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suggestions for helping talented employees develop more productive responses.

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engage in defensive reasoning when ...

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29, 2014. Any company that aspires to
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resolve a basic dilemma: success in the marketplace increasingly depends on learning, yet most people don't know how to learn. What's more, those members of the ...

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the smartest people find it the hardest

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to learn. Teaching Smart People How to Learn by Chris Argyris Chris Argyris is the James B. Conant Professor at the Harvard graduate schools of business and education. His most recent book, Overcoming Organizational De-fenses, was published by Allyn and Bacon in 1990.

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Chris Argyris Any company that aspires
to succeed in the tougher
business environment of the 1990s must
first resolve a basic dilemma: success in
the marketplace increasingly depends
on learning, yet most people don't know

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how to learn. What's more, those
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Summary. "Teaching Smart People How to Learn" by Chris Argyris. First published in the Harvard Business Review, May-June 1991, pp 99-109. Reprinted in

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Organization Development and
Transformation by French, Bell and
Zawacki, 1994.

University of Colorado Boulder

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Professionals frequently are least able to
learn because they have rarely
experienced learning-related failure and

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are prone to defensive reasoning.

Companies can become learning organizations by helping managers and employees learn to analyze their behavior and learn productively. (SK)

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exactly what you want to achieve in clear, concise words.

How to Write SMART Goals and Objectives

Those people can make the worst teachers, says Parker Palmer, a longtime instructor and author of *The Courage to Teach: Exploring the Inner Landscape of*

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a Teacher's Life (Jossey-Bass, 1997).

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They smile, they are calm, they keep eye contact and nod their head when the other speaks. They have an open posture and they speak with a pleasant and harmonious tone. If you want to be

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communicator, avoid talking too fast or
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