



Introduction

Because learning from job experiences is essential for your development as a manager, you should understand three principles of managerial learning:

- You learn the most, in fact it is likely that you only learn, from experiences that are challenging. Some managers uncomfortable with any situation that they are not on top of immediately avoid challenges, thus missing even the opportunity to learn.
- You learn the most if, when facing challenges, you employ a variety of behaviors, or *learning tactics*. Some managers, although perfectly willing to take on challenging experiences, use only comfortable, tried-and-true tactics, thus severely limiting their ability to learn from these experiences.
- You learn the most when you have a strategy that coordinates what you want to learn with the challenges that are likely to teach those lessons, and with the tactics that enable learning.

Increasing the number of learning tactics that you use—becoming a more versatile learner—is therefore a fundamental development task. This guidebook will help you accomplish this, and in doing so it will position you to set a learning strategy that will contribute to your continued managerial development.