Learning Velocity Accelerator Kit™

Companion to Becoming a Catalyst | *John Coné*

THE LEARNING VELOCITY ACCELERATOR KIT™

Catalyst Practices for Turning Experience into Organizational Capability

The Learning Velocity Map helps identify where learning is losing velocity. The Accelerator Kit helps the Catalyst decide what to do about it. The aim is not to make every step happen faster. It is to remove unnecessary friction, preserve useful friction, and shorten the distance between experience and stronger organizational capability.

How to Use the Kit

Start with the Learning Velocity Map. Locate the point at which learning is losing energy, then use the corresponding practice set below. More than one practice set may be needed when several bottlenecks reinforce one another.

Where learning is slowing	Use this practice set	Core question
Experience → Reflection / Insight	Optimizing Reflection	What can we learn from what just happened?
Insight → Others who can use it	Moving Knowledge	Who else needs this, and how will it become usable to them?
Shared knowledge → Tested practice	Accelerating Experimentation	Does the learning work in another context?
Successful experiment → Normal work	Enabling Adoption	How does the better practice become easier and more normal than the old one?
Adoption → Better practice	Continuous Refinement	How does use continue to improve the practice?

The Learning Velocity Journey

EXPERIENCE → REFLECTION / INSIGHT → MOVING KNOWLEDGE → EXPERIMENTATION → ADOPTION → REFINEMENT → ORGANIZATIONAL CAPABILITY

1. Optimizing Reflection

Turning Experience into Usable Insight

Why This Matters

Organizations have experiences constantly. They learn from only some of them. Reflection is the bridge. The Catalyst does not simply encourage people to reflect more; the goal is to make reflection timely, purposeful, evidence-based, and consequential.

What the Learning Velocity Map May Reveal

An important experience occurred, but reflection is late, superficial, inconsistent, or absent; useful insight remains tacit.

Five Catalyst Practices

Practice 1 - Put Reflection Close to the Experience

Build short reflection moments into the work itself. Ask: What happened that we expected? What happened that we did not expect? What explains the difference? What might we do differently next time?

Catalyst move: Identify recurring moments - customer interactions, milestones, experiments, decisions, launches - where reflection can become routine.

Practice 2 - Reflect on Success, Not Just Failure

Study unusually good outcomes. Ask why they worked, what someone did differently, whether the result was intentional or accidental, and what may be transferable.

Catalyst move: Look for positive deviations and make them objects of inquiry.

Practice 3 - Separate Observation from Explanation

First ask what was actually observed. Then ask what may explain it. Finally ask what evidence would tell you whether the explanation is right.

Catalyst move: Prevent assumptions from hardening into lessons learned.

Practice 4 - Convert Tacit Knowledge into Explicit Insight

Ask experienced performers what they were noticing, why they changed course, what options they rejected, and what a less experienced person might have missed.

Catalyst move: Expose the judgment behind successful action, not just the action itself.

Practice 5 - End Reflection with a Consequence

Conclude with: What should we preserve? What should we change? What should we test? Who else needs to know?

Catalyst move: Ensure reflection feeds the next stage of Learning Velocity.

Questions to Ask

- What happened that we expected - and did not expect?
- What evidence supports our explanation?
- What did an experienced person notice that others may have missed?
- What should we preserve, change, test, or share?

Signs Velocity Is Improving

- Reflection occurs closer to important experiences.
- Successes as well as failures are examined.
- Lessons become more specific and evidence-based.
- Tacit judgment is articulated more clearly.
- Reflections increasingly lead to experiments or knowledge sharing.

Catalyst Watch For...

- Reflection happens weeks after the event.
- Reviews become blame sessions.

© 2026 John Coné | CatalystLeadershipTools.com

- Conclusions are unsupported by evidence.
- Lessons are recorded but never used.
- Failures receive far more attention than successes.

2. Moving Knowledge

Turning Insight into Shared Organizational Resource

Why This Matters

Capability rarely develops because knowledge exists. It develops because useful knowledge reaches the people who can apply, test, adapt, and improve it. Moving Knowledge is not the same as distributing information. The Catalyst designs movement so that understanding becomes usable across boundaries.

What the Learning Velocity Map May Reveal

Useful insight exists, but remains local; other teams repeat the same discovery; sharing occurs without transfer of understanding.

Five Catalyst Practices

Practice 1 - Find Where Valuable Knowledge Is Being Created

Look for successful teams, experts, communities, customer-facing roles, experiments, and local workarounds. Ask what someone already knows that others should not have to discover again.

Catalyst move: Make emerging knowledge visible before trying to build a repository.

Practice 2 - Identify Where Knowledge Becomes Trapped

Trace where insight stops: inside a function, geography, hierarchy, system, expert group, or project team.

Catalyst move: Treat trapped knowledge as a system problem, not simply a communication failure.

Practice 3 - Create Human and Digital Bridges

Use communities, knowledge brokers, peer networks, AI search, cross-functional forums, and expert directories to connect people to knowledge and to one another.

