





1

AIMS

- To Establish a clear understanding of what Action Learning is and its benefits
- To appreciate the history and theoretical foundations that make it so powerful
- To develop the core skills to deliver Action Learning within your organisation



2

OVERVIEW

- **Session 1**
 - Introductions
 - Checking in
 - What would people like to get from the experience?
 - How can we help each other to get the best experience?
 - What is Action Learning?
 - History and Theory
 - Benefits of Action Learning
 - Open questions
 - Core Structure of an Action Learning Set
 - Practice & Reflection
- **Session 2**
 - Listening & Levels of Intervention
 - Single and Double Loop Learning
 - Powerful Questions
 - Practice & Reflection



www.garybuxton.co.uk/ALS

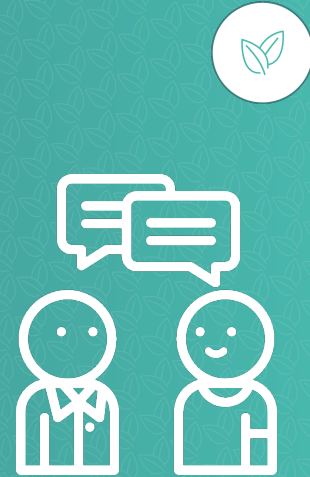
3

SESSION 1

4

INTRODUCTIONS

- Name
- Role
- How long you've been with your organisation
- What previous experience you've had of Action Learning



5

WHAT WOULD YOU LIKE TO GET?


- What do you expect from Gary?
- What do you expect from others?
- What do you expect from yourself?



6

HOW CAN WE HELP EACH OTHER HAVE THE BEST EXPERIENCE?

- iPad Scribbles

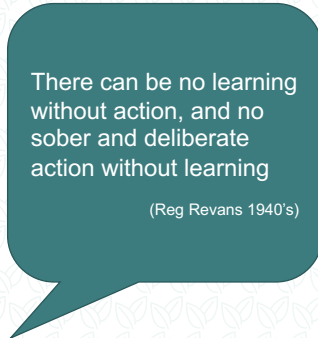



7


ACTION LEARNING IS...

$$L = P + Q$$

L = Learning
P = Programmed Knowledge - deployed by experts
Q = Questioning insight - exercised by leader



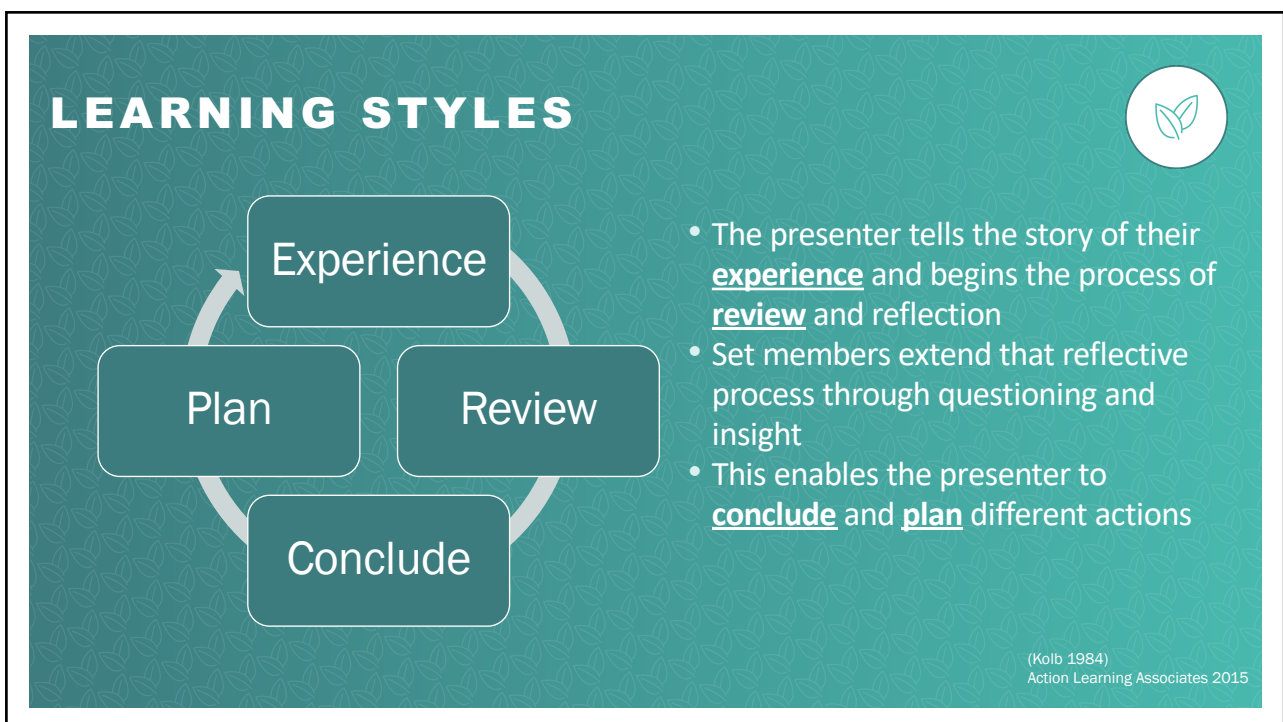
There can be no learning without action, and no sober and deliberate action without learning
(Reg Revans 1940's)



