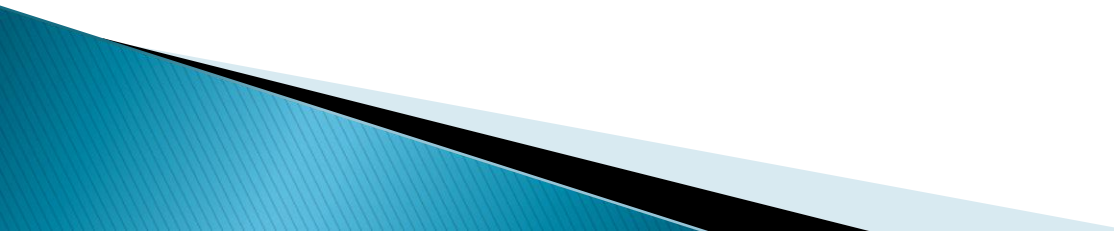


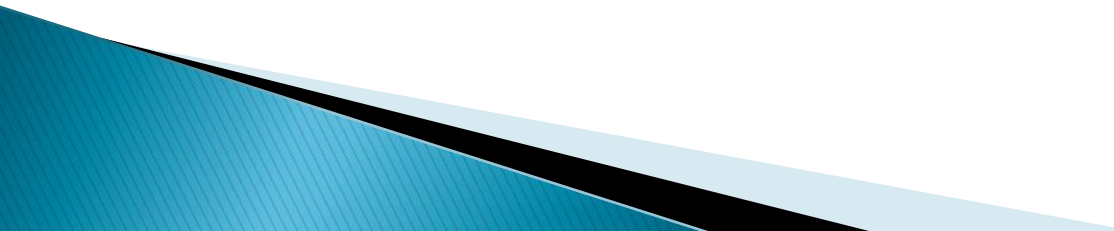
# LEARNING DISABILITIES

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# What is **Learning Disability**?

**A significant difficulty in the acquisition and use of listening, speaking, reading, writing, reasoning or logical abilities/ skills.**



**Why is it important to learn about the learning disabilities of people in organizations?**

**Learning disabilities lead to skilled incompetence. Overcoming learning disabilities among members/ employees significantly contribute to development of **LEARNING ORGANIZATIONS.****

