



Episode 23 - Navigating The Four Stages Of Training

As you continue on your journey to scaling your business you may find that you are having trouble getting started or are just completely stuck. It's crucial to understand The Four Stages of Training so you can accurately recognize where your teams are and adjust (if you already have them) and if you don't - how to create scalable teams from the start.

An Overview Of The Four Stages

Stage 1: Unconscious Incompetence (I don't know, what I don't know)

Stage 2: Conscious Incompetence (Awareness of what you don't know)

Stage 3: Conscious Competence (Now I know and I'm doing it)

Stage 4: Unconscious Competence (I just do it without thinking)

As we look at the concept of these four stages, you'll discover that scaling can be very difficult. Particularly in trade related industries; lawyers, construction, healthcare, real estate etc...

Consider how these professions teach new employees. There are shadowing hours where they are trained and shown exactly how something should be done. But this can be counterproductive as it is hard to scale in a unified way when there are so many unique preferences to how something can be done.

Here's a shortcut - The Goal For Training is to train to Stage 3.

Stage 4 is the key to dominating your marketplace.

Stage 2 is the key to attracting the best talent.

How The Stages Work by an Example

Stage 1: Unconscious Incompetence - If you're driving with a child in the back of the car, the child would have no idea how driving works. There's a lot involved in driving that they just won't pay attention to or know what certain things mean. They just don't know.

Stage 2: Conscious Incompetence - An Ah-ha moment, the to-be driver becomes aware. You go to driver's education class and you become aware of how much you didn't know about driving.

Stage 3: Conscious Competence - It's in the details. When you first begin driving, you have to pay attention to the nitty-gritty to get it right. You have to stop and think about each action before you do it. You're not at mastery, but you're learning at a high level.

Stage 4: Unconscious Competence - The final stage. When you've been driving for such a long time, you've reached mastery. You follow the rules without necessarily paying attention to them. You know what to do without thinking about it. You just do it.

Stage 1: Unconscious Incompetence

As a leader or an individual who wants to grow in your field, you have to be up to speed on your expertise.

In his new book "Life Force", Tony Robbins explains how just like the tech world, the medical field is experiencing drastic increases in the discovery of new information. The speed of new technology doubles every eighteen months. This is why current tech is constantly becoming obsolete.

The same thing will happen in every field.

Harvard Medical School did a study on how fast the medical industry is evolving from the time when someone graduates to when that person becomes a doctor. It used to take 7 years for what that person learned in school to become outdated. In 2017, it was 18 to 24 months for that information to become irrelevant. Currently, it's headed for 73 days.

So... How will you stay up to date inside of your industry? As someone in it and as a leader?

Someone who is in this phase, is stuck in Stage 1. You don't know, what you don't know.

It could be (and is) dangerous for professionals that are not constantly keeping themselves up to date on current knowledge and staying out of this stage.

Stage 2: Conscious Incompetence

Awareness **is** the name of the game here.

You have to find formal methods of bringing awareness to your organization. The best way to achieve this is to make it part of your regular training programs.

In my opinion, start with a big picture of each training. Any time you want to bring a new methodology or perspective to your team, start with the big picture. This can be done in a weekly meeting, scheduled training classes or videos you send out.

This is a missing link in most organizations and why most end up stuck.

The big picture explains why your team should be doing it the way you want them to.

**“Focus on the “why.” Way too often people and organizations train on the “what” when companies enter this prescale mode.”
- Seth Campbell**

When you don't emphasize “why” you find it difficult for people to scale, as there is a conflict between what they already know and the current/best innovation for doing it.

Every time you go to teach something inside your organization, take a moment to cover the big picture.

Make them understand the implication of not making a change. The “why” is key to this.

Break it down - Why do we need to use this system? Well, if we don't, here's all the levels of impact...

Make sure to include that if they don't do it that way, you can't course correct because there is no data on what they've been doing. The result will be that they (and the organization) are behind.

Stage 2 is key to attracting big talent.

The most talented people already know exactly what to do. As a leader you want to bring in the most talented people because you need their success for your organization to succeed.

