PART SIX

LEARNING AND OTHER MANAGERIAL AND PERSONAL SKILLS

CONTENTS OF PART SIX

Chapter Seventeen, the only chapter in this part, deals with improving individual and organizational learning. It discusses (a) how to structure learning situations; (b) styles of learning; and (c) organizational approaches to learning, such as learning organizations and systems thinking, action learning, and appreciative inquiry.

HOW PART SIX FITS INTO THIS BOOK AND THE MD/OD PROJECT

Although Part Six covers only learning skills, an organization may choose to cover the following areas or others during Module 6 of its MD/OD program.

- *Personal motivation* (personal goal setting and planning). Personal motivation involves many of the concepts, principles, methods, and steps described in Chapter Four.

- *Accelerated reading.* Accelerated reading applies many of the principles discussed in Chapter Seventeen.

- *Personal attitude and behavior modification* (modification of values, personality traits, interests, and other personal characteristics or behavior patterns).

- *Stress management.* See Chapter Seven, which covers time management. Also see Chapters Two through Six, which cover the management functions that must be performed properly in order to avoid wasting time and becoming physically and emotionally stressed. In addition, see Chapters Thirteen and Fourteen, which deal with individual problem solving and conflict resolution.

- *Negotiating skills.* Many of these are essentially the integrative, problem-solving, decision-making, interpersonal, and communicative skills discussed in Chapters Two through Sixteen.

Personal development topics are covered in Module 6 in order to help individuals improve their personal motivation and their job-related knowledge, skills, characteristics, and behavior. Such additional development gives personnel the knowledge to do some things for themselves that an organization is not necessarily in a position to do directly. It emphasizes individual responsibility for making improvements in various personal areas.

Adequately covering additional personal development topics in this book would lengthen it considerably. Thus, if an organization chooses to cover other topics during Module 6, it should use existing internal resources or procured resources to do so. The organization may also choose to provide training in specific areas after the MD/OD project has been completed.

SUPERIOR-SUBORDINATES DISCUSSION, OD APPLICATION, AND TEAM-BUILDING SESSIONS

Immediately following the end of Chapter Seventeen are the usual recommendations for OD consultants or facilitators to use when conducting this module's series of discussion, OD application, and team-building sessions. Again, these recommendations cover general information, objectives, preparation steps, suggested discussion topics, commitments to actions and results, facilitation of sessions, evaluation of sessions, and follow-up activities.