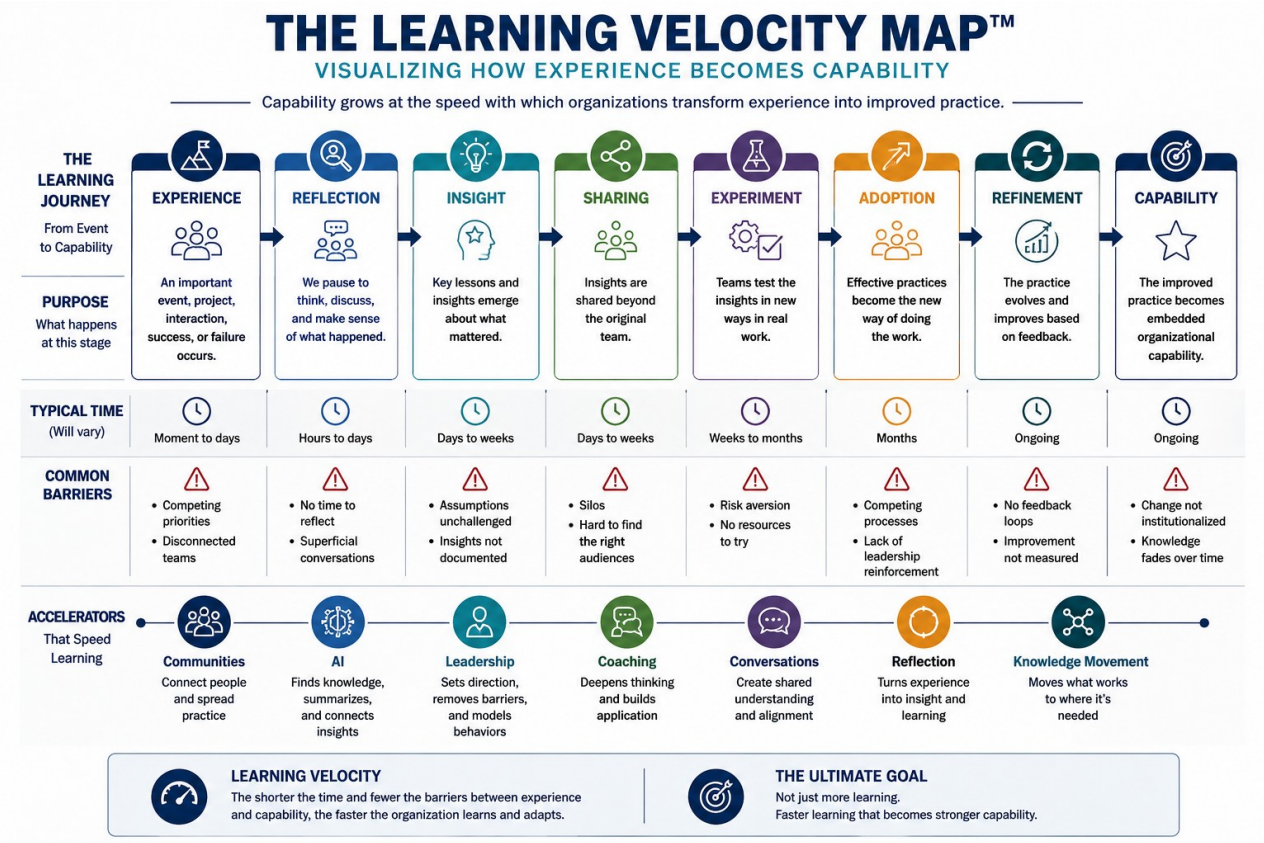
Learning Velocity Map™

Companion to Becoming a Catalyst | John Coné

Visualizing How Experience Becomes Capability

The Learning Velocity Map follows learning through the organization rather than simply counting learning activities. Its purpose is diagnostic: to identify where valuable learning is moving well, slowing, stopping, restarting, or losing useful energy.



Visualizing How Experience Becomes Capability

"Capability grows at the speed with which organizations transform experience into improved practice."

Purpose

The Learning Velocity Map helps leaders understand **how quickly learning travels through the organization**—from an initial experience to improved organizational capability. It does not measure how much learning occurs. It reveals how rapidly learning is:

recognized

reflected upon

shared

adopted

refined

institutionalized

The purpose is not to speed up activity, but to shorten the distance between experience and capability.

STEP 1

Describe the Experience. Pick an issue that is important, not just in the moment, but for the enduring capability of the organization.

□ Customer issue

□ AI experiment

□ Leadership decision

□ Innovation project

□ New product launch

□ Operational improvement

□ A recent failure

□ A recent success

□ Other

STEPS 2 – 9 Will Document the Steps in the Learning Journey.

