3125 Build a Learning Culture Not a Training Culture

People Fieldbook · https://kb.jeffreysummers.com/docs/3125-build-a-learning-culture-not-a-training-culture-2/

The Demand

This week, you move at least one piece of development off the calendar and into the daily shift. If you keep running a training culture — instructor-focused, event-based, centralized in onboarding — development stops the moment onboarding ends, and your cast stops compounding in value the day they are "trained."

The Work

1. Identify one development activity that currently only happens during onboarding. Decide how to make it continuous instead — a recurring daily one-on-one, a standing stage-side coaching moment, a peer-taught skill.
2. This week, catch one cast member doing something right on the stage and name it out loud in front of the team, in the moment it happens.
3. Decentralize one piece of knowledge this week: identify your best performer in a specific skill and have them teach it directly to one other cast member, instead of routing it through a manager-led session.
4. Track whether that cast member's value to the business changed this month versus last month. If you cannot answer that question, you do not yet have a learning culture — you have a training event.

By the end of this week, at least one development moment has happened on the stage, in real time, instead of in a classroom or a binder.