Action learning

for leadership development and cultural change

Bob Dick
This is a brief collection of bite-size pieces on action learning and its use. It covers —

- What is action learning?
- Why is it timely and relevant?
- What could you use it for?
- How would you use it?

These are the questions addressed in this brief document. It ...

- describes one version of action learning, in just enough detail to be implementable
- provides enough context for you to decide how relevant it is for you and your organisation or community
- explains how a program of action learning teams can be used to help people to develop more facilitative leadership, collaboration and decision-making skills
- explains why it works as it does, so that you can fine-tune it to fit your situation.
Action learning is ...

... a way of developing new skills and understanding by working collaboratively on real issues in small teams.

In the version described here, there are three key elements:
- a complex but implementable **project** that is worth doing;
- a small and diverse **project team**; and (at least initially)
- a **facilitator**. There may also be  
  - a mentor and/or coach, to provide guidance, and  
  - a sponsor, with influence, to provide senior support.

The **project** is a task that is complex — there is no obvious best solution. Dealing with it will require effort, flexibility, and probably trial and error. The team will develop valuable skills. It will be achievable, preferably within three or four months. In that way the team will experience a sense of achievement. It will preferably be something that needs doing anyway.

The **project team** — often called a “learning set” — is diverse. This brings a variety of skills and experience to the task. The team will be small, to be more easily self-facilitated. Meetings will then also be more easily organised. In addition, a small team is more likely to realise the need to consult widely. It is important that all members are enthusiastic volunteers. They believe in the task. They are keen to learn relevant facilitation, collaboration and problem-solving skills — leadership skills.

The **facilitator** may be internal or external to the organisation or community. She (or he) will be experienced in facilitation and preferably coaching. In her behaviour she will model the skills of support and collaboration. Her task is to help the team to become self-facilitated within a few meetings. If external, she may be assisted by an internal co-facilitator.
The conditions applying to the project team have an important influence both on project achievement and on the learning of relevant skills by the team. The facilitator therefore has important responsibilities both in negotiating the conditions with the organisation, and helping to set up the project team.

In doing so, she aims to ensure that three conditions are fulfilled. The task is sufficiently complex to present a challenge to the team, but not excessively complex. The team is given enough autonomy that they take on the responsibility of meeting the challenge. High support is provided to the team, both by the organisation and by the team members to each other.

Take a moment to reflect. Are there projects in your organisation or community that it would be great to do? If so, might a small project team be a suitable way of achieving them?

At the same time, would it benefit your organisation or community if there were more collaboration and leadership? Would it be useful to build within the organisation or community the skills of problem solving and decision making?

Suppose it were possible to develop those skills by working on a worthwhile project. Would that be of interest? If so, read on ...

You might identify a number of projects. For each, you might initiate an action learning team. You might coordinate the work of the teams within an action learning program. In doing so, you would have the opportunity to begin to improve the culture and climate of the organisation or community.

This document is to help you to do that.

This takes place against the background of a fast-changing world.
The world is changing

In the last half century the pace of change has begun to change the world. With those changes, organisations and communities, and families, are changing too.

We are a small-tribe species. Earlier in our history we lived and worked in small bands. Now we build large organisations and communities.

Probably developing concurrently with agriculture, these organisations exhibited two important features. One feature was hierarchy — some people controlled others. The other was specialisation. People with similar responsibilities were grouped, allowing easier supervision and control. The result was the traditional triangular shape that many organisation charts still depict.

In relatively stable times, despite some disadvantages, these structures were immensely successful. They allowed us to combine our effort and expertise to achieve massive tasks. They helped to account for much of what Western civilisation was able to become.

As a result technology has blossomed. The world has globalised and urbanised. Demographics are changing, with birthrates decreasing and people living longer. Under these influences the pace of change has increased — to the point that traditional hierarchical organisations no longer have the flexibility to cope. For survival, organisational structures have had to change from deep hierarchies with functional specialisation ... 

... to flattened organisations with more autonomous work teams, and making more use of project teams, committees and meetings.

In turn, that is having profound implications for the culture of the organisation, and for the distribution and style of leadership.
and leadership must change too

New structures are effective only if other changes support them — changes in culture, mindset, and the distribution and style of leadership.

Leadership is key. Effective leadership can guide cultural change, and encourage a more appropriate mindset. The needed leadership changes have two main aspects,

- more distributed leadership, at all levels and functions, and
- a different style of leadership.

**Distributed leadership** is rare in traditional bureaucracies. Decisions are made at the top of the triangle. At other levels, leaders mainly pass on the instructions they receive. Other employees do what they are told, and report upwards. This is not responsive enough in a fast-changing world. What is needed instead is leadership exercised throughout the organisation.