EXPERIENCE – REFLECTION – INSIGHT - KNOWLEDGE SHARING – EXPERIMENTATION – ADOPTION – REFINEMENT - ORGANIZATIONAL CAPABILITY

STEP 2 Experience

What happened?

_____

Who was involved?

_____

When?

STEP 3 Reflection

How soon did reflection occur?

□ Same day

□ Same week

□ Same month

□ Never

How rich was the reflection?

High

Moderate

Low

Notes

_____

_____

_____

STEP 4 Insight

What important insight emerged?

_____

Was it documented?

Yes

No

Partially

Notes

_____

STEP 5 Knowledge Sharing

Who learned from it?

Original team only

Immediate function

Several functions

Entire organization

External partners

Communities

AI knowledge base

_____

_____

How long did sharing take?

Hours

Days

Weeks

Months

STEP 6 Experimentation

Who tested the learning?

_____

What changed?

_____

How quickly?

_____

STEP 7 Adoption

Where has the new practice become routine?

_____

What evidence exists?

_____

STEP 8 Refinement

How has the practice improved?

_____

Who improved it?

_____

STEP 9 Capability

What capability became stronger?

_____

How do we know?

_____

Step 10 Velocity Assessment Review

Where did learning accelerate?

_____

Where did it slow?

_____

Where did it stop?

_____

What restarted movement?

_____

Learning Multipliers

What accelerated velocity?

□ AI

□ Coaching

□ Communities

□ Leadership

□ Reflection

□ Customer involvement

□ Cross-functional work

□ Peer learning

□ Experiments

Other

Learning Friction

What slowed learning?

□ Siloes

□ Delay

□ Poor documentation

□ Weak reflection

□ No ownership

□ Competing priorities

□ Technology

□ Fear of failure

□ Lack of time

Other

Time Line

Approximate elapsed time from Reflection to institutionalization.

____ Days

____ Weeks

____ Months

Notes

Catalyst Reflection

What surprised us?

_____

Where did capability actually begin growing?

_____

What delayed growth unnecessarily?

_____

If we repeated this process, what could happen sooner?

_____

Catalyst Watch For…

⚡ Excellent experiences with little reflection.

⚡ Valuable insights never shared.

⚡ Knowledge shared but never tested.

⚡ Experiments completed but never adopted.

⚡ Adoption occurring without refinement.

⚡ AI accelerating access but not understanding.

⚡ Communities improving ideas before formal programs do.

⚡ Learning spreading faster than governance.

Each of these reveals something important about Learning Velocity.

CATALYST INSTRUMENT 5
The Learning Velocity Map™

Example Completed Instrument

Illustrative case: AI-assisted customer service at a fictional global industrial company

This example follows the template's purpose: tracing how an important experience moves through reflection, insight, sharing, experimentation, adoption, refinement, and ultimately stronger organizational capability.

STEP 1 Describe the Experience

Selected experience
☒ AI experiment

Why this matters for enduring capability
The company wants frontline service teams to use generative AI to resolve complex customer questions faster without weakening judgment, accuracy, or customer trust.

STEP 2 Experience

What happened?
A Southwest customer-service team piloted an AI assistant that searched product manuals, service bulletins, and prior cases. During a difficult equipment issue, a representative used the assistant to locate an obscure service bulletin and resolved the problem in 18 minutes rather than escalating it to engineering, which typically added one to two days.

Who was involved?
Six customer-service representatives, their manager, one field engineer, an IT product owner, and a knowledge-management specialist.

When?
April 14, 2026

STEP 3 Reflection

How soon did reflection occur?
☒ Same day ☐ Same week ☐ Same month ☐ Never

How rich was the reflection?
☒ High ☐ Moderate ☐ Low

Notes
The manager held a 20-minute debrief immediately after the case. The team reconstructed what the representative asked the AI, what sources it surfaced, what required human verification, and why the answer was trusted. The field engineer identified the decisive behavior: the representative treated the AI response as a hypothesis to verify, not an answer to accept.

STEP 4 Insight

What important insight emerged?
AI fluency in customer service depends less on prompt sophistication than on a repeatable judgment loop: Ask → Check the source → Compare with context → Decide → Document.

Was it documented?
☒ Yes ☐ No ☐ Partially

Notes
The knowledge specialist captured the five-step judgment loop, the successful prompt sequence, and the service bulletin used. The team labeled the item “AI-assisted resolution with human verification.”

STEP 5 Knowledge Sharing

Who learned from it?
☐ Original team only ☐ Immediate function ☒ Several functions ☐ Entire organization
☐ External partners ☒ Communities ☒ AI knowledge base
Additional: Field Engineering and the Customer Experience Center of Excellence

How long did sharing take?
☐ Hours ☒ Days ☐ Weeks ☐ Months — first cross-functional sharing occurred four days later.

STEP 6 Experimentation

Who tested the learning?
Three additional service teams in Arizona, Texas, and Illinois, plus two field-engineering teams.