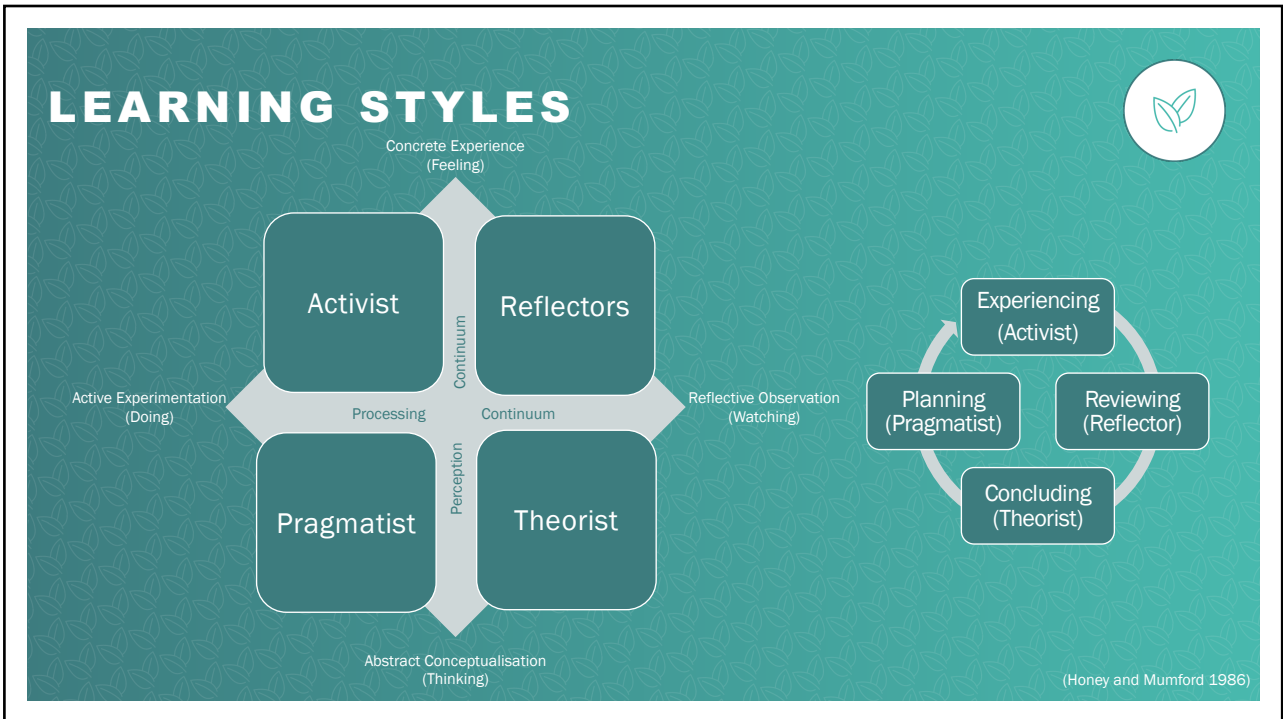
8



9



10



11


BENEFITS OF ACTION LEARNING

- iPad Scribbles

The slide features a teal background with a repeating leaf pattern. In the top right corner, there is a circular logo containing a stylized leaf. The main content includes a bullet point 'iPad Scribbles' followed by an icon of a white iPad tablet. To the right of the iPad icon is an icon of three stylized human figures (two adults and one child) standing on a white upward-trending arrow, symbolizing teamwork and progress.

12

BENEFITS OF ACTION LEARNING




What can action learning offer me?

- a space for individual reflective learning
- an opportunity to solve real work problems
- support and challenge from peers
- the chance to work smarter and be more effective
- creative exploration of the changes you need to make
- a safe environment to explore your strengths and weaknesses
- a place to test your assumptions and learn from good practice elsewhere insight into how others problem solve and achieve different outcomes
- an opportunity to develop new ideas; new ways of thinking and doing
- practice in asking open and insightful questions and developing active listening skills
- improved ability to give and receive feedback
- greater self-awareness from the process and as a result of feedback from peers connections to wider networks
- structured and productive time away from immediate work demands


What can action learning offer my organisation or business?

- a proven form of successful organisational development
- fresh approaches for organisations seeking new directions or facing change
- a chance to put established practice and development under the spotlight
- testing more efficient ways of working
- learning which underpins improved delivery for customers, clients and beneficiaries



Action Learning Associates (2015)

13



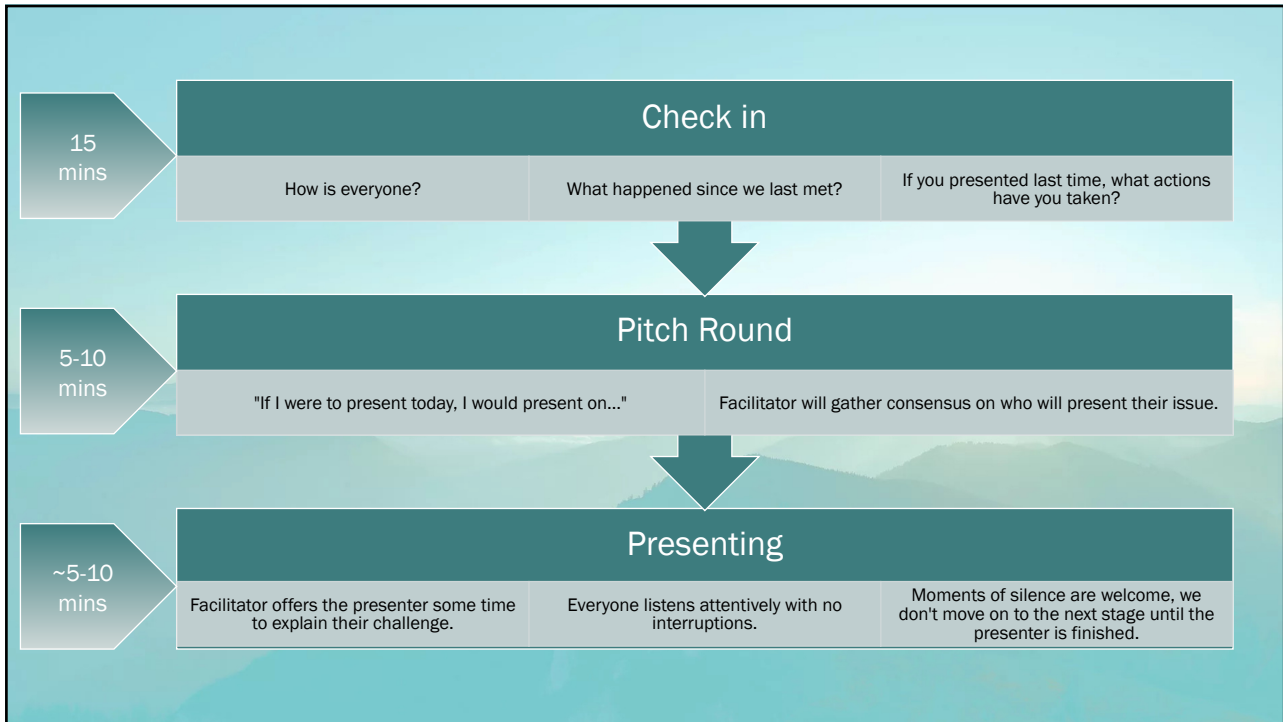
Where...? How...? What...?

