## Key Best Practices to Enable Leaders as Virtual Learners

Leaders at all levels recognize and react to social cues about what behaviors are supported or discouraged. Senior management and human resources are critical to ensuring that leaders know continuous learning is a top priority. Below is a table that identifies some key best practices to enable leaders as virtual learners.



BEST PRACTICE FOR ENABLING VIRTUAL LEARNING	SENIOR MANAGEMENT	HUMAN RESOURCES
<b>INCREASE FOCUS</b> Reduce distractions and create openness to new learning.	<ul> <li>Reinforce that learning is part of the job and a good use of time.</li> <li>Encourage leaders to consistently block time to learn in short increments.</li> </ul>	<ul> <li>Clearly and consistently communicate purpose and priorities.</li> <li>Share key facts about what is known and what is under consideration.</li> </ul>
FIND RELEVANCE Identify opportunities to apply new learning.	<ul> <li>Ask leaders to separate need-to- know skills from nice-to-know.</li> <li>Connect the dots between leaders' learning, key contributions, and strategic priorities.</li> </ul>	<ul> <li>Rapidly match leadership talent to critical challenges.</li> <li>Publicize opportunities for leaders to step up on internal task forces and ad hoc projects.</li> </ul>
REINFORCE EFFICACY Commit to using the new learning.	<ul> <li>Have leaders state how their learning benefits themselves, their teams, and the organization.</li> <li>Ask leaders how they can showcase their learning to others in the organization.</li> </ul>	<ul> <li>Establish a "leader as teacher" ethos so that knowledge-sharing becomes a consistent norm.</li> <li>Encourage leaders to self- organize around critical challenges.</li> </ul>
APPLY EFFORT Use new learning and reflect on the degree of success.	<ul> <li>Establish the norm that progress, not perfection, is the right approach.</li> <li>Encourage leaders to persist in using their new knowledge, even when they encounter early setbacks.</li> </ul>	<ul> <li>Share successes broadly with emphasis on what worked (and why it worked) as well as what was learned.</li> <li>Normalize failures in unique and unusual circumstances so leaders can course-correct.</li> </ul>