

**ALED 342 Review for Exam #1 – KEY POINTS TO STUDY**  
**Wednesday, February 27, 2008**

Format: 63 questions @ 4pts = 252 (2 automatic bonus): 20 matching, 20 true/false, 23 multiple choice questions.

**BRING LARGE GREY SCAN SHEET**

**INTRODUCTION**

1. Five Learning Organization Disciplines definitions
2. Archetypes that determine forward movement in an organization
  - a. Guiding Ideas
  - b. Primacy of the whole
  - c. Innovations in the Infrastructure
  - d. Intimacy
  - e. Examples that you created in class (MATCHING)
3. Definition of traditional and learning organizations
4. Why organizations are not learning (from your Application #1)  
3 types of leaders

**CHANGE IN ORGANIZATIONS**

1. Why and how organizations change
2. Overcoming barriers to change (from your class exercise)

**PERSONAL MASTERY**

1. Definition
2. Creative tension
3. Emotional tension
4. Why a new vision is needed
5. Vision blocks
6. Components of a good vision
7. Barriers to the truth
8. Mission/purpose
9. Cultural Artifacts
- 10 Orientation: creative, reactive, & interdependent

**SHARED VISION**

1. Definition
2. Visionary Principles (Townsend and Leader B)
3. Stages to create shared vision (telling, selling, etc.)
4. Values: espoused and in action

**GOOD TO GREAT**

1. Stockdale Paradox
2. Levels of leadership (level 1 – level 5)
3. Charismatic leadership and organizations
4. Getting the right people on the bus
5. Principles for being rigorous in people-decisions

**SPEAKER NOTES FROM CHICK-FIL-A (Mr. Carter Hall)**

1. Hiring procedure
2. Organizational culture example

**10 STEPS (ALL MATCHING AS YOU INDICATED)**

**ONE**

1. Fear – damaging effects, high price, when justified
2. Accountability – avoiding it, organizational, rewards
3. Continuous improvement

**TWO**

1. Reframing

**THREE**

1. Thinking
2. Safe learning environment

**FOUR**

1. Risk – learning from, living with uncertainty, avoiding foolish, building the culture
2. 9 Keys to risk-taking

**FIVE**

1. Advantage of the edge of chaos
2. The possibility of conflict
3. Multiple Intelligences checklist

**SIX**

1. 3 inner barriers to learning

**SEVEN**

1. Mind maps

**EIGHT**

(I can't think of any questions – a great summary chapter, though)