**Shared leadership** results. The roles and responsibilities of team leaders shift. They share more of their leadership with their team members. Instead of merely instructing team members what to do, they involve them in problem solving and decision making. Team members are less often instructed how to do their job. They are instead given more autonomy. The team leader clarifies the desired goals, and the resource constraints. Within those boundaries the team members can decide, collaboratively, how to achieve their goals.

Team members take over many responsibilities previously exercised by their team leader. Within the agreed limits they plan, organise and monitor their work. This requires maturity and skill on their part. If at first they lack these skills, they are helped by their team leader to acquire them. As leadership tasks are delegated the team leader is freed to spend more time managing upwards and outwards.

I previously described an action learning project team. Such a team is a good vehicle for acquiring the relevant skills and attitudes.
Negotiating the program

Beginnings are important. Negotiating the outcomes and the boundaries of a project or program can have a strong influence on what is achieved.

At the outset there are decisions to be made. In particular, a good fit between action learning and the organisation or community reality is valuable. Worth attention are:

- the dual purposes of project and team outcomes;
- the project(s) to be done;
- the constraints on team autonomy;
- project team members; and
- the support provided to the team(s).

Each action learning team can achieve dual purposes — project completion, and relevant skill development for participants. If there are multiple teams, the beginnings of cultural change may also be achieved.

The best projects are needed. Action learning then adds little to project costs. Complex projects provide adequate challenge to teams. Brief projects (or parts) minimise disturbance to the organisation and the team members.

Team autonomy is important. Constraints on that autonomy warrant careful identification before the teams begin. This includes constraints on time and effort.

The best team members are enthusiastic volunteers. Team diversity is important. An opportunity to use facilitative leadership skills in the future is valuable. It provides more useful learning for the participants, and better outcomes for the organisation. Small teams offer advantages in logistics and self-management.

High support for teams enhances both task and skill outcomes. Organisational or community support may consist of some relief from normal duties, adequate resources, and coaching or mentoring help. Support within the team is crucial — we’ll deal with that in more detail shortly.

With these important preliminaries achieved, attention can be given to starting each project team well.
Planning the project team sessions

The aim is for each project team member to learn desirable skills while planning and implementing a worthwhile and successful project.

Frequent short sessions are likely to be more effective than longer but infrequent sessions. Short sessions are less disruptive of normal work. With frequent sessions it is easier to sustain momentum and to monitor progress effectively.

Within any project, it is likely that most of the actions happen between sessions. The purpose of the actual sessions is to plan and review the actions, and to learn from doing so. They need be no longer than required for that and a process review.

The between-session actions produce the change. Some of the time they may consist of research into organisational or community reality. Often they will comprise consultation with other stakeholders and reaching agreement on what changes in behaviour will occur.

Consultation with other stakeholders is often a crucial activity. Project team members are likely to be strongly committed to their project. One of their tasks is to ensure that all other stakeholders are consulted and involved. Otherwise, actions taken may encounter resistance or sabotage.

After the very early sessions, most sessions will consist of four components: • a report from each member on what she has done since the previous session; • planning what to do between this session and the next; • near the end of the session, reviewing the commitments to action that each team member has given; and finally • reviewing the process — how well the team members worked together on their tasks.

The early sessions, and especially the first session, are to help team members acquire the necessary understanding and skills for the later sessions to achieve their purpose.
The first three sessions

In the approach described here, the first three sessions (or thereabouts) prepare the project team to become self-facilitated, thus learning process skills.

Many action learning teams are intensely facilitated throughout their life by a trained facilitator. The approach described here is different. Here, an experienced person external to the project team provides facilitation only in the early sessions.

The aim is for the project team to become self-facilitated as soon as they are willing and able. This is how they learn facilitative leadership, problem solving and decision making. The external facilitator models facilitative leadership while she prepares the team members to take responsibility for managing their own process.

This resembles the team structure that organisations increasingly find desirable — where a team leader manages downwards only when necessary. At other times the team is self-managed.

In this approach the first three sessions are as follows ...

First session. The external facilitator provides the facilitation. In an extended session (typically 3 or 3½ hours) she guides the action learning team through a set of activities to prepare them for undertaking self-facilitation. This is described in more detail on the following page.

Second session. The external facilitator acts as a supportive coach. A team member facilitates. The team completes the activities not done in the first session, if any. Otherwise, it begins to work on the project.

Third session. A different team member facilitates. The external facilitator intervenes as little as possible, to demonstrate that the team can manage itself.

