

THE CYCLE OF LEADERSHIP

How Great Leaders Teach
Their Companies To Win

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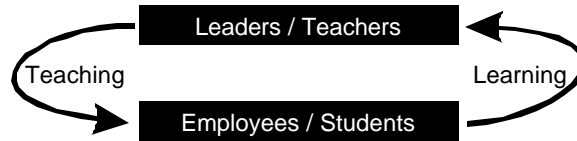
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MAIN IDEA

The key commercial challenge of the 21st century is to add value by consistently developing new ways to delight customers. To achieve that on an ongoing basis, organizations must keep getting smarter every day. Raising the collective intelligence of the business enterprise is best achieved by creating an effective internal teaching-and-learning environment – where everyone at all levels of the organization is both a teacher (of what they already know) and a student (of new insights and ideas).

In other words, the key to winning in the knowledge-based economy of the future is to build a solid teaching organization around interactive two-way teaching cycles – where the business leaders become teachers imparting their experience and knowledge while at the same time taking notice of and learning from the insights of the people who are at the front-lines of interacting with customers. The mechanism by which this learning-teaching takes place is called “the virtuous teaching cycle”.

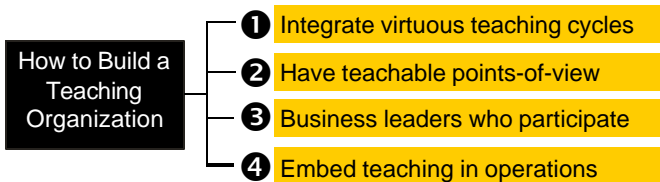


Many highly successful business enterprises have already embedded virtuous teaching cycles into the DNA of their organizations. Everyone who aspires to compete against them in the future will need to do the same.

1. The Business Case For Teaching Organizations Page 2

In the environment of the knowledge economy, the best performing organizations use interactive two-way teaching (virtuous teaching cycles) to help everyone become smarter and better at delivering products and services that delight the customer. That way, organizations will learn quickly how to become more responsive to evolving customer needs.

2. How to Build a Teaching Organization Pages 3 - 5

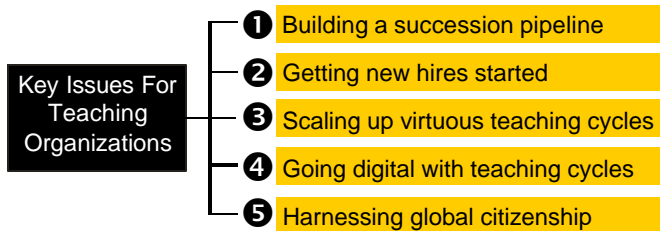


While there is no one model or paint-by-the-numbers formula which can be applied to the task of building a teaching organization, most have similar characteristics – namely:

- A core emphasis on virtuous teaching cycles.
- The full support and efforts of the leaders of the business.
- Dynamic and well developed teachable points-of-view.
- The close integration of teaching throughout operations.

In all, building a successful teaching organization is conceptually straightforward – it requires a genuine commitment to the process of creating knowledge by teaching.

3. The Key Issues For Teaching Organizations Pages 6 - 8



High performance teaching organizations need to focus on five critical issues which determine how quickly they grow:

1. The process by which future business leaders are groomed.
2. How new employees are integrated into the system.
3. How to get everyone involved by scaling up teaching.
4. Using new digital technologies in teaching.
5. Taking advantage of the opportunities of global operations.

The teaching organizations which deal effectively with these key issues will enjoy turbocharged growth in the years ahead.

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