



It is impossible for a man to learn what he thinks he already knows

I am the manager here, I like to run a tight ship, I won't stand for any nonsense but that's what people want and they love me for it. Ask any of them.

Yes we had a consultant in here last year, couldn't tell me anything, didn't have a clue, we saw him off sharp like, didn't we lads.

The manager is in an awful position that stops him from ever realising how awful it is.

We cannot blame the manager because the fact of holding his position will stop him ever finding out what he does not know.

If I am a good manager the workforce will tell me when I ask that I am a good manager and there will be nothing that I need to stop doing in order to allow them to improve their performance.

If I am a bad manager the workforce will tell me exactly the same thing because:

1. They do not want to say anything that might prejudice their chances when the next promotion becomes available.
2. They are sick and tired of me hanging around their workplace and want to get rid of me as quickly as possible.
3. They do not want to get into a personal discussion about failure with someone they do not trust.

4. I am the person whose actions are causing them stress. The last thing they want to do is help the person who is giving them such a hard time.

5. There is no point telling the truth because nobody would listen anyway.

If we accept the dilemma we have to sympathise with the manager because he can never find out what he doesn't already know, because nobody will ever tell him.

Even if somebody does tell him something that he does not agree with the odds are that he will not be able to accept it because it goes against what he knows to be true, even if it isn't.

In order for the manager to find out something new he has to find it out for himself.

To allow him to find something new it is our job to create the environment that will allow him to see what it is.

Only then will the manager be able to see something that he has never seen before and make his own decision to learn from it.

When he does that, the learning will be powerful and sustained.

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