Catalyst move: Choose channels that preserve context and judgment, not just content.

Practice 4 - Move Knowledge Through Conversation

Create exchanges where people can question, adapt, challenge, and reinterpret what was learned.

Catalyst move: Use conversation when transfer requires judgment rather than simple replication.

Practice 5 - Make Reuse and Refinement Visible

Notice when another team adopts, modifies, or improves a practice. Feed those refinements back into the network.

Catalyst move: Turn knowledge movement into a learning loop rather than one-way dissemination.

Questions to Ask

- Who already knows something others should not have to rediscover?
- Where does useful knowledge stop moving?
- Does transfer require content, conversation, connection to an expert, or all three?

• Who has adapted the practice, and what can others learn from that adaptation?

Signs Velocity Is Improving

• Useful practices cross functional or geographic boundaries more often.

• People find internal expertise before recreating solutions.

• Communities increasingly adapt rather than merely share practices.

• AI helps people locate context and experts, not only documents.

• Refined practices flow back to the original knowledge source.

Catalyst Watch For…

• Knowledge is posted but not used.

• The same problem is solved independently in multiple places.

• Experts become permanent bottlenecks.

• AI accelerates access but strips away context or judgment.

• Knowledge moves only when Talent or another central function pushes it.

3. Accelerating Experimentation

Turning Shared Insight into Tested Knowledge

Why This Matters

An insight is still a hypothesis. Experimentation determines whether what worked once can work in another setting. The Catalyst helps the organization test learning quickly enough to maintain momentum and carefully enough to deepen understanding.

What the Learning Velocity Map May Reveal

Knowledge is shared, but no one tests whether it transfers; pilots are disconnected; learning stalls before evidence accumulates.

Five Catalyst Practices

Practice 1 - Turn Insights into Testable Propositions

Move from “this seems to work” to a clear belief about what should improve, under what conditions, and what evidence would support or challenge the belief.

Catalyst move: Clarify what is actually being tested.

Practice 2 - Make the Next Experiment Smaller

Ask for the smallest meaningful test rather than a rollout. The experiment should be large enough to teach and small enough to change or abandon.

Catalyst move: Replace “How do we roll this out?” with “Where should we test this next?”

Practice 3 - Deliberately Change the Context

Test with another team, geography, customer group, manager, or workflow. Ask what traveled, what did not, and why.

Catalyst move: Use variation to learn about transferability.

Practice 4 - Make Failure Informative

Before starting, define what you are trying to learn and what evidence would cause you to stop, modify, or expand the experiment.

Catalyst move: Turn disappointing results into usable evidence.

Practice 5 - Connect Experiments

Create a visible chain of Insight → Test → Learning → Revised Test → Stronger Insight. Convene experimenters to compare what they are learning.

Catalyst move: Prevent isolated pilots from becoming organizational dead ends.

Questions to Ask

- What exactly do we believe we learned?
- What is the smallest meaningful test?
- Where should we deliberately change the context?
- What result would cause us to stop, modify, or expand?

Signs Velocity Is Improving

- Experiments begin sooner after insights emerge.
- Tests are smaller and more explicit about what they are trying to learn.
- Teams compare results across contexts.
- Failed tests produce documented learning rather than quiet abandonment.
- Successful experiments lead to clearer adoption decisions.

Catalyst Watch For…

- Pilots are designed mainly to prove an idea.
- Experiments are so large that failure becomes politically difficult.
- The organization accumulates pilots that never influence practice.
- One successful context is generalized too quickly.
- Teams repeat experiments others have already conducted.

4. Enabling Adoption

Turning Tested Knowledge into Normal Practice

Why This Matters

Availability is not adoption. A practice may be documented, communicated, trained, and technically deployed without becoming the way people actually work. Adoption occurs when the new practice becomes easier, more useful, and more normal than the old one.

What the Learning Velocity Map May Reveal

A practice has been tested successfully, but normal work does not change; use depends on reminders, enthusiasts, or central support.

Five Catalyst Practices

Practice 1 - Understand the Existing Behavior

Ask what people do now, why that behavior makes sense, and what they would have to stop doing.

Catalyst move: Find the system logic supporting the current behavior before trying to replace it.

Practice 2 - Make the Better Practice Easier

Embed the practice in existing tools, meetings, prompts, workflows, checklists, manager routines, or AI support.

Catalyst move: Move learning out of individual memory and into the architecture of work.

Practice 3 - Use Social Proof

Make early adopters visible and ask them to explain what changed, what became easier, what results improved, and what they initially got wrong.

Catalyst move: Let credible peers demonstrate practical value.

Practice 4 - Equip Managers to Reinforce the Practice

Give managers questions and coaching routines that help teams use and adapt the practice in real work.

Catalyst move: Make managers part of the Capability System.

Practice 5 - Remove System Contradictions

Compare what the organization says it wants with what measures, incentives, technology, processes, and leaders actually encourage.

