

The Coloured Square Learning System

- Our best results come when we work programmatically with target populations and (together & at the same time) their line managers over 2-3 years. We don't 'announce' that we're doing culture change, but that's essentially the effect. It's driven through a big focus on personal development & self confidence, which involves getting people thinking differently about how they see themselves & their jobs, and how they approach things with greater behavioural flexibility. Underneath that, we give them a core of solid theory that they can make practical sense of via a range of practical tools they can use day to day.
- We work constantly & simultaneously in three core areas – *Mindsets, Processes & Behaviours*. We drive greater self-awareness, thinking and choice. We want to see more flexibility, but at the same time, greater discipline. We aim to shake people out of 'auto-pilot' and entrenched ways of working. At the same time, we want to help them enjoy what they're doing. So, our learning system is designed to:
 1. *Attack attitudes first, and provoke new mindsets*
 2. *Provide structured common-sense frameworks & processes to guide thinking*
 3. *Get people trying new behaviours*
- Depending on the circumstances, we encourage clients to include more than one hierarchical level in the same workshops - we often think of it as being '2 or 3 workshops in 1'. We set up opportunities for line managers and direct reports to work on the relevant commercial issues at the time, whilst ensuring that all parties feel the pressure to demonstrate that they are attempting new approaches.
- We usually use two trainer-coaches on each workshop. This means:
 1. The learning experience for the group as a whole is more intense & engaging.
 2. We can develop stronger rapport with individuals, get connected with their own situation and provide very personalised 1:1 development, in the context of the ideas we've been covering in the main group and what we notice about their habitual approach.
 3. We're able to hive off particular groups at appropriate times (e.g. line managers) to tailor the ideas being discussed to their own situation.
- We direct delegates to our website to access additional material to support what they've been learning on workshops. This includes short podcasts we've recorded, that relate to the work we've been doing with them.

- Instead of traditional role-plays, everything we do is for real – we work with ‘live’ material and is related to the individual’s own situation. We get delegates to implement their learning immediately, during the development activity, via live phone calls to direct reports/stakeholders.
- We often issue Self Directed Learning Briefs between workshops. These are very easy-to-complete activities which keep them engaged with the programme ideas and push their learning on further. The most simple example might be ‘watch this YouTube clip, and look out for...’.
- On-job coaching for identified/target people is a key component in our learning system, and is designed to take the workshop learning to a higher level.
- Sometimes, we run development activity for an identified group of people (usually from L&D) alongside the main programme. These people are equipped as the ‘Internal Resource’ to take the learning on with the trained population, and drive long-term sustainability and self-sufficiency.

[See www.colouredsquare.com for more detail.](http://www.colouredsquare.com)

Measurement

- We often get delegates to identify specific financial and non-financial KPIs which they would personally like to affect through the development. These measures are declared early on in the development activity, and then used as a benchmark. Often, the strongest results will emerge in those KPIs identified at the start of the programme, as participants get to grips with what they’re noticing about the most important factors of cultural and behavioural change, resulting from genuine learning.
- During programmes, we often issue a ‘Use of Tools’ document to get delegates to self assess their use of the material so far. This is obviously very useful in helping us hone the programme structure and focus content throughout.
- We sometimes ask delegates to write up stories about what they’ve done as a result of their development (anecdotal evidence, and what it’s done for them.) As part of this we often ask them to estimate what the commercial benefit has been, and this is then collated to give an estimate of programme RoI.