The success of this approach depends substantially on the success of the first session. It contains a number of activities to prepare the team for self-management. More detail follows ...
The first session

The first session consists of activities to prepare the team for self-management

This session, 3 to 3½ hours in length, includes five activities:  ■ building a cohesive team;  ■ clarifying project objectives;  ■ identifying project stakeholders;  ■ learning to manage its own process; and  ■ clarifying individual learning goals. These are followed by a review of the session.

Cohesive team. In this activity, team members begin to move beyond their usual roles. They begin to relate person to person. They share information about what they bring to the team as a real person with relevant experience.

Project objectives. Working together, the team defines the desired outcomes for their project. They do so, for example, by defining how they will recognise success.

Stakeholders. The team lists project stakeholders. These include people who can influence, or will be affected by, the project. People who can contribute relevant information or skills are also identified. This list is kept visible in all further sessions.

Process guidelines. The team is guided through an activity in which they identify two process guidelines. The guidelines help them to pay attention to the way they work, and to improve this from session to session. This list, too, is kept visible during all further sessions. At the end of each session it is used to review how well the team managed their process.

Learning. Most participants in action learning teams report that their personal learning is substantial. In this activity, each team member identifies the skills most relevant to him or her, and to the organisation.

Near the end of the session, a team member volunteers to facilitate the next session. This is planned (see “Second session” for details). Finally, the team uses its process guidelines to review the session.

Some of these activities and the sessions are now described in more detail ...
Building a cohesive team — an activity

The external facilitator guides the team through this activity.

The purpose is for team members to experience each other as real people, and to understand what each can contribute. This enhances team functioning. High levels of disclosure and curiosity increase the effectiveness of the activity. If participants are genuinely willing, activities that legitimise higher self-disclosure can be used.

A. Prepare individually
Each team member works individually, taking notes ...

- Identify three or four times during your life when you were able to overcome substantial challenges.
- From the three or four, choose one that illustrates a skill or talent of value to the action learning team and that they do not yet know about where the challenge was substantial and complex, and it was at least partly through your own efforts and talents that the challenge was overcome.
- Refresh your memory about what happened at the time. Recall: ... when and where was it? ... who was there? ... what happened?

B. Exchange stories of challenges
In the action learning team ...

- Appoint a timekeeper, so that the available time is shared evenly across the group. Decide the order in which you’ll take turns to relate the story of your challenge
- In turn, for each subgroup member ...
  - The person whose turn it is relates the story of the challenge and how it was overcome while other subgroup members listen carefully and with their curiosity fully aroused
  - Other subgroup members then question the person supportively about
    - what (s)he did to overcome the challenge
    - what experience, talents and characteristics allowed her/him to do so, focussing particularly on talents and experience relevant to the team
    - what (s)he learned from the experience about her/himself.

Continue until all team members have told their story and responded to questions.
Developing process guidelines — an activity

The external facilitator guides the team through this activity.

**Developing the guidelines**

1. **Working individually**, think of two of the most effective and enjoyable (and different) groups that you have experienced, at any time, anywhere.
2. Now think of two of the least effective and satisfying (and different) groups that you have experienced, at any time, in any setting.
3. Devise a guideline that, if followed, would help the ineffective and unsatisfying groups to become gradually more like the effective and enjoyable groups.
4. Polish your guideline to be specific and behavioural — specific enough that you can judge easily if the guideline is being observed. It’s often better, though not essential, that it’s **positive** (“Do ...”) rather than negative (“Don’t ...”).
5. **In the whole group** pool your suggested guidelines. **Choose the two** guidelines that you agree would best help you to monitor and improve the way you work.
6. Capture the two on butcher paper. Have them **visible** during every session.

**Using the guidelines**

(A briefer and less formal process can be used, especially when time is short.)

1. At session end, set aside **10 minutes** to review how you are working.
2. **Working individually**, rate how well you think (a) the group and (b) you personally followed the guideline. 10 = perfect; 5 = adequate; 1 = not at all.
3. **Pool** the ratings for the group as a whole. (The individual ratings can remain private, especially early in the life of a group. They are for your personal use.)
4. When there are substantial differences in the ratings, give **evidence** that explains why you gave the rating that you did. Don’t argue for it. Do it tentatively so that you can change your rating without losing face.
5. If everyone agrees on a rating of 9 or 10 for a particular guideline, delete that guideline. (Leave it visible, if you wish, with a line through it.) You will now probably be able to follow it without having to give specific attention to it. If not, it can be reinstated at a later meeting.
6. Develop a **replacement guideline** to substitute for the guideline that you have just removed — what aspect of process would you **now** like to improve?
7. At the start of every session, post the guidelines publicly to remind yourself of them.
Guidelines for team effectiveness

Here are four activities that I have found to make a difference to the effectiveness with which a team manages both task and process. They are in addition to the two process guidelines that the team has decided to attend to. They apply in all sessions.

