



WIAL ACTION LEARNING

A Powerful Tool for Solving Problems and Building Leaders, Teams and Organizations





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Plan of the session

- What is Action Learning?
- How does it work?
- Experiencing Action Learning: 2 demo sessions
- How to use Action Learning?



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What is Action Learning?

Action Learning is a process that involves a **small team** working on **real problems**, taking **action**, and **learning** while doing so.

It provides a powerful management and **collaboration tool** that creates dynamic opportunities for individuals, teams, leaders, and organizations to successfully adapt, learn, and innovate.





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How is Action Learning the same or different from other methodologies you are familiar with?

- BRAINSTORMING**
- TEAM COACHING**
- DESIGN THINKING**
- TEAM DEVELOPMENT**
- ...OTHERS?




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What is Action Learning?

Action - Solution



Learning







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Benefits of Action Learning





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Benefits of Action Learning

Individual




- Enhance **leadership skills**
- Develop **self-confidence and assertiveness**
- Increase **self-awareness** of how assumptions, beliefs, and attitudes influence thinking, decisions and actions
- Develop **Emotional Intelligence (EI)**: self awareness, awareness of others and adaptability

Group



- Dramatically **enhance team capabilities performance**
- Develop **positive, respectful working relationships**
- Enhance **collective intelligence**
- Enhances **inclusive leadership**

Organization



- Build a **learning organization**,
- Enhance **business performance**
- Achieve a **substantial Return on Investment (ROI)**
- Develop a **culture of staff engagement**, involvement and performance

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How it works?

Two Ground Rules

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Statements only in response to questions; anyone can ask questions of anyone else

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Action Learning coach has the authority to intervene whenever he/she identifies learning opportunities

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How it works?

Action Learning Process


- 1 Formation of group
- 2 Presentation of problem
- 3 Reframing the problem
- 4 Determining goals
- 5 Developing action strategies
- 6 Capturing learning
- 7 Taking action

Coach intervenes when necessary for process or learning

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How it works? Six Components



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1. Problem or Challenge

- **Real and important** to the organization or individual
- **Complex and urgent** problems
- **Within the authority** of the individual or the group to act on

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Solving the right problem!

- Working on the **right problem**
- Agreement on the problem through **questioning**
- Understanding context as well as **content**

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Examples

- Attracting engineers
- Reducing employee turnover
- Developing training programs
- Improving customer service
- Resolving conflict between departments
- Developing a new performance appraisal system
- Establishing work schedules
- Improving a department's image

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2. Group

- 4-8 members to maximize creativity
- Members from diverse backgrounds
- Familiar or unfamiliar with problem

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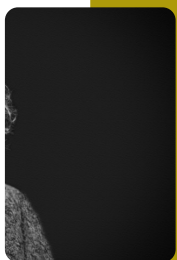
3. Questioning and Reflecting

- Allow to reflect, listen, be creative, and learn
- Help to clarify, to open up new avenues, to offer ideas and insights
- Carry seeds of solutions

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"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes."

Albert Einstein

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4. Action

- Taking action leads to solving problem
- Testing ideas in practice determines how effective and practical they are

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"There can be no learning without action and no action without learning."

Reg Revans, the 'grandfather' of Action Learning

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5. Learning

- Focus on individual, team and organization-wide learning
- Members take responsibility for own, group's, and organization's learning
- Time set aside to talk about learnings and how to apply them

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L = P x Q x R

Dr Michael Marquardt, the 'father' of WIAL Action Learning

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Individual Skill development

Participants:

- Choose a competency to focus on
- Take every opportunity to practice
- Assess how they have done
- Receive feedback by team members and coach.

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6. Coach

- Focus on team learning and not the problem to solve!
- Group member or "external" partner
- Assure rules and process are followed

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When to use Action Learning?

Pathway to Solution


	Specific	Unknown & Uncertain
Specific	A. Puzzle for Tech-xpert or Skilled Task Facilitator	B. Great for Action Learning
Ambiguous & Unclear	C. Action Learning may be useful to clarify the problem	D. Great for Action Learning

Project Goals

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Two Types of Action Learning Programs



SINGLE PROBLEM

the team works on **one problem** owned by **several team members or the entire team**



MULTIPLE PROBLEMS

the team works on **multiple problems** owned by **one individual team member**

Either type of program can be immersive and last just a couple of hours (in one session) or extend over a period of months (with multiple sessions)

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Demo Introduction
Active Team Members

Problem Presenter (PP)
➢ Present the Problem in 1-3 minutes

Team Members
➢ Ask Questions, Reflect to Gain Clarity

Learning Coach
➢ Identify Learning Opportunities

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2 Demo Introductions
2 volunteer PPs to select a:

- **Problem**, not a puzzle
- **Compelling** challenge (work, community, or personal)
- Something **you own** and are **committed to taking action** on

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Leadership competencies

Accountability	Respect Diverse Views	Interpersonal Skills	Team Building	Listening
Consensus Building	Learning	Curiosity	Mentoring Skills	Decisiveness
Fully Present	Creativity and Innovation	Systems Thinking	Integrity and Honesty	Negotiation
Service and Stewardship	Visioning	Collaboration	Inclusiveness	Ask Great Questions
Succinct Questions & Responses	Provide Support to Others	Agility and Flexibility	Building Trust	Dealing with Ambiguity

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Leadership competencies

	Respect Diverse Views		Team Building	Listening
	Learning	Curiosity	Compassion	Empathy
Fully Present	Creativity and Innovation	Systems Thinking	Reformulating	
		Collaboration	Inclusiveness	Ask Great Questions
Succinct Questions & Responses	Provide Support to Others	Agility and Flexibility	Building Trust	Dealing with Ambiguity

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What next ?


- Become a Certified Action Learning Coach (CALC)
- Introduce WIAL Action Learning in your organisation
- Embed WIAL Action Learning in programs for your clients

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Action Learning Certification Program

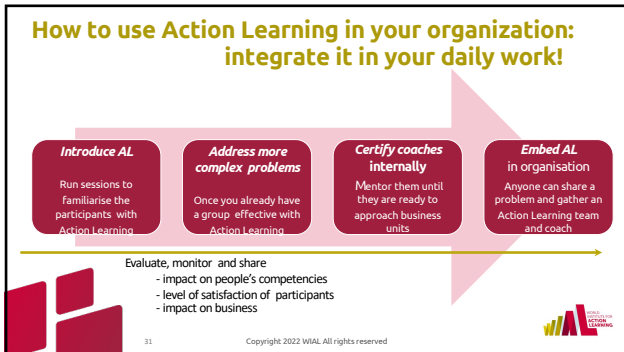
- Date: 13, 14, 20, 21 Jan, 2024
- Time: 2:30pm to 10:00pm (HKT)
- Venue: Zoom
- Language: Cantonese
- <https://www.wial.hk/events/cal14-certification-program/>



Up-Coming Action learning Certification programs

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ICF International Coaching Federation
CCE ICF CONTINUING COACH EDUCATION
ICF

This program earned you 4 ICF CCE units.

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