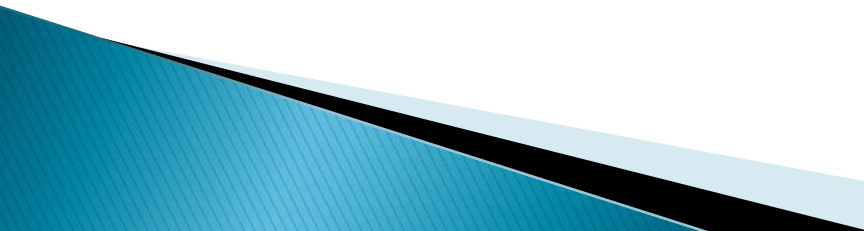


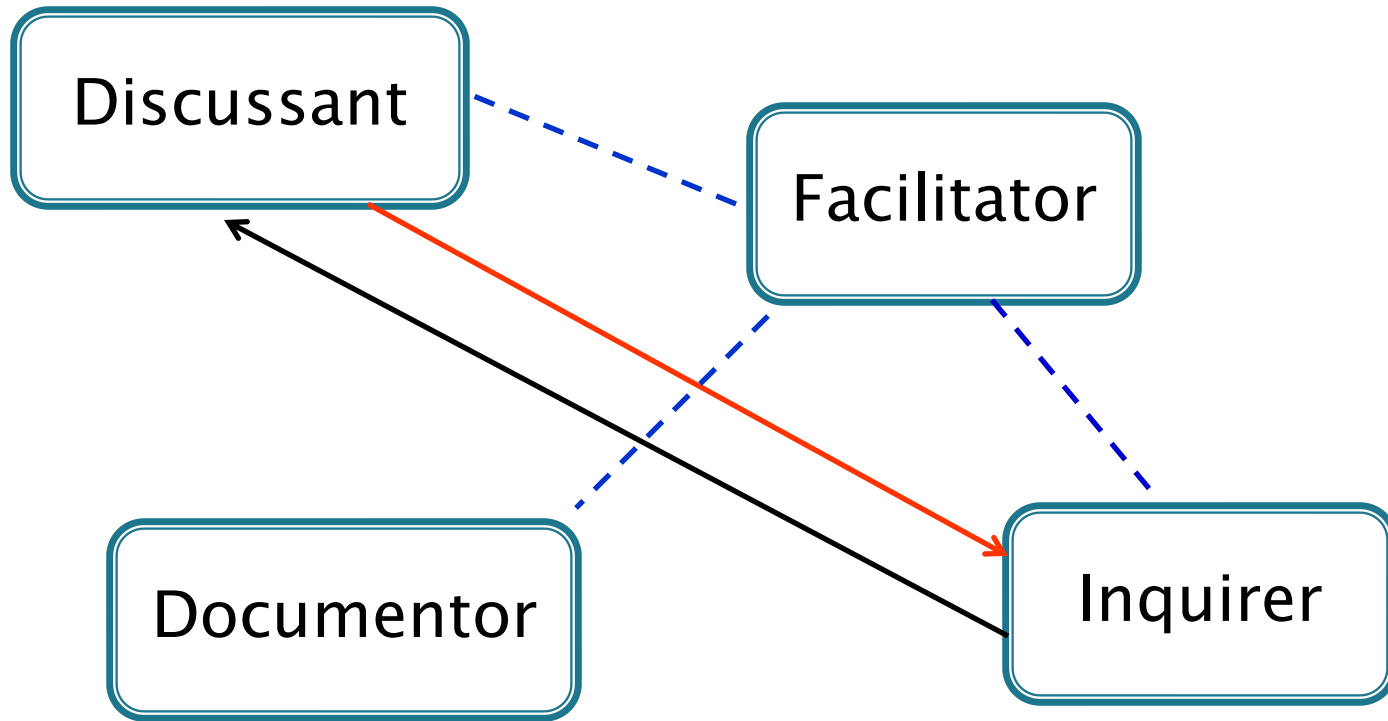
# **Learning Disability (LD) 1: “I am my position.”**

**Nature of LD1:** You see your responsibilities as being limited to the boundaries of your position or designation. E.g. resource speaker, documentor, facilitator, ‘participant’, etc.

**Consequence:** People who focus on their positions have little sense of responsibility for the results when all positions interact.

**Lesson:** Practice ‘systems thinking’





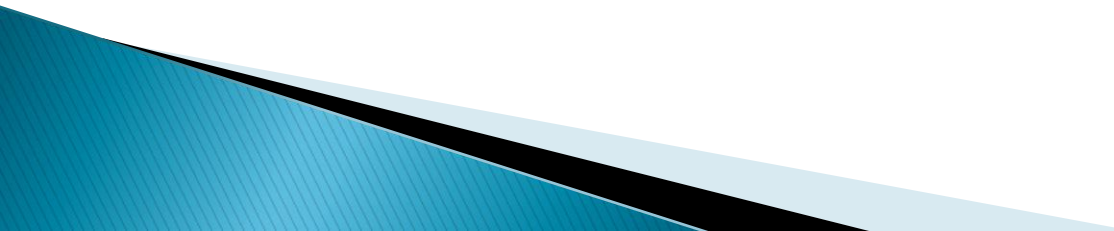
**Dynamics of interactions among participant-roles in the workshop**