- **Work to whiteboard or butcher paper**
  For task meetings, record all information publicly on flipchart or butcher paper as the meeting proceeds. Collect working information on one sheet and decisions on another. Everybody then works from the same body of information. Action plans are clearer. Commitments can be more easily checked at the end of the meeting.

- **Separate information collection from decision making**
  First collect and understand the information, preferably without discussion. Then analyse it. (Critique it if that’s useful.) Make the necessary decisions. Agree about who will do what to implement the decisions, and by when. Agree how to monitor progress.

  collect → understand → analyse → decide → implement → monitor

- **Inform rather than persuade**
  Be willing to learn from one another. When speaking, be clear; aim to inform rather than persuade. While listening, put aside your own concerns for the moment. Try to understand, with genuine curiosity, what it is that the speaker is trying to communicate.

- **Manage the process**
  If there are more than two of you, choose a volunteer team member to manage the process. This person can check that the meeting observes the team’s process guidelines and the other process suggestions above. However, all group members continue to pay attention to the process and how effective it is.
The second and third sessions

In the second session the team begins to take responsibility for self-management, with supportive coaching. In the third session the team adopts full control

**Prior to the second session**, the process is negotiated with the team members. This is most often done at the first session, just prior to asking for a volunteer to facilitate the second session. The following set of agreements works well:

- The session begins with a check-in, with team members reporting anything relevant from the time between sessions
- The volunteer facilitates the process. Other team members share responsibility for process and agree to intervene if necessary
- The volunteer ensures the lists of process guidelines and stakeholders are visible to the team at all times
- The external facilitator is there as supportive coach for the volunteer
- Anyone — coach, volunteer or others — can call “time out” at any time. The team will then analyse their process. They will decide if any change is warranted.

**In the second session** the facilitator is present as a supportive coach. The team completes any activities incomplete from session 1. They then begin to work on the project. They begin the session with a report on anything of relevance from between sessions. When anyone calls time out they put aside the task temporarily, review their process, and decide what (if anything) to do differently.

The session concludes with a check on any action commitments they have given. They review how well they worked. They agree on a facilitator for the third session.

**In the third session** the team completes any activities incomplete from the first session. They then begin to work on their task. This and all following sessions begin with a report on anything of relevance from between sessions. Participants conclude by checking the action commitments they have given, and reviewing how well they worked. (From this point on, the facilitation rotates among team members.)

We are now ready to develop a full action learning program ...
An action learning program

An action learning program, of multiple projects and project teams, amplifies the results that a single action learning team can accomplish.

Increasingly, organisations face high rates of change. Such organisations benefit from a cultural change that devolves leadership and encourages resilience and flexibility. However, culture is not easily changed. Day to day responsibilities and entrenched attitudes intervene. An action learning project team can become a seed bed for renewal. Within the team, new behaviours, skills and attitudes can be developed. From there, team members can export them to their usual work.

In an action learning program, multiple project teams are set up. Each team plans and implements a separate project. This substantially increases the advantages of both project work and the learning of appropriate skills by the team members.

For the team members, skills for leadership, problem solving and decision making are enhanced. The project teams become the seed bed for the new organisational culture. More devolved leadership, and greater innovation, resilience and flexibility can be achieved. This is likely to be more effective than trying to change the organisational culture by instead working directly within the organisation’s usual structure.

For the organisation, the task then is to be clear about the culture that will support present and future performance. To develop such a culture the organisation can choose appropriate projects. It can select and brief appropriate team members. It can provide support so that outcomes are more likely to be realised.

Program outcomes can be further ensured with some additions to such a program...
Program options

An action learning program consists of multiple projects and teams, chosen to support the organisation’s desired culture. There can be many components.

A single strategy may not yield the outcomes sought. Organisations are too complex to be fully predictable. People may respond in unexpected ways. For an effective program it is fruitful to pursue the desired outcomes by diverse means. Some possibilities are diagrammed here —

The components are described in more detail on the next page.
Possible components

The addition of other components to an action learning program can increase the likelihood of achieving the expected outcomes.

Possible components of an action learning program include ...