Concise: **OPEN QUESTIONS**

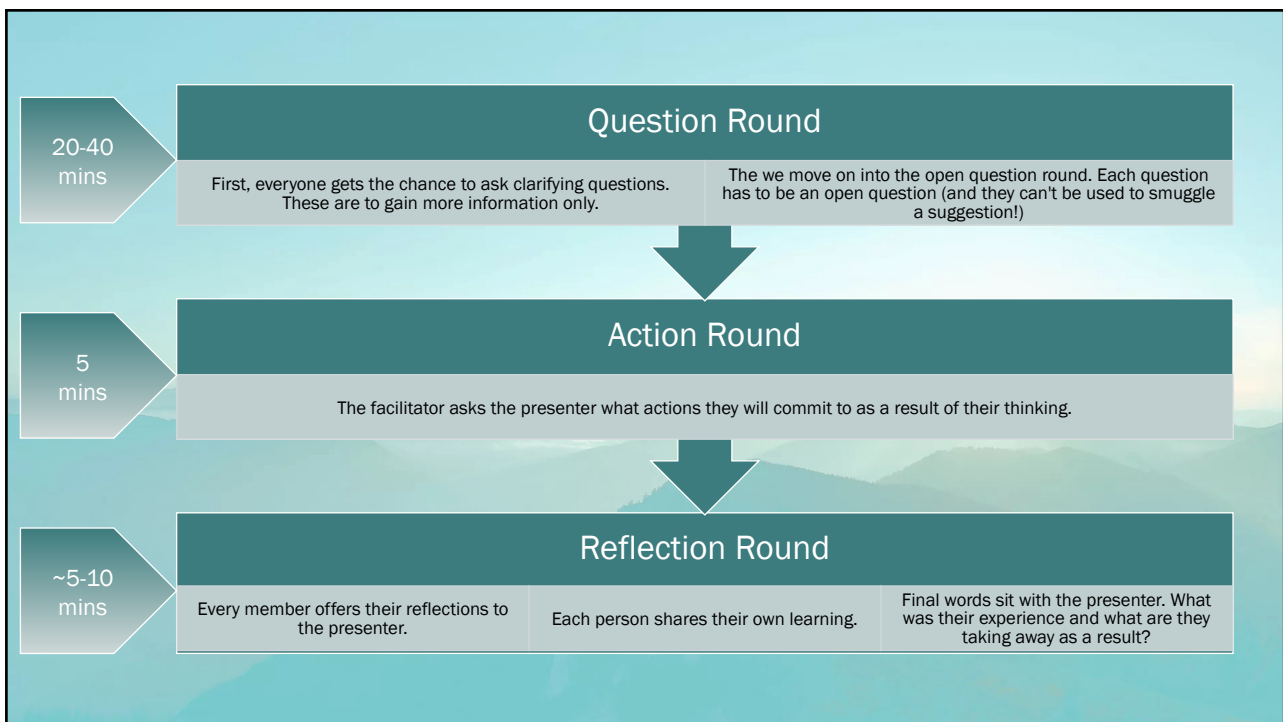
Why...? Who...? When...?

Look out for:
 Do...
 Is/are...
 Would/will...
 Could/can...
 Was/were...
 Have/has...