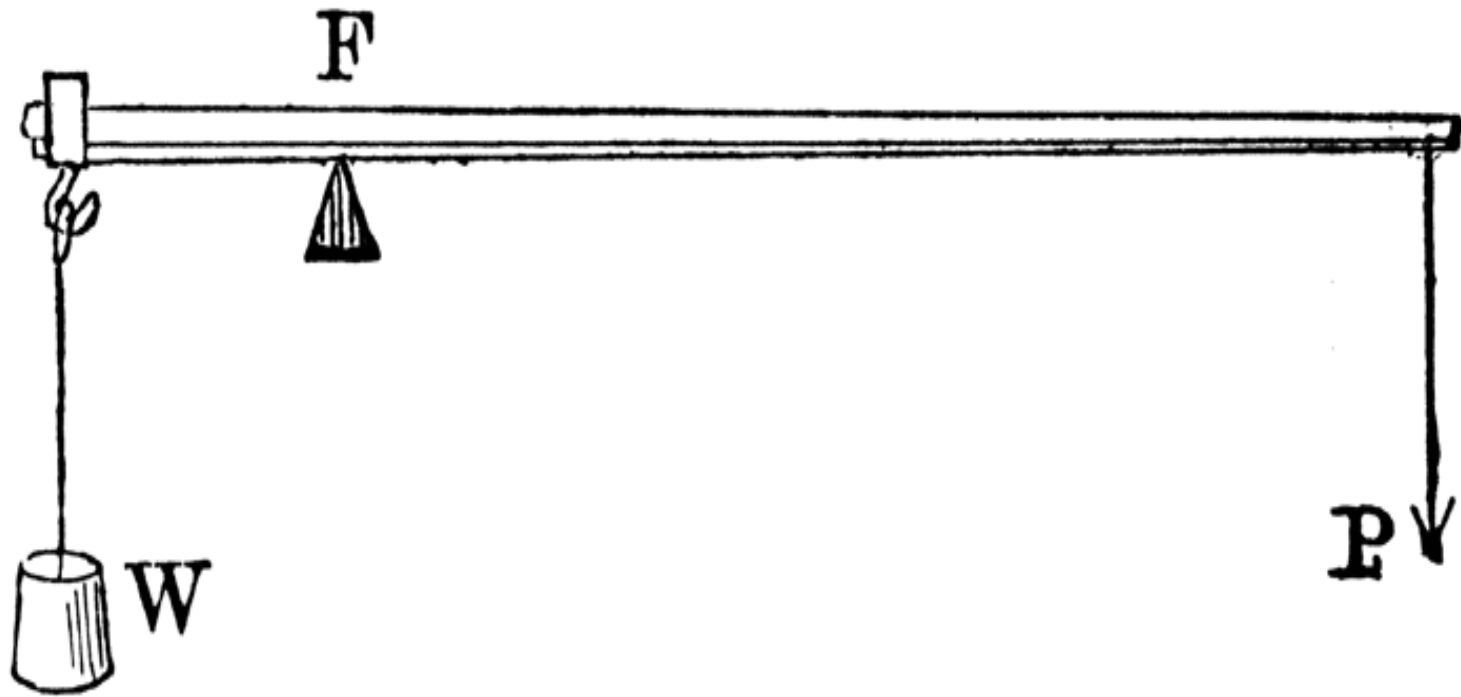
**LD2:** “The enemy is out there.”

**Nature of LD2:** By-product of “I am my position”. People with LD1 tend to blame the “enemy out there”.

**Consequence:** People with LD2 fail to see how their actions extend beyond the boundary of their position.

**Lesson:** Use “in here” a lever long enough to impact “out there”.





**W – weight**

**P – power**

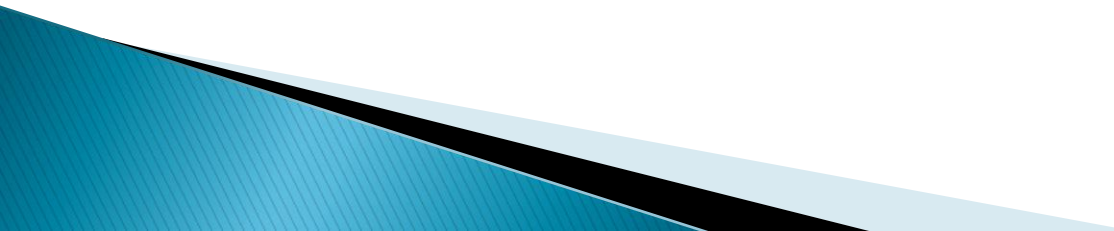
**F – fulcrum**

**LD3: The illusion of taking charge.**

**Nature of LD3:** When a problem is not solved, when we encounter difficulty, we tend to push harder or work harder. E.g. Boxer the horse in “The Animal Farm”.

**Consequence:** Little result, tension builds up, frustration levels rise

**Lesson:** Think “out of the box”. Balance our act. E.g. In a dialogue, learn not only how to be an effective **Advocate** but also how to be an effective **Inquirer**.





