of companies

    - Traditional - Only managing hands
        - Mainly found in mature industries and companies
        - Example: Clothing manufacturing
    - Transitional – Evolving between the two
        - Corporations that must change or die
        - Example: AT&T
    - Aspirational – Primarily managing minds
        - Technology-based, often newer
        - Example: Google

Smart companies win

Through the Looking Glass

"The factory of the future will have only two employees, a man, and a dog.

The man will be there to feed the dog. The dog will be there to keep the man from touching the equipment."

- Warren Bennis

Management Consultant

Imagine a company that, in the face of unprecedented change, is continually learning how to learn fast

Imagine a company in which employees are hired because they are excited about learning and improving themselves

Imagine a company in which the message from the CEO to new employees is that learning and self-development are highly valued

atd

Imagine a company in which critical information is easily accessible on a mobile device

Imagine a company in which managers meet frequently with their direct reports to discuss performance and learning goals

Imagine a company in which team leaders are constantly improving their effectiveness

atd
EDUCATION

Imagine a company in which project managers conduct an "after action review" at the completion of each project

Imagine a company in which organization-wide strategic planning is seen as an opportunity for learning

Review

- Understood the difference between companies managing hands and managing minds

- Learned why pull learning is at the heart of managing minds

- Discovered the positive impact and benefits of managing minds

- Explored the world wide trend of managing minds

- Imagined what it would be like to work in a managing minds company

Contact Information

David Grebow

KnowledgeStar™

david@knowledgestar.com

www.knowledgestar.com

LinkedIn: https://www.linkedin.com/in/pleaserequest

Stephen J. Gill

Learning to be Great™

stephenjgill@learningtobegreat.com

www.learningtobegreat.com

Twitter: @Learning2BGreat