



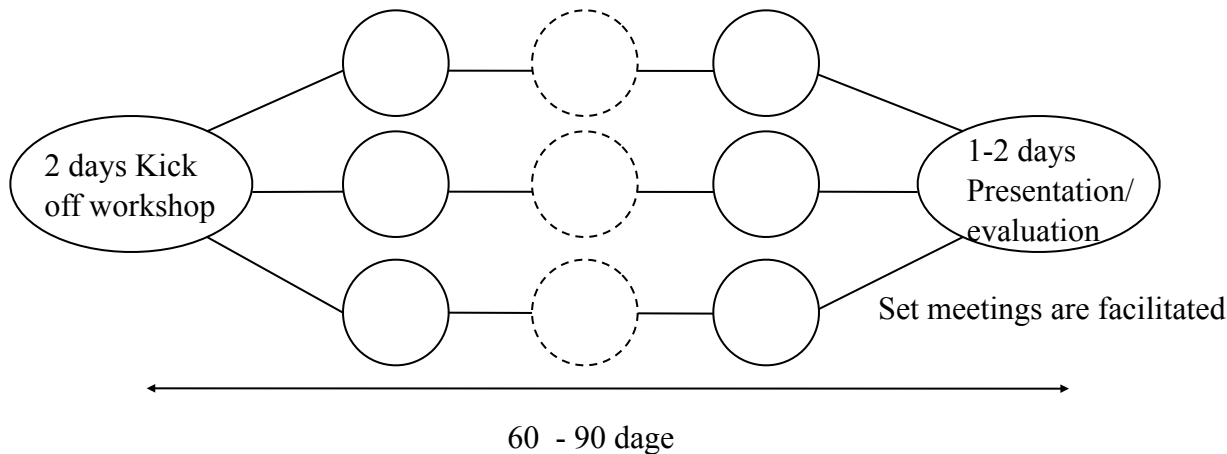
Action Learning Process

Kick off workshop

Presentation of problem to participants

- Depending of type of problem we or others will deliver input P (programmed knowledge) on the subject
- Participants will split in 3 sub-sets of 5

2, 3 or even 4 set meetings depending on the problem (duration 4 H each)



The process will move participant though seven distinct steps

Why, understanding the question or problem

What is the current reality surrounding this problem

How - options what could different scenarios to a solution be

Solution - choice of solution

Plan - How to implement

Implementation (Full or pilot or presentation to top Management)

After action review - reflection and documentation

Participant will be required to maintain a **learning log** during the process. Learning log are submitted to facilitators after each gathering

Introduction to the Sub-set meeting

A brief round where each participant gives a 1 minute update on how they have been since last meeting. This is called the 'check in' and enables both participants and especially the Set-advisors to gauge the 'state' of each participant.

Set-advisor summarises and starts the presentation rounds.

1st participant presents his/her part and the status of the problem solving. This presentation to the Sub-set requires that the participant has thought through how best to state the situation and the issues involved clearly to Sub-set members. Sub-set members are now invited to probe into the issue through skilful questioning. The purpose of the questioning being twofold. To enhance the understanding of the problem for Sub-set members and to raise the awareness level of the presenter to certain issues that might have been overlooked or not taken into consideration.

Once there are no more questions and the presenter has no more to say or ask the set members the Set-advisor concludes the session and passes the word to the next presenter.

The Set-advisor is responsible for time keeping and should allocate so much time for each presenter as to make sure that there is at least 30 min left at the end of the presentations where each participant takes 5 min to summarise the learning for the day.

This summary must include a reflection on where in the 7 step problem solving process they are and what their forward focus will be.