## **LD 4: The Fixation on Events**

Nature of LD 4: We focus on short term events.

**Consequence:** Small minds, little or no contribution to lifting the burden of collective whole.

**Lesson:** Greater focus on fundamentals, paradigms



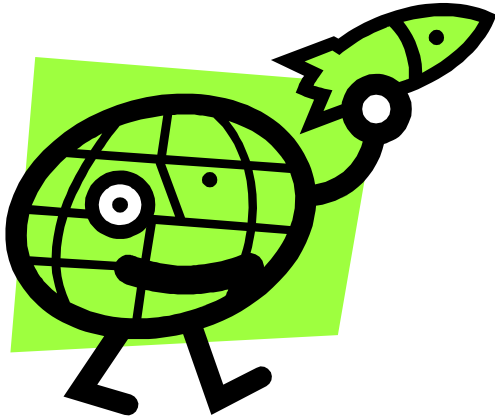
# Paradigm Shift in Mental Models

## Old Economy

- profit is supreme
- “invisible hand” rules
- free access to information
- resources are scarce
- people can adjust to economic dislocations

## Socially Responsible Economy

- “triple bottom line”
- organized stakeholders get a handle of market
- stakeholders’ participation in market systems design & application
- resources can be renewed, recycled
- build learning organizations that allow people to acquire new knowledge/skills