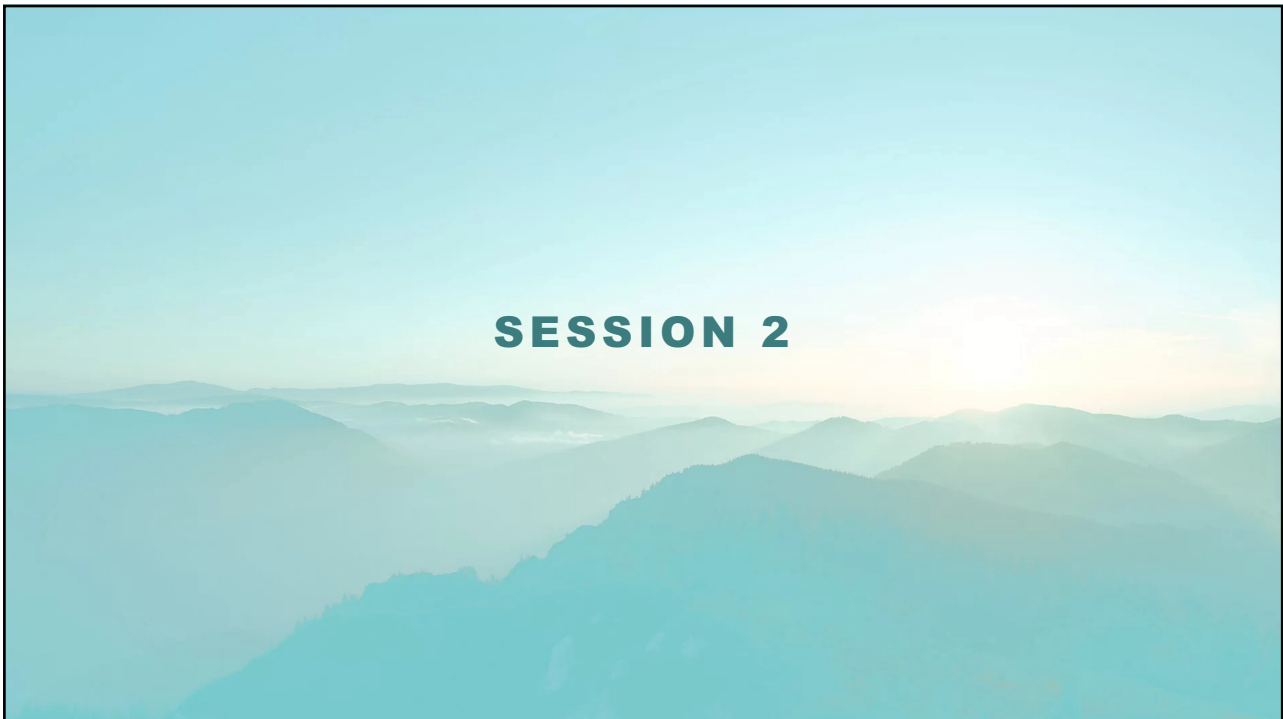
14



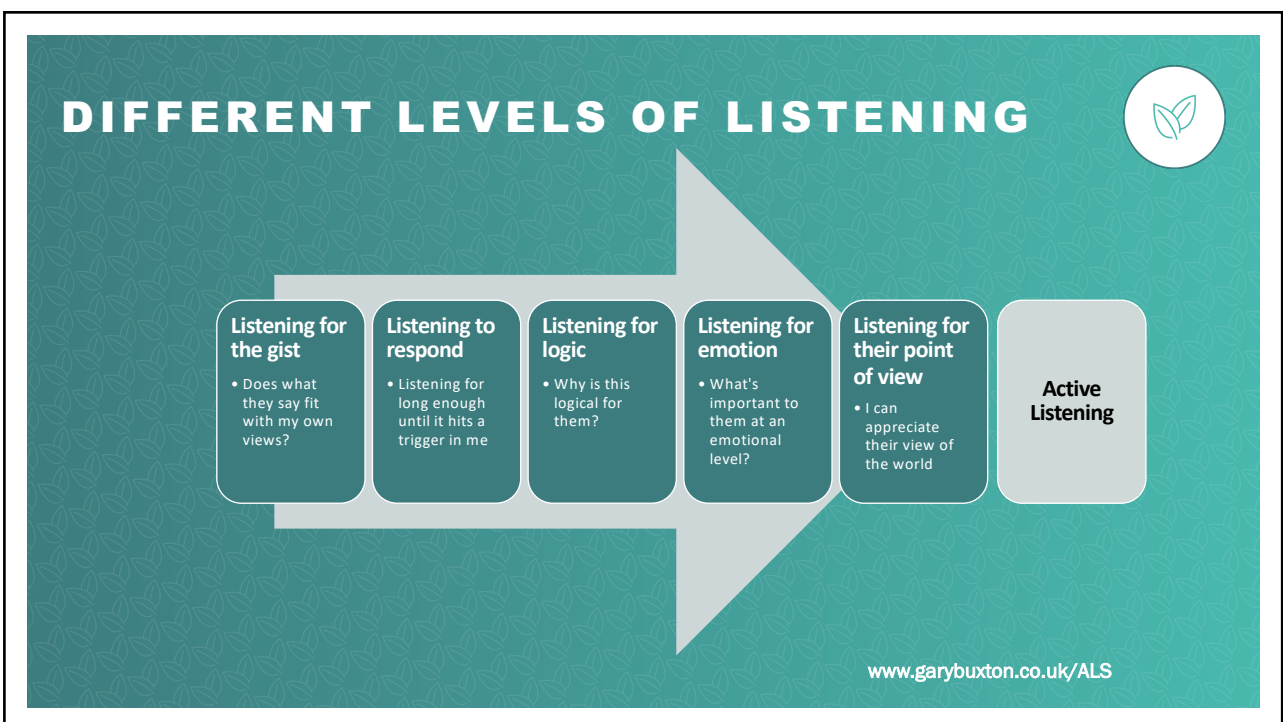
15



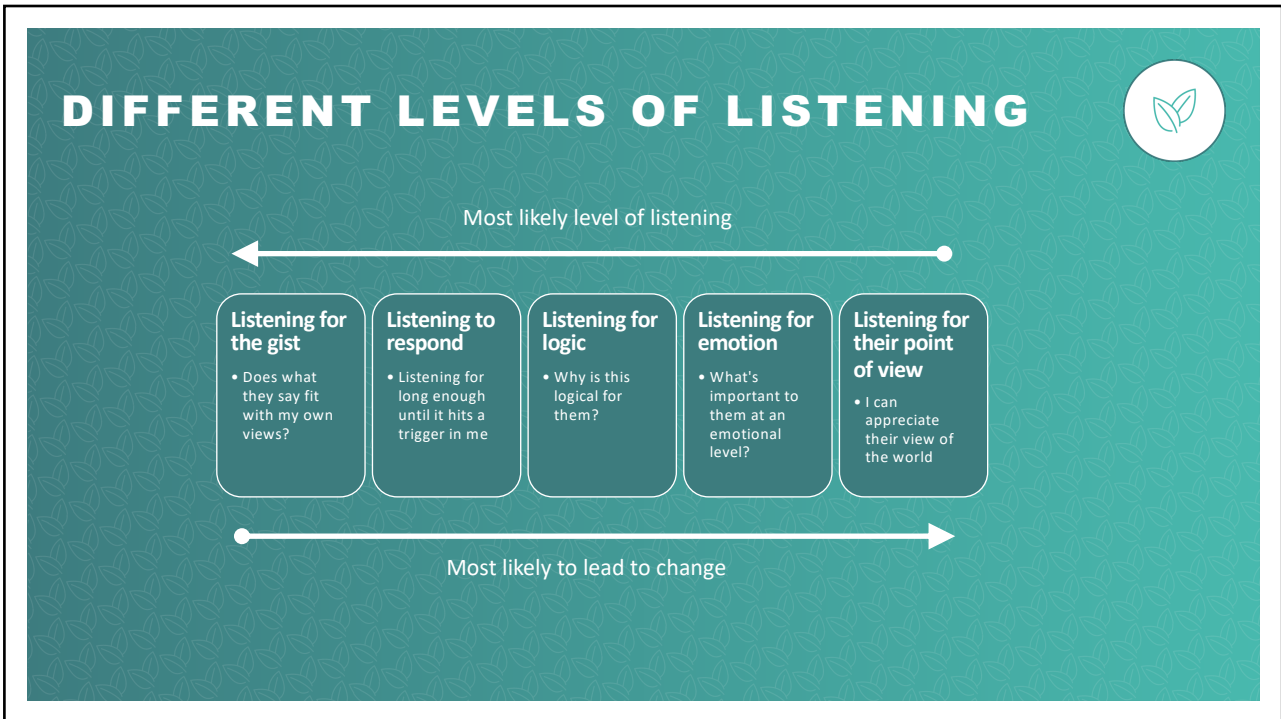
16



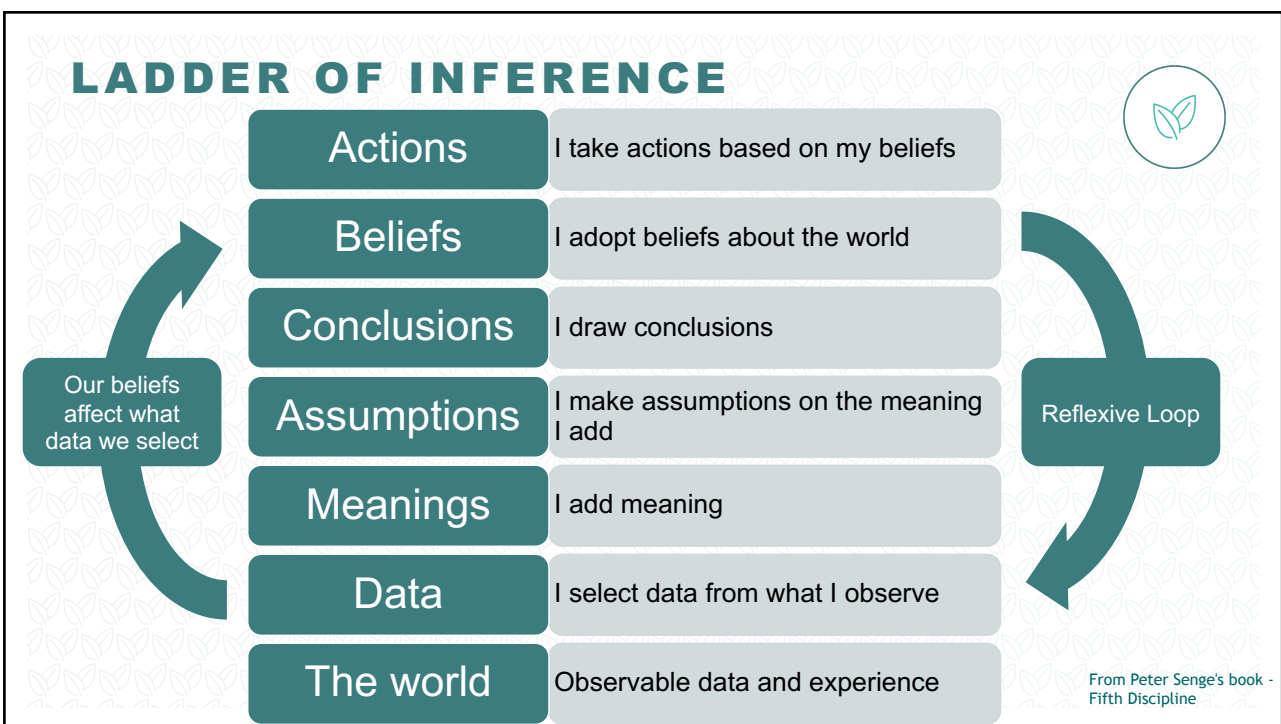
17



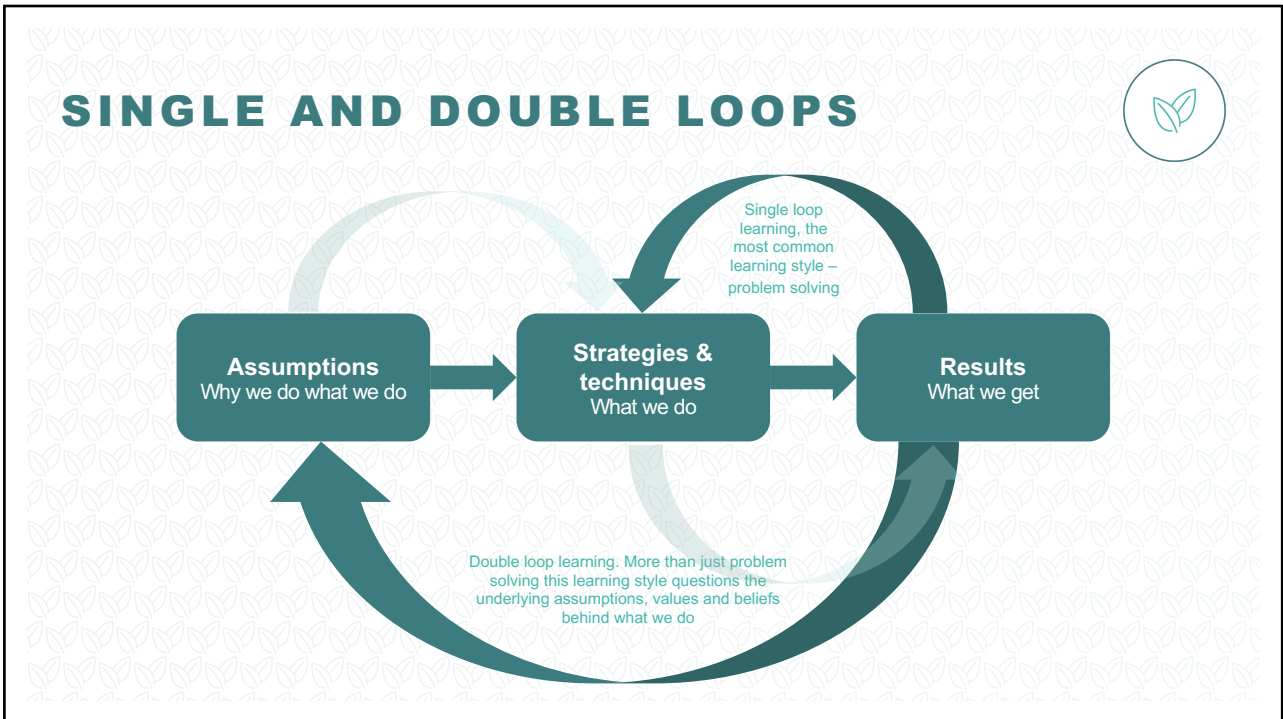
18



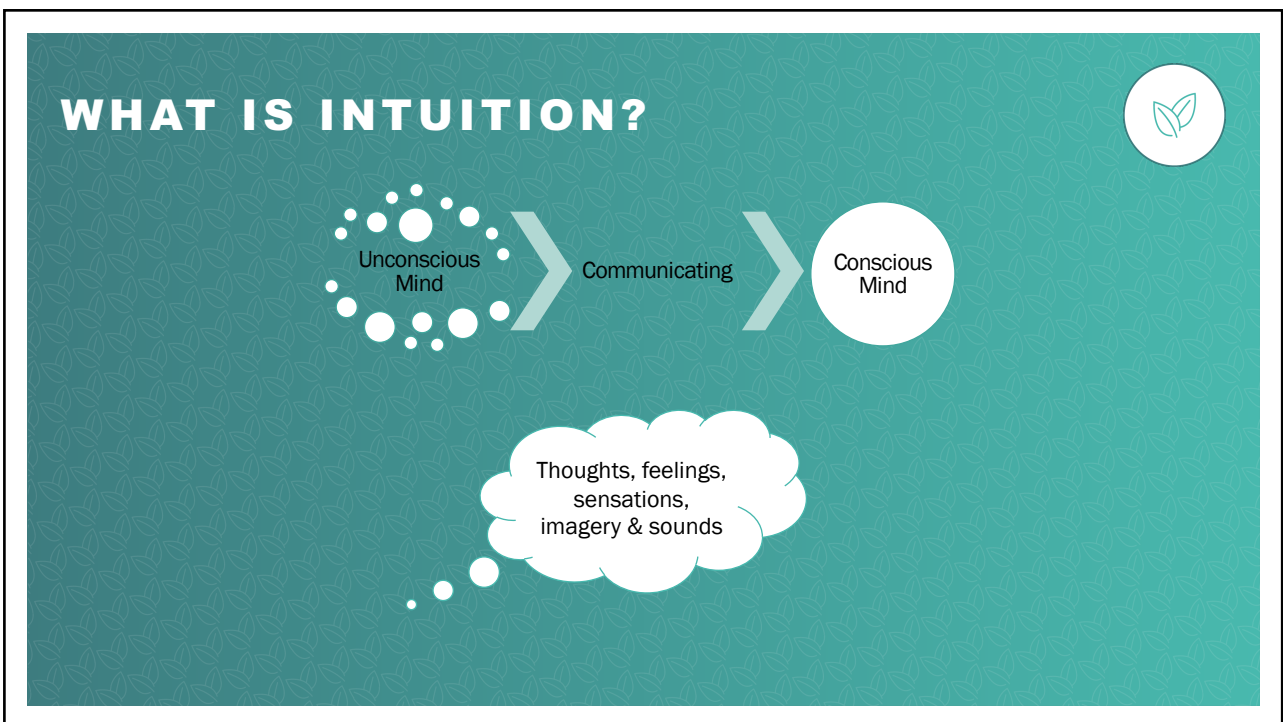
19



20




21



22

POWERFUL QUESTIONS



POWERFUL QUESTIONS

Gary Buxton
Leading Dynamic

Asking open questions can empower. They encourage the other person to do the thinking which can significantly enhance their ability to work autonomously. By introducing more open questioning into your life, you can increase your understanding of the world, other people and address problem solving possibilities.

<p>Anticipation</p> <p>What is possible? What is the goal? What is exciting about this? What are your chances of getting it?</p> <p>Assessment</p> <p>What do you think of it? What do you think is best? How do you feel about it? How do you think about it? What resources?</p> <p>Assumptions</p> <p>What are you assuming here? How have you arrived at this conclusion? What other ways are there to think about this?</p> <p>Beliefs</p> <p>What beliefs do you have about this situation? How do your beliefs affect your reactions? How would you have reacted if you were not so concerned? What does this say about the person you are?</p> <p>Clarification</p> <p>What do you mean? What does it mean that...? What is the part that is not yet clear? What do you want?</p>	<p>Elaboration</p> <p>What do you mean? What would you think, feel or want if...? What other ideas do you have?</p> <p>Empathy</p> <p>How do you think about the situation? How do you think about the people involved? How could you have seen it from their perspective? What do you think that means? How can you assess what feels right?