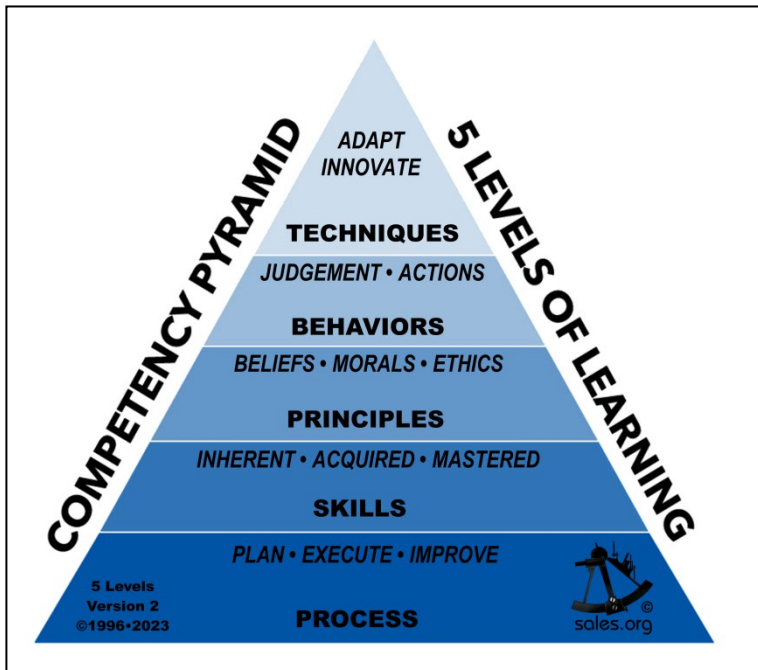


Five Levels of Learning: The Competency Pyramid

Adults learn constructively, building on the Processes, Skills, and behaviours that they have become familiar and confident in using before. Adults also pre-judge new learning, based on their existing understanding of Principles, the difference between what is right and wrong.



These two 'givens', Constructive Learning and Heuristics, determine a great deal of how effective learning design and delivery can be. Applying this understanding, confirmed through researching more than 100 companies in at least their second century of business, helped to form the foundation for the original version of our acclaimed **5 Levels of Learning for Competency** model in the mid-1990's: Principles, Skills, Behaviours, Processes & Techniques.

Fast forward to 2023 and our team, learning constructively by overcoming longstanding successful biases, discovered we had it a bit mixed up. 5-Levels has been effective, and would be in any order, because it is focused on these five key areas of Competency: Processes; Skills; Principles; Behaviours; and Techniques. While we are continuing our work on continuously improving the results of 5-Levels, restructuring the order and application of this new sequence has accelerated participant competencies by more than 30%. Days instead of a week, weeks instead of a month, saving months every year. Welcome to 5-Levels of Learning version 2!

sales.org 5-Levels Workshops, Learning Modules and Materials have been redesigned to reinforce and improve competency and performance in each learning opportunity.

Finding our sales.org™ 5 Levels Certified Mark on learning programs means those have been reviewed and validated to produce performance improvements that can be effectively measured and managed.

Five Levels of Learning: The Competency Pyramid

1. PROCESSES *'DOING THINGS THE RIGHT WAY'*

Processes act as the road map we follow, helping us to improve performance by avoiding errors, omissions, redundancy and confusion. Processes ideally simplify our effort and establish easily remembered routines, increasing effectiveness and performance. Our first processes are discovered long before our first skills, the process of communicating when we are hungry. It seems likely that a hunger for learning how to improve results more effectively begins at birth, and should last our lifetime.

Some examples of Processes that Participants use include:

- RELATIONSHIP MANAGEMENT
- DECISION-MAKING
- BUSINESS FORECASTING

2. SKILLS *'DOING THINGS RIGHT'*

Skills are sets of unique knowledge and judgments we apply based on our understanding of the right way to do individual tasks and activities. Some examples of common skill sets included in the sales.org™ Programs include:

- LISTENING
- QUESTIONING
- RESPONDING
- PRESENTING
- COMPUTATION
- COMPUTER

3. PRINCIPLES *'DOING ONLY WHAT IS RIGHT'*

Principles are the touchstones of our values. They represent who we believe we are, and how we want others to perceive us. Principles are the framework for Professionalism. Principles provide the frame of reference to help us balance conflicting motivations and priorities when making decisions on what to do and how to act in different situations. New learning and new decisions are more easily validated, accepted and applied if they are linked, tested and validated directly against Principles:

- RESPECT
- STEWARDSHIP
- INTEGRITY
- ETHICS
- COMPASSION
- LEARNING

4. BEHAVIOURS *'DOING THE RIGHT THINGS'*

Behaviours are our actions and decisions that integrate different skills and skill sets to accomplish more complex situations, tasks and activities. Some examples of Behaviours that Participants need include:

- TIME & PRIORITY MANAGEMENT
- NEEDS ANALYSIS
- TRUST BUILDING

5. TECHNIQUES *'CHOOSING THE RIGHT ALTERNATIVES'*

Techniques represent our capability to make decisions and take actions for new or unusual situations. Basically, a technique is a short-cut or work-around to deal with situations where the necessary skills, behaviours and processes are either not known, or do not yet exist. While specific techniques can be learned, it is better to build skill, behavior and process capabilities.

The ability for Participants to develop and use techniques when these are required for new or unusual situations can be enhanced by training and development of, among others, the following methods:

- LATERAL THINKING
- BRAINSTORMING
- ESTIMATING