DELIBERATE PRACTICE

Prof. Morten Hansen
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World-Class Skills

= Deliberation $\times$ Quantity

Learning Loop

10,000 Hours $\approx$ 10 Years
DELIBERATE PRACTICE IS NOT...

Mindless Repetition
Practice does NOT make perfect

Cumulative Hours Doing Something
Example: playing tennis
• Requires growth mindset

• Requires extreme concentration (not much fun); *less* overall hours, but more high-quality hours

• Requires extreme dedication

• Chunk it

• Repeat learning loop, many times over years

• Automate, but never completely (avoiding complete automation)
Learning Loop

Measure → Feedback

Do → Reflect

Redo

Change Plan (Correct, Vary)
Evolutionary:
Variation, Selection, and Retention Model

Variation
- Change Plan (Correct, Vary)

Selection
- Correct / Don’t

Retention
- Keep
Challenges: Competences in Workplace

How would you do deliberate practice “training” for active listening?
**PROS**

- Prescription for change in learning rate vs. mindless practice
- Robust research background
- Proof that great performance can be grown

**CONS**

- Explains expertise, not innovative thinking or doing
- Probably an innate talent component (discounted in theory)
- Hard to implement with fuzzy (but crucial) behaviors and competences
SOURCES OF LEARNING: SUMMARY

Deliberate Practice

Past

Inside

Collaboration Across Units

Experimentation (A/B, MVP)

Outside

Collaboration Across Firms

Future