</p> <p>Example</p> <p>What is an example of this? What would that look like? How would you know when that was happening?</p> <p>Exploration</p> <p>What options do you have you not yet considered? What other perspectives can you think of? What other people need? How could you find out more?</p>	<p>Feelings</p> <p>How do you feel about this? Where do you think this is most? When are you feeling this way? How would you want to think about this? How would you like to feel about this?</p> <p>For Instance</p> <p>If you could do this all our night, what would you do? If it had been you, what would you have done? If you were 20 times braver, what would you do?</p> <p>History</p> <p>What caused it? What led up to it? What have you tried so far? How did you get there? What is the plan? What is one small step to get the chance? What support would help you to do this? What will you do? When will you do it?</p> <p>Implementation</p> <p>What is the plan? What is one small step to get the chance? What support would help you to do this? What will you do? When will you do it?</p>	<p>Integration</p> <p>What will you take away from this? What is the lesson here? What is this before your next step? What do you do better now as a result of this? How would you think differently about this situation? What is this situation an you grateful for?</p> <p>Learning</p> <p>What is the thing that happened here? What would you do differently? If you could start over, what would you do? What have other people noticed about this?</p> <p>Options</p> <p>What is possible here? How could you explore more options? Who can help you with this?</p> <p>Outcomes</p> <p>What do you want? What is your desired situation? How will you know when you have achieved it? What would be a success?</p> <p>Prediction</p> <p>What will you think of this 20 years from now? What is the bigger picture of things? How does this align to your values? How would someone else see this? What's the bigger picture here?</p>	<p>Planning</p> <p>What do you plan to do? How will you create a plan? What will you do next and what steps to follow? What are the most important things to focus on? How would you summarise this so far? What were the main things you did from this? How would you capture this in just one sentence? What do you know now, that you didn't know before?</p> <p>Reflection</p> <p>Where will this lead? What do you know will be the outcome from this? What will happen for you if you succeed? How would you feel about this?</p> <p>Resources</p> <p>What do you need to help you do this? What resources are available to you? Who else can help you with this?</p> <p>Substance</p> <p>What's the nub of the issue? What is the most important thing, what would it be if you could only change one thing? What is most important to focus on? What does it mean for you about this? What are the main issues here? What are the main issues here? What are the main issues here?</p> <p>Summary</p> <p>What do you think this is all about? How would you summarise this so far? How would you capture this in just one sentence? What do you know now, that you didn't know before?</p> <p>Taking Action</p> <p>What do you need to do? What will you do? What is the next step? What have you decided that you're going to do?</p>
--	--	--	---	--

