



The Learning Model

Typical Learning Process - acquiring >
- interpreting > knowledge
- applying >

The Challenges - biased information
- flawed interpretation
- time shifts

Types of Learning
(different orientations)

1. **data**
plus structure
= **information**
plus value
= **intelligence**

the focus is on the Present: uncover and use relevant and available data and information. The processes are search, inquiry and observation.

2. **experience** (event + emotion = change) [e/e = (c)2]

the focus is on the Past: reflect and review systematically through real and simulated problem analysis. The processes are examination, analysis, abstraction and distillation.

3. **experimentation** (boldly going . . .)

the focus is on the Future: exploring and testing hypotheses by means of pilot markets, sampling studies and modeling. The processes are testing, proving, extrapolating and conjecturing.