“Success is not as much created as it is latching on to those who are already successful and being part of what they were going to build next year without you.” - Seth Campbell

When you get to that point as a leader, you need to humble yourself and understand that your job is not to build the greatest superstars. Your job is to *attract* the greatest superstars and help them grow inside of the business as well as in other parts of their life.

I do that by being good at creating awareness of what they don't know.

Whenever you're in front of highly talented individuals, one of the top things you could do is cause them to go from Stage 1 to Stage 2.

The moment you can transition a top talented person from Stage 1 to Stage 2 (from a humble place of care), that's how you begin the process of bringing that person into your world. Give them an ah-ha moment, humbly. Do not come off as arrogant.

This will attract major talent.

Another reason to keep yourself out of stage 1 is so you can create those moments for these talented people who will launch and grow your business.

Stage 3: Conscious Competence

This is the target training zone.

How do you get there? It has to be written, visual, auditory, and kinesthetic to accommodate people's different learning styles.

Watch someone show the perfect way to do something. Explain why that way is important, what problem it solves and how to exactly do it.

Then watch as I reiterate it.

Then I watch you do it.

The final step is I watch you... while you teach it back to me. In perfection and not missing anything. At that point you can certify a person in that task or method.

The most important step of this method is, *I watch you... with rapid course correction.*

A lot has been published on how great talent is developed. Each text explains how in the brain there is a substance called myelin that forms when learning takes place. Developing the myelin is how habits and mastery are created.

We must take part in deliberate practice to reach mastery.

Practice repeatedly, to the point of exhaustion. This burns it into the memory in the brain and will create the myelin. You can then slow it down. Pay close attention to how you say or do it and keep perfecting the details. (Make sure to listen to the full episode for specific examples!)

Now that's exhausting.

Rules in scaling for stage 3

- It has to be consistent across the organization.
- You should have a certification process: Watch for perfection. Watch me explain it to you. Let me watch and correct you. Teach it back to me like I'm a novice. Certification.

Timehack - Thrive using success through others. You need to make sure your leaders are doing it with their teams. Have your leaders record their sessions with their teams and share it with you so you can help them get better on the things they may not have been able to see. (Like you learned in the previous three part series on Leading Groups Effectively To Scale, scale by leveraging your leaders to save yourself time and energy)

Stage 4: Unconscious Competence

“The more people you have here - experts in mastery - the more you’re going to dominate your marketplace.

The more people you have here - experts in mastery - that are without a written certification program from stage 3, the harder time you’re going to have when scaling.” - Seth Campbell

You can’t train a person directly to Stage 4.

When I was doing sales appointments in real estate, I remember training my first listing specialist.

If you don’t recall the steps you took to get to where you are... You’ll look like a freak of nature and demoralize the person because so much of what you do is muscle memory. You’ve probably forgotten all the steps you went through, and half the words you say are actually a script but you’ve internalized it. It’s natural to you.

This won’t make sense to the person you’re trying to teach. You have to break it down, step by step.

That’s why the goal is to train for Stage 3 using a documented process and proven method of instruction.

Remember, if you train to Stage 4 - you won’t be able to scale.

Finally, you should talk with your team members who have gone from Stage 3 to Stage 4 to help them understand that they need to get in the field.

“70% of learning happens in the classroom. The other 30% happens on the field.” - Seth Campbell

Nobody can ever train you on every single scenario, situation or process. They must get out and actually do it (repeatedly!) to reach true mastery!

Summary: The Four Stages of Training

Stage 1: Unconscious Incompetence (I don't know what I don't know)

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I hope you can use these steps to get unstuck (by going back and figuring out who on your team is where and how you can help them get to the next stage) or get started by using these stages as a guide while you form and train your teams for efficient and effective scaling!

Discussion Guide:

Here are a few questions to help you scale your organization through using these four stages.

1. If you are in one of those worlds that are constantly getting disrupted, how do you keep yourself from not getting stuck in stage one? (How do you stay up to date on your profession?)

2. Where are your team members at right now, what Stages are they in?

3. What steps can you take to make sure you are properly training your team members at Stage 3? Do you need to create a training program, instructional videos? Have weekly meetings? Organize your thoughts below.

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