Leading Dynamic Ltd | www.garybuxton.co.uk | info@garybuxton.co.uk | 07833 138 084

POWERFUL QUESTIONS

Gary Buxton
Leading Dynamic

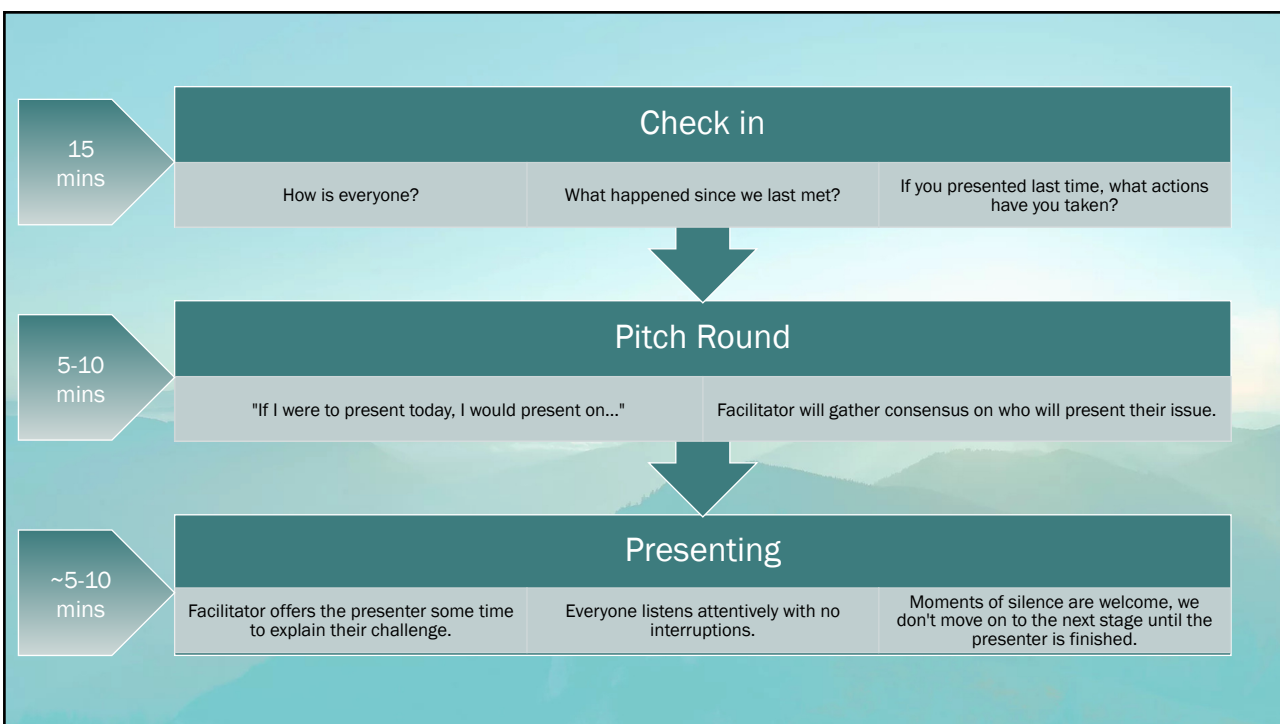
Asking open questions can empower. They encourage the other person to do the thinking which can significantly enhance their ability to work autonomously. By introducing more open questioning into your life, you can increase your understanding of the world, other people and address problem solving possibilities.

