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learning, but most people, including professionals in leadership positions, are not very good at it. Learning is a function of how people reason about their own behavior. Yet most people engage in defensive reasoning when confronted with problems. They blame others and avoid examining critically the way they have contributed to problems.

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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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**Teaching Smart People How to  
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This defensive reasoning keeps people from examining critically the way they contribute to the very problems they are committed to solving. The solution is in teaching smart people how to learn. Organizations need to make the ways that managers and employees reason

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about their behavior a key focus of organizational learning and continuous improvement.

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Chris Argyris Any company that aspires  
to succeed in the tougher

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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 how to learn. What's more, those members of

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

**University of Colorado Boulder**

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The general solution offered is to “[teach] people how to reason about their behaviour in ... more effective ways”. The irony of this solution can be found by glancing just two paragraphs above at the sweeping generalisation that “most people don’t know how to learn”.

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Writing SMART goals for yourself or your students is a simple process if you

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understand the acronym and how to apply the steps it prescribed, as follows: "S" stands for specific. Make your goal or objective as specific as possible. Say exactly what you want to achieve in clear, concise words.

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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 a people smart person and an effective communicator, avoid talking too fast or intense.

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## **6 Signs You Are People Smart (and How to Develop Your ...**

Teaching Smart People How to Learn. Professionals frequently are least able to learn because they have rarely experienced learning-related failure and are prone to defensive reasoning. Companies can become learning

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

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