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Action Learning Process and Programs

Overview of Action Learning Process
Why Use Action Learning Now?
Forces of change affecting us all
Myths of learning we need to dispel
New requirements, principles and approaches in learning
Preliminary overview of Action Learning process
Why Action Learning is so popular

Action Learning Process
Action Learning process
Customizing Action Learning
Key elements in Action Learning
Action Learning versus traditional training
Action Learning program
Key roles in programs
When not to use Action Learning

Examples of Action Learning Program and Meeting Formats
Considerations about formats
Typical ground rules for meetings
Sample single-project formats
Sample multi-project formats

Different Perspectives on Action Learning
Increasing confusion about Action Learning
Different perspectives on Action Learning and facilitation
Different definitions of the same term
Different "schools" of Action Learning

Types of Results from Action Learning
Standard outcomes
Program-dependent outcomes
Common applications to produce individual outcomes
No-so-common applications to produce individual outcomes
Applications to produce organizational outcomes

Elements of Action Learning
Projects That People Work On in Action Learning
Project is problem or opportunity
Sources of projects
Types of projects
Examples of individual's projects
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Membership and Groups in Action Learning
Criteria for membership in groups
Screening people for membership
Responsibilities of members
Features of groups
Dynamics of groups

Facilitation in Action Learning Groups
Different designs of facilitation
Duties of facilitator
Preferred skills in facilitation
Preferred characteristics of facilitators
Characteristics not preferred
Best practices in facilitation
Best practices in supporting group's learning
Challenges in facilitation
What is successful facilitation?

Coaching and Questioning in Action Learning
Solving complex problems
Questions cultivate continuous learning
Role of questions in learning
Value of questions
Types of useful questions
Coaching in Action Learning
Formats of coaching sessions
Sample coaching models
Virtual Action Learning
What is successful coaching?

Actions for Progress and Learning in Action Learning
Benefits of taking actions
Criteria for useful actions
SMART actions
Examples of poor actions
Examples of useful actions
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Capturing and Spreading Learning in Action Learning
Learning in Action Learning
Poor examples of learning?
Good examples of learning?
Structuring learning into programs
Capturing the learning
Spreading the learning

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Developing Action Learning Programs

Approaches to Developing Action Learning Programs
General preparation
Preparation for single-project programs
Program success factors
Process success factors
Pitfalls to avoid

Choosing Projects in Action Learning Programs
Two broad types of assessments
Formal assessment process
Doing individual assessments
Typically desired results from individual projects
Doing organizational assessments
Typically desired results from organizational projects
What if I choose wrong project?
Identify your program's type of application

Designing an Action Learning Program
Design program structure
Design groups, facilitation and meetings
Decide approach to coaching
Decide approach to management of learning
Decide what materials are needed
Decide what tools are needed

Developing Resources for an Action Learning Program
Verify management support now?
Acculturate Action Learning process
Develop approach to marketing
Fill and equip program roles
Develop materials
Develop tools
Draft program budget
Do pilot test of program?

Training Others About Action Learning
Enroll each group member
Goals of preparatory workshop
Sample workshop agenda
Ongoing coaching development

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Implementing and Evaluating Action Learning Programs
Administering Action Learning Programs
Preparation
Evaluations and troubleshooting
Supporting Action Learning process
Personnel management
Maintaining facilities, materials and tools

Evaluating Action Learning Programs
What is evaluation?
Reasons for evaluations
Tools for evaluations
When to evaluate
Evaluation to verify program process
Evaluating of progress toward project
Evaluating organizational impact
Evaluating impact on individuals
Evaluating quality of program
Evaluating quality of facilitation
Evaluating quality of group

Troubleshooting Action Learning Programs
Symptoms of issues
General guidelines to address issues
"Diagnosing" single-project programs
"Diagnosing" multi-project programs

Future of Action Learning
Suggested Enhancements to Action Learning
Your agreement with us depends on …
Suggestions to expand power and learning
Suggestions to make it easier to use
Suggestions to help more people to use it