<p>Anticipation</p> <p>What is possible? What is the goal? What is exciting about this? What are your chances of getting it?</p> <p>Assessment</p> <p>What do you think of it? What do you think is best? How do you feel about it? How do you think about it? What resources?</p> <p>Assumptions</p> <p>What are you assuming here? How have you arrived at this conclusion? What other ways are there to think about this?</p> <p>Beliefs</p> <p>What beliefs do you have about this situation? How do your beliefs affect your reactions? How would you have reacted if you were not so concerned? What does this say about the person you are?</p> <p>Clarification</p> <p>What do you mean? What does it mean that...? What is the part that is not yet clear? What do you want?</p>	<p>Elaboration</p> <p>What do you mean? What would you think, feel or want if...? What other ideas do you have?</p> <p>Empathy</p> <p>How do you think about the situation? How do you think about the people involved? How could you have seen it from their perspective? What do you think that means? How can you assess what feels right?</p> <p>Example</p> <p>What is an example of this? What would that look like? How would you know when that was happening?</p> <p>Exploration</p> <p>What options do you have you not yet considered? What other perspectives can you think of? What other people need? How could you find out more?</p>	<p>Feelings</p> <p>How do you feel about this? Where do you think this is most? When are you feeling this way? How would you want to think about this? How would you like to feel about this?</p> <p>For Instance</p> <p>If you could do this all our night, what would you do? If it had been you, what would you have done? If you were 20 times braver, what would you do?</p> <p>History</p> <p>What caused it? What led up to it? What have you tried so far? How did you get there? What is the plan? What is one small step to get the chance? What support would help you to do this? What will you do? When will you do it?</p> <p>Implementation</p> <p>What is the plan? What is one small step to get the chance? What support would help you to do this? What will you do? When will you do it?</p>	<p>Integration</p> <p>What will you take away from this? What is the lesson here? What is this before your next step? What do you do better now as a result of this? How would you think differently about this situation? What is this situation an you grateful for?</p> <p>Learning</p> <p>What is the thing that happened here? What would you do differently? If you could start over, what would you do? What have other people noticed about this?</p> <p>Options</p> <p>What is possible here? How could you explore more options? Who can help you with this?</p> <p>Outcomes</p> <p>What do you want? What is your desired situation? How will you know when you have achieved it? What would be a success?</p> <p>Prediction</p> <p>What will you think of this 20 years from now? What is the bigger picture of things? How does this align to your values? How would someone else see this? What's the bigger picture here?</p>	<p>Planning</p> <p>What do you plan to do? How will you create a plan? What will you do next and what steps to follow? What are the most important things to focus on? How would you summarise this so far? What were the main things you did from this? How would you capture this in just one sentence? What do you know now, that you didn't know before?</p> <p>Reflection</p> <p>Where will this lead? What do you know will be the outcome from this? What will happen for you if you succeed? How would you feel about this?</p> <p>Resources</p> <p>What do you need to help you do this? What resources are available to you? Who else can help you with this?</p> <p>Substance</p> <p>What's the nub of the issue? What is the most important thing, what would it be if you could only change one thing? What is most important to focus on? What does it mean for you about this? What are the main issues here? What are the main issues here? What are the main issues here?</p> <p>Summary</p> <p>What do you think this is all about? How would you summarise this so far? How would you capture this in just one sentence? What do you know now, that you didn't know before?</p> <p>Taking Action</p> <p>What do you need to do? What will you do? What is the next step? What have you decided that you're going to do?</p>
--	--	--	---	--

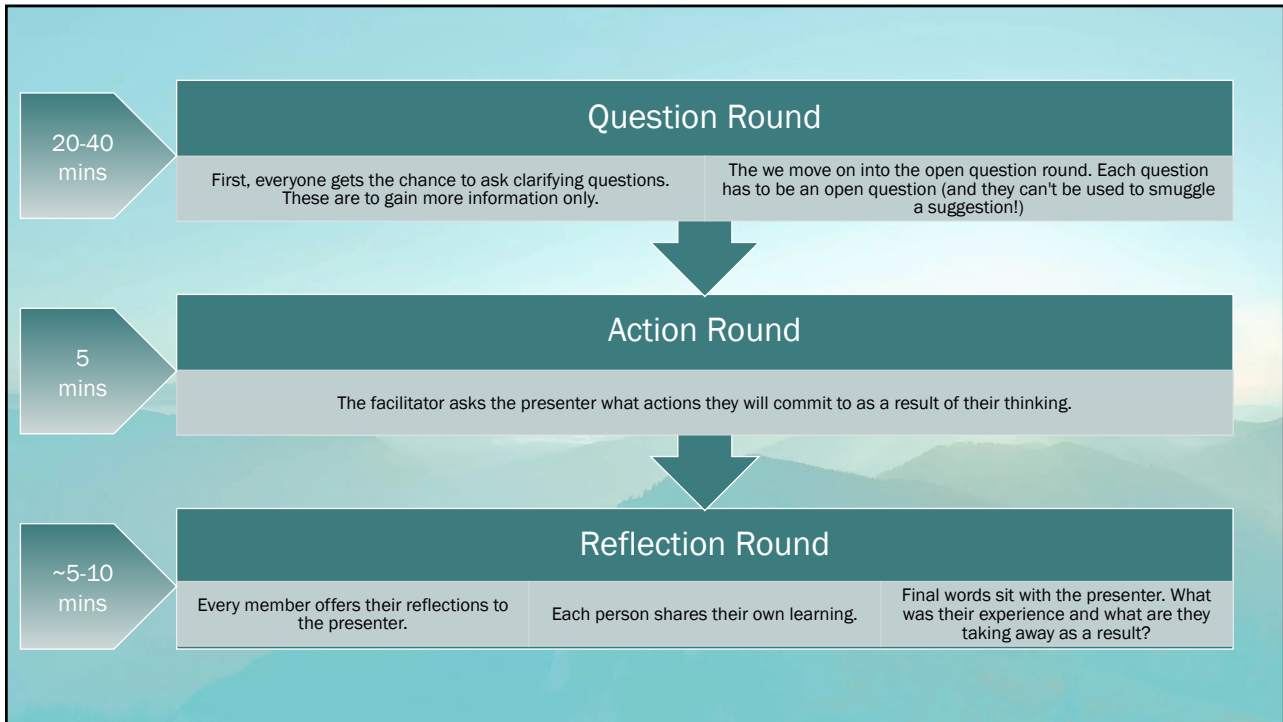
Leading Dynamic Ltd | www.garybuxton.co.uk | info@garybuxton.co.uk | 07833 138 084

www.garybuxton.co.uk/ALS

23



24



25

ALTERNATIVE MODELS

Takeaway Version

If lots of people would like to present, but you don't have enough time, you could:

- Have the Presenter present
- Ask everyone to write down one or two questions
- Pass the questions to the Presenter to takeaway
- Or maybe choose their favourite one or two to answer

Fly On The Wall Version

If the Presenter is very keen on getting some insight from others, you could:

- Ask the presenter to turn their chair around or turn off their camera
- Ask each participant what their thoughts are about what they're noticing.
- Invite them to speculate on which areas might be productive for future questions.
- Ask the presenter to re-join and ask them how they would like the set to focus their questions.
- If the presenter is still keen on insight...

- Ask the presenter to turn their chair around or turn off their camera
- Ask each participant to identify options that the Presenter could consider.
- Avoid instruction: 'Should do or needs to'
- Use terms like: 'Could think about...'

26



A teal graphic with a repeating leaf pattern. It features four large circular icons: a leaf, a compass, a brain, and three people. A smaller leaf icon is in the top right corner. Below the icons, contact information is listed with icons for a globe, a mobile phone, and a Twitter bird.

www.garybuxton.co.uk
07815 138 084
@GaryBuxtonMBE