**Stakeholders**  People who may be affected by, or can effect, the success of a project. Each project team identifies relevant stakeholders

**Working party**  An external facilitator can be helped by a small, diverse working party to advise on organisational practices and culture

**Co-facilitator**  An internal co-facilitator can assist an external facilitator while learning valuable facilitation skills

**Sponsor**  Each team may have a sponsor: a senior, influential manager who wishes their project to succeed and can obtain resources for it

**Mentor**  Each team may have a mentor, a person with good political and communication skills to provide guidance on political issues

**Coach**  This role is often performed by the external facilitator, who may be best placed to know what skills and guidance are most needed. An internal co-facilitator, if any, may also fill or partly fill the role

**Other teams**  The number of project teams will depend on the availability of projects and of volunteers to work on those projects. The start-up of teams can usefully be staggered. This spreads the load on the facilitator. Also, early teams will learn useful strategies that can then be incorporated into the start-up of subsequent teams.

One of the projects may consist of communicating project outcomes throughout the organisation when this is desirable

The following page is a guide sheet that can be given to each project team member
A process guide for project team participants

**Before** meetings learn as much as you can; help to develop realistic expectations.

**Beginnings.** Before the meeting and at the start ...

**1 Be clear about why you’re there and what has happened**
Very briefly report on actions and events since any previous meeting. Decide on the purpose (overall, and for this meeting). Set an agenda, or follow an agenda already set (perhaps at the end of the previous meeting, or between meetings). Identify what you wish to learn.

**2 Build relationships and community**
Check that everyone knows everyone else. Help people to see the person behind the role. Don’t assume that people who work together know each other well. Develop shared responsibility for success. If possible, for the duration of the meeting, abolish rank and status.

**3 Agree on the way you’ll work together**
Agree on two (or at most three) guidelines you’ll observe to make the meeting productive and enjoyable. Keep these visible. Encourage listening, supportive challenge, and cooperation.

**4 Take into account anyone who isn’t there**
List any “stakeholders” who aren’t there to look after themselves, involve or communicate to them. Keep this list visible. Try to take their legitimate needs and wishes into account.

**Middles.** During most of the rest of the meeting ...

**5 Work to whiteboard or butcher paper**
For task meetings build public information as the meeting proceeds. Collect information and decisions on whiteboard (electronic?) or flip chart, etc. In this way, everybody is working from the same set of information. Record action items (who, what, by when) separately and visibly.

**6 Collect all relevant information before making decisions**
First, give people “thinking time”. Then collect and understand the information, preferably without discussion. Then analyse it (or critique it if that’s useful). Then make the decisions. Then agree about who will do what to implement them. Then agree how to monitor progress.

**7 Inform rather than persuade**
Be willing to learn from one another. When speaking, be clear, and aim to inform rather than persuade. When listening, put aside your own concerns. Try to understand what it is that the speaker is trying to communicate. Be curious about what it’s like for the other person.

**8 Manage the process**
If there are more than two of you, appoint someone to manage the process. This person can check that the meeting observes the guidelines and the other process suggestions above.

**Endings.** Leave time at the end of the meeting to ...

**9 Check action items**
Near the end of the meeting, review decisions. Check that everyone knows what they have agreed to do before the next meeting, and what outcomes are expected from the actions.

**10 Review the process**
Set aside a brief time at the end of each meeting to review the process. How well have you followed your guidelines (item 3 above)? As guidelines become unnecessary add new ones.
Where now?

You’ve read, and understood, the elements of setting up an action learning team and an action learning program? Now you would like to go further? Here are some possibilities

Each year Bob Dick facilitates a two-day action learning workshop. It covers the theory and practice of action learning. Participants are able to practise being a facilitator or a team member within an action learning team. In 2016 the workshop is on 15-16 September at Walkabout Creek in Brisbane’s western suburbs.


On the web there is a document that explores the same approach to action learning at greater length. In greater detail it describes the design of an action learning program and the setting up of an action learning project team.


Much of the consultancy work Bob Dick does consists of using action learning within organisations. Goals, negotiated with the organisation, typically include cultural change, leadership development, resilience, and the development of skills relevant to a fast-changing world. For possible consulting projects and contact details see http://www.aral.com.au/bdcons.html
Action learning is a project-based method in which a facilitator helps a small project team to acquire relevant leadership and collaboration skills by working on real and important issues in real time.

Bob Dick is an experienced consultant. For 45 years he has been using action research and action learning to assist individuals, organisations and communities to improve their functioning and satisfaction.

This document describes the minimal understanding you need to set up action learning project teams, and action learning programs consisting of multiple projects and teams. In a series of bite-sized concepts and practices, it shows how action learning can be a vehicle for developing the skills and attitudes needed to support more distributed leadership and more collaborative problem solving and decision making.