Catalyst move: Fix contradictions that make the old behavior more rational than the new one.

Questions to Ask

- Why does the current behavior make sense to people?
- What makes the new practice harder than the old one?
- Which managers or peers can make the practice visible and credible?
- What organizational signal contradicts the behavior we say we want?

Signs Velocity Is Improving

- Use becomes routine without continual central reminders.
- Managers reinforce the practice during normal work.
- Old practices begin disappearing rather than merely coexisting.
- Employees adapt the practice intelligently to local conditions.
- Performance or capability evidence improves alongside usage.

Catalyst Watch For…

- High awareness but low usage.
- Mandatory training is treated as proof of adoption.
- Leaders exempt themselves from the new practice.
- New practices are added on top of old ones.
- Incentives continue rewarding the previous behavior.

5. Continuous Refinement

Turning Adoption into Expanding Capability

Why This Matters

Adoption is not the finish line. Once a practice is being used, the organization has many people generating new experience with it. Continuous refinement captures that distributed learning and turns routine use into expanding capability.

What the Learning Velocity Map May Reveal

A practice is adopted, but it stops improving; local adaptations stay invisible; organizational guidance falls behind actual work.

Five Catalyst Practices

Practice 1 - Treat Users as Co-Designers

Ask users what they are changing, discovering, working around, and wishing were better.

Catalyst move: Assume that some of the next innovation already exists in local practice.

Practice 2 - Search for Variations

Look for teams using the practice differently and ask whether the difference is undesirable inconsistency or intelligent adaptation.

Catalyst move: Use local variation as a source of learning.

Practice 3 - Reconnect the Learning Network

Bring adopters, experimenters, experts, communities, and designers back together to compare what they can now see that was invisible during the original experiment.

Catalyst move: Create a feedback loop from use back to learning.

Practice 4 - Update Organizational Memory

Refresh guidance, AI knowledge, examples, workflows, manager resources, and community content when the practice changes.

Catalyst move: Prevent the organization from teaching yesterday's version.

Practice 5 - Know When Practice Has Become Capability

Ask whether the organization can reproduce, adapt, teach, improve, and use the practice without depending on its original creators.

Catalyst move: Recognize the transition from adopted practice to durable organizational capability.

Questions to Ask

- What are users changing on their own?
- Which variations represent intelligent adaptation?
- How is learning from use flowing back to the broader system?
- Can this capability now survive without its original creators?

© 2026 John Coné | CatalystLeadershipTools.com

Signs Velocity Is Improving

- Users improve practices without waiting for central redesign.
- Local innovations become visible to others.
- Guidance and AI knowledge stay current with actual practice.
- Original creators become less essential to continued success.
- The organization can reproduce and adapt the practice in new contexts.

Catalyst Watch For…

- Best practices become frozen.
- Improvements remain local.
- Workarounds are dismissed rather than investigated.
- Documentation lags behind actual practice.
- Original designers remain permanent gatekeepers.

Using the Accelerator Kit as a System

Learning bottlenecks rarely occur in isolation. Weak reflection can create poor knowledge to share. Weak knowledge movement can starve experimentation. Poor experimentation can make adoption risky. Weak adoption can leave too little experience to refine. Use the five practice sets as a connected system rather than five independent checklists.

Map signal	Likely bottleneck	Start here	Then check
Good experiences, few reusable lessons	Reflection / Insight	Optimizing Reflection	Moving Knowledge
Same solutions rediscovered in many places	Knowledge Movement	Moving Knowledge	Experimentation
Many ideas shared, few tested	Experimentation	Accelerating Experimentation	Adoption
Successful pilots, limited routine use	Adoption	Enabling Adoption	System contradictions
High use, little improvement	Refinement	Continuous Refinement	Knowledge movement back to the system

A Catalyst Review Conversation

- Where is learning losing the most energy?
- Which friction is unnecessary, and which friction protects quality, safety, governance, or judgment?
- Which practice set offers the highest-leverage intervention?
- What is the smallest experiment we can begin?
- What evidence would tell us Learning Velocity is improving?
- What will this intervention leave behind that makes the next learning journey faster?

Final Reflection

The Learning Velocity Accelerator Kit is not a recipe for speed. It is a set of Catalyst practices for helping valuable learning retain energy as it moves through an organization. The test is not whether information traveled faster.

The test is whether the organization became more capable sooner, more reliably, and with greater ability to learn the next time.

Learning Velocity is not how fast people learn. It is how fast an organization becomes more capable because they did.

SECTION VI

DEVELOP CATALYST CAPABILITY

Beginning with yourself, then giving it away

Catalyst Reflection Journal™

Catalyst Development Guide™

© 2026 John Coné. All rights reserved. Permission is granted to individuals and organizations to download, reproduce, distribute internally, and adapt this resource for their own professional development and internal organizational use, provided that attribution to John Coné and CatalystLeadershipTools.com is retained. Commercial resale, commercial redistribution, and incorporation into products or services offered for sale require prior written permission from the copyright holder.