What changed?
Teams were asked to use the five-step judgment loop on appropriate complex cases. The AI interface was modified to display source links more prominently, and managers added a brief “What did you verify?” question to case reviews.

How quickly?
A controlled test began 11 days after the original experience and ran for four weeks.

STEP 7 Adoption

Where has the new practice become routine?
Within eight weeks, the five-step judgment loop was incorporated into case handling for all U.S. customer-service teams using the AI assistant. It also became part of weekly manager coaching and new-user onboarding.

What evidence exists?
Usage logs show 82% of eligible AI-assisted cases include source verification. Escalations on the targeted case types fell 27%. Median resolution time fell 19% with no increase in reopened cases. Managers report more explicit discussion of judgment rather than simply whether the AI was used.

STEP 8 Refinement

How has the practice improved?
Teams shortened the original five-step loop to three memorable prompts for everyday use: What does AI suggest? What evidence supports it? What will I decide? High-risk cases retain the full five-step version. The AI tool now flags answers based on outdated bulletins.

Who improved it?
Customer-service representatives, field engineers, the AI community of practice, Knowledge Management, Risk, and the IT product team.

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STEP 9 Capability

What capability became stronger?
AI-enabled customer problem solving: the organization became better at combining machine-generated insight with human judgment to resolve customer issues quickly and reliably.

How do we know?
The practice spread beyond the original team; verified AI use became routine; resolution speed improved without reducing quality; managers began coaching the judgment process; and the same verification approach is now being tested in Field Service and Warranty Operations.

STEP 10 Velocity Assessment Review

Where did learning accelerate?
Same-day reflection converted an isolated success into an explicit practice. The AI community of practice and existing manager network then moved the insight across functions in days rather than months.

Where did it slow?
Risk and Legal initially hesitated to approve broader use because the verification standard was not explicit and early documentation did not distinguish low- from high-risk cases.

Where did it stop?
For roughly two weeks, expansion beyond Customer Service paused while governance requirements were clarified.

What restarted movement?
A joint working session among Risk, Field Engineering, Customer Service, and IT translated the judgment loop into clear verification rules and risk tiers.

Learning Multipliers

What accelerated velocity?
☒ AI ☒ Coaching ☒ Communities ☒ Leadership ☒ Reflection
☒ Customer involvement ☒ Cross-functional work ☒ Peer learning ☒ Experiments
Other: An established knowledge-management process made the insight easy to capture and find.

Learning Friction

What slowed learning?
☐ Siloes ☒ Delay ☐ Poor documentation ☐ Weak reflection ☐ No ownership
☒ Competing priorities ☐ Technology ☒ Fear of failure ☒ Lack of time
Other: Unclear governance requirements temporarily slowed adoption outside the pilot.

Time Line

Approximate elapsed time from Reflection to institutionalization
0 Days 12 Weeks 0 Months (approximately 12 weeks)

Notes
Reflection: same day. Insight documented: Day 1. Shared across functions: Day 4. First new experiment: Day 11. Governance pause: Weeks 3–5. Broad Customer Service adoption: Week 8. Embedded in onboarding, coaching, and operating practice: Week 12.

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Catalyst Reflection

What surprised us?
The breakthrough was not a better prompt. It was making human verification visible and repeatable. The capability grew fastest when people could see how a skilled colleague exercised judgment.

Where did capability actually begin growing?
In the same-day reflection. The original customer resolution was only an experience; it became organizational learning when the team made the tacit judgment process explicit.

What delayed growth unnecessarily?
Governance was engaged after the experiment rather than during its design. That created a preventable two-week pause.

If we repeated this process, what could happen sooner?
Invite Risk and Knowledge Management into the first reflection, document the learning in a reusable format immediately, and identify two follow-on teams before the initial experiment ends.

Catalyst Watch For…

⚡ Excellent experiences with little reflection — avoided here through a same-day debrief.

⚡ Valuable insights never shared — avoided through the AI community and knowledge base.

⚡ Knowledge shared but never tested — avoided through rapid cross-functional experiments.

⚡ Experiments completed but never adopted — adoption was deliberately built into manager routines and onboarding.

⚡ Adoption occurring without refinement — frontline users simplified and improved the practice.

⚡ AI accelerating access but not understanding — the verification loop kept judgment central.

⚡ Communities improving ideas before formal programs do — clearly present in this case.

⚡ Learning spreading faster than governance — briefly present and the principal source of friction.

Overall Learning Velocity

Interpretation
High, but uneven. The organization moved from one meaningful experience to an institutionalized practice in about 12 weeks. Reflection, communities, coaching, and experimentation accelerated the journey; governance ambiguity created the most significant delay. The most important lesson is that velocity came not from “moving faster” at every stage, but from reducing the handoff delays between stages.

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