Becoming a Champion at Self-Directed Learning
Session 2
Identifying Your Gaps and Opportunities

Tuesday, December 8, 2020
Interactive Tools
Objectives

• Learn what competencies are and how they are useful

• Use a Lotus Diagram to design a learning strategy to develop or strengthen a competency

• Identify and commit to 3 actions to help you design your learning strategy to develop or strengthen a competency of your choosing
Session Resources

• **Placemat**
  • Take notes
  • Develop action plan
  • Reflect

• **Lotus Diagram and Rice Competencies**

• Identifying Your Gaps and Opportunities section of [Employee Learning Week 2020 webpage](#)
  • Supplemental articles, template, job aid, and related information
Poll

Which of the following describe competencies? Select all that apply to complete the sentence, “Competencies...”

What are common ways to use competencies? Select all that apply
Polling 1: Competency Definitions and Uses

1. Which of the following describe competencies? Select all that apply to complete this sentence. Competencies... (Multiple choice)

- [ ] are the combination of observable and measurable knowledge, skills, abilities and personal attributes that translate into behaviors
- [ ] help define—in greater detail—what’s needed to perform the job successfully
- [ ] contribute to enhanced employee performance
- [ ] result in organizational success

2. What are common ways to use competencies? Select all that apply. (Multiple choice)

- [ ] to establish goals for individual and organizational learning and development
- [ ] to carry out workforce planning
- [ ] to assemble an inventory of workforce skills and identify where gaps may exist
- [ ] for succession planning
- [ ] when recruiting and interviewing candidates to fill vacant positions
- [ ] as one anchor when providing performance feedback
Competencies
Lotus Diagram and Rice Competencies

<table>
<thead>
<tr>
<th>RICE VALUES</th>
<th>RESPONSIBILITY</th>
<th>INTEGRITY</th>
<th>COMMUNITY</th>
<th>EXCELLENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSSIBLE COMPETENCIES</td>
<td>BUILDING TRUST ACCOUNTABILITY</td>
<td>HONESTY INTEGRITY</td>
<td>INCLUSIVENESS</td>
<td>WORK STANDARDS DELIVERING RESULTS</td>
</tr>
</tbody>
</table>
### Session 2: Identifying Your Gaps and Opportunities

**Graphic Organizer – Lotus Diagram**

<table>
<thead>
<tr>
<th>Building Trust</th>
<th>Accountability</th>
<th>Honesty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culled from</td>
<td>Competencies related to RICE Values</td>
<td>Integrity</td>
</tr>
<tr>
<td>Delivering Results</td>
<td>Work Standards</td>
<td>Inclusiveness</td>
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</table>
Activity: Design a Learning Strategy

• Participants will be assigned to one of seven breakout rooms

• Download and Open the *Lotus Diagram and Rice Competencies*
  • Partially Pre-filled Graphic Organizer is on page 1
  • Description of RICE Values, and *possible* related competencies are on pages 2-3

• Identify someone to serve as a
  • FACILITATOR (to keep the conversation moving and encourage everyone’s participation)
  • TIME KEEPER (to stay on track)
  • REPORTER (to summarize the learning strategy you drafted)
Activity: Design a Learning Strategy

• For your group’s assigned competency, identify learning strategies to develop that competency, or support someone on your team in developing that competency

• Think about learning strategies on three levels (70-20-10)
  • Gain Knowledge and Skills – formal learning (for example take a class, read an article or book)
  • Learn from Others – social learning (for example get feedback from a colleague; share resources through a Community of Practice)
  • Develop through Experience – experiential learning (for example take on a stretch assignment; lead a project related to the competency you’re developing; reflect on your learning)
70 Learn & Develop Through Experience

Expand the scope of work
- Take on new responsibilities
- Increase span of control
- Increase decision-making authority
- Substitute for manager in meetings
- Take on managerial responsibilities

Learn through solving real problems
- Participate in a group to solve a real business problem
- Apply new learning in real situations
- Use feedback to try a new approach to an old problem
- Take on new work and solving problems within role
- Introduce new techniques and approaches

Learn through new experiences
- Champion and/or manage changes
- Cover for others on leave
- Gain exposure to other departments/roles
- Work with a recognised expert
- Take part in project or working group
- Participate in coordinated role swaps or secondments
- Take on stretch assignments
- Increase interaction with senior management, e.g. meetings, presentations
- Make time for day-to-day research and reading
- Assume leadership activities, e.g. lead a team, committee membership, executive directorships
- Participate in cross functional introductions, site/customer visits
- Research and apply best practice
- Apply standards and processes, e.g. Six Sigma
- Work with consultants or internal experts
- Exploit opportunities for internal/external speaking engagements
- Take a role in annual budgeting processes
- Carry out interviews
- Take part in project reviews
- Take on community activities and volunteering

20 Learn & Develop Through Others

Feedback
- Seek informal feedback and work debriefs
- Seek advice, ask opinions, sound out ideas
- Obtain coaching from manager/others
- Use 180 and 360 feedback tools and processes
- Use manager/report 1-to-1 meetings for reflection

Structured Mentoring and Coaching
- Take on a mentoring role / get a mentor
- Engage in reverse mentoring
- Teach colleagues how to do a component of their jobs
- Establish or join online professional communities

Communities and Sharing
- Proactively learn through teams/networks
- Narrate work / maintain a blog
- Curate and share what you’re doing with colleagues
- Build internal and external personal networks/contacts
- Play active role in professional/industry associations
- Participate in facilitated group discussion
- Participate in Action Learning sets

10 Learn & Develop Through Structured Courses

- Courses, workshops, seminars
- eLearning courses and modules
- Professional qualifications / accreditation
- Certification
- Formal education, e.g. University, Business School
Activity: Design a Learning Strategy

Competency Assignments

<table>
<thead>
<tr>
<th>Breakout Room #</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Building Trust</td>
</tr>
<tr>
<td>2</td>
<td>Accountability</td>
</tr>
<tr>
<td>3</td>
<td>Honesty</td>
</tr>
<tr>
<td>4</td>
<td>Integrity</td>
</tr>
<tr>
<td>5</td>
<td>Inclusiveness</td>
</tr>
<tr>
<td>6</td>
<td>Work Standards</td>
</tr>
<tr>
<td>7</td>
<td>Delivering Results</td>
</tr>
</tbody>
</table>

Other Important Information

You do NOT have to fill in all 8 rectangles for your competency! Quality, not quantity, is what matters!

TAKE A SCREENSHOT OF THIS SLIDE, AND MAKE NOTE OF THE ROOM THAT ZOOM ASSIGNS YOU TO!
What learning strategies did you design to develop in your assigned competency?

Send your room’s learning strategy to mow@rice.edu - I’ll compile into one document and post to the website
Activity: Your Action Plan

• Identify and commit to three actions you’ll take to help you design your learning strategy to develop or strengthen a competency of your choosing.

• You get bonus points if you include use of the Lotus Diagram somewhere in this process!

WE DO NOT LEARN FROM EXPERIENCE ... WE LEARN FROM REFLECTING ON EXPERIENCE.

JOHN DEWEY
Evaluation Form – please complete now!
Coming Attractions

• Wednesday, December 9, 12:15 – 1:15 pm
  
  Becoming an Intentional Learner

• Thursday, December 10, 12:15 – 1:15 pm

  Engaging and Collaborating with Others
obrigado  Dank U  Merci  mahalo  Könzi
спасибо  Grazie  Thank you  mauruuru  Takk
Gracias  Dziękuje  Děkuje  danke  Kiitos