**Government**



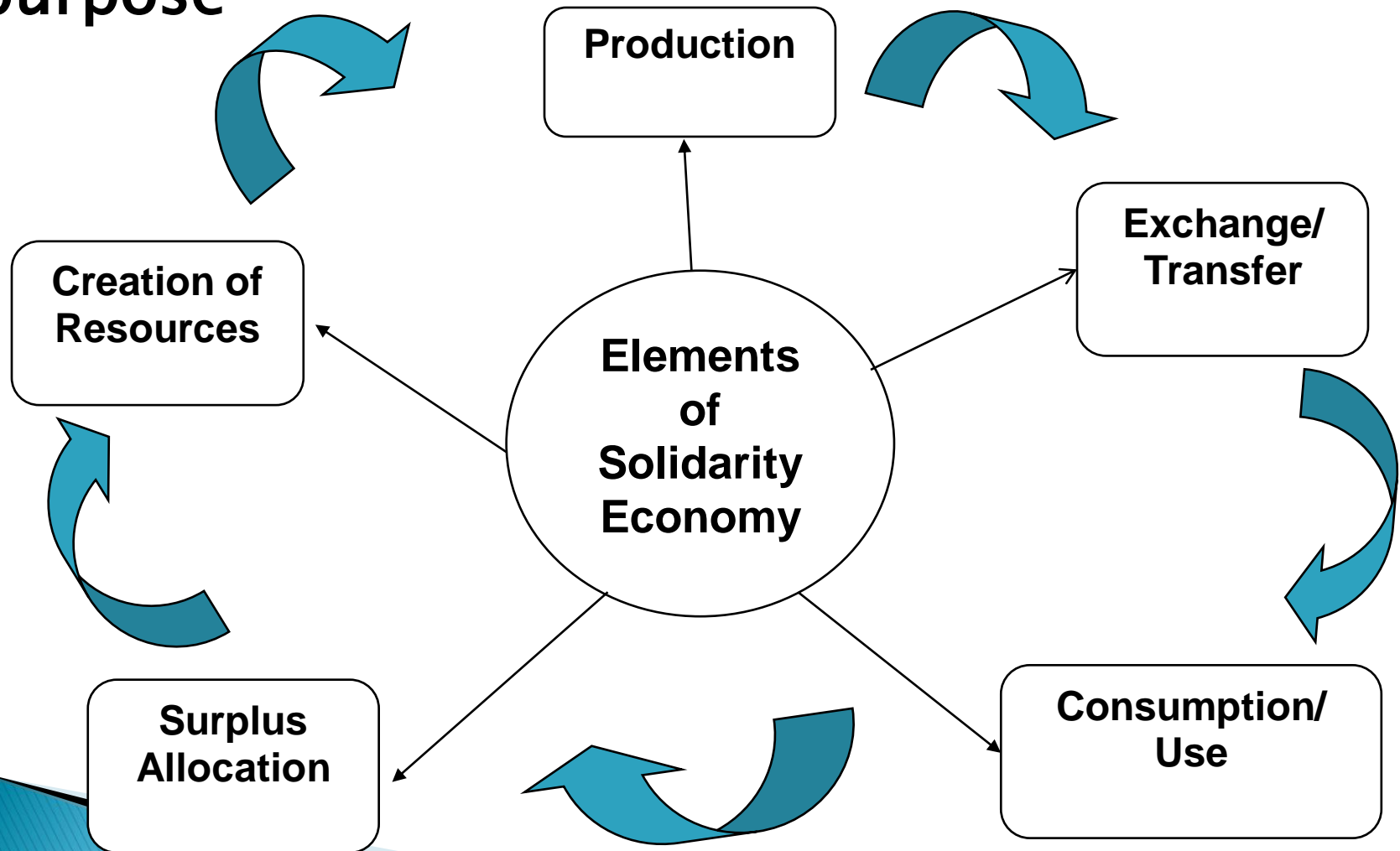
**For Profit Company**



**Civil society**

**There is a need to strengthen Civil Society & social entrepreneurs as **third pillar** of economy**

**SOCIAL ENTERPRISE – social mission  
organization which produces/trades in goods  
or services for a social or environmental  
purpose**

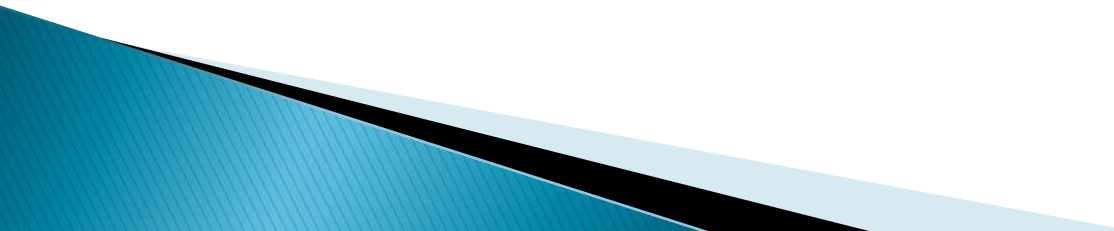


## **LD 5. The parable of the boiled frog.**

**Nature of LD5:** The frog's internal apparatus for sensing threats to survival is geared to sudden changes in its environment, not to slow, gradual process.

**Consequence:** You're boiled frog.

**Lesson:** Learn to see slow, gradual processes. Slow down, pay attention to the subtle as well as the dramatic.

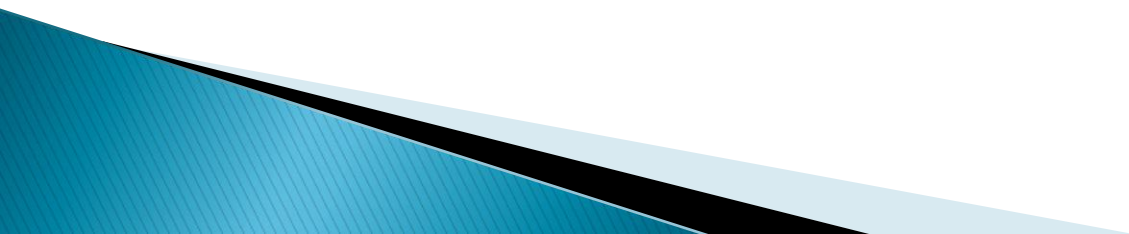


## **LD6: The delusion of learning from experience**

**Nature of LD 6:** We learn best from experience, but we never directly experience the consequence of many of our important decisions.

**Consequence:** We don't learn how to learn.

**Lesson:** Learn to detect cycles (patterns) in the things that you or others do.



## **LD7: The Myth of the Management Team**

**Nature of LD7:** Teams in organization do well with routine issues, but they break down when they confront complex issues. Members who excel in advocating their views are rewarded, not those who inquire into complex issues.

**Consequence:** We raise up advocates who don't know how to listen to others and inquire into their views about complex issues.

**Lesson:** Build shared vision. Develop among members of your team the skills of dialogue and cooperation.

