

# Relevance of **action learning** to current crises

—Bob Dick

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**Global** — Planet A on a painful trajectory

The trajectory you'd prefer

**Local** — (and global?) contribution of action learning?

Insights useful in your part of the world



There's no planet B  
and we're on a trajectory to  
make planet A uninhabitable



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and we're on a trajectory to  
make planet A uninhabitable

The skills and mindsets and  
structures that got us here  
won't take us further



*So what can we do with Planet A?*



Questions to keep in your  
mind as we explore further ...



*How would you prefer your world — family, work, social, national, and so on — to be?*

*How might action learning help you to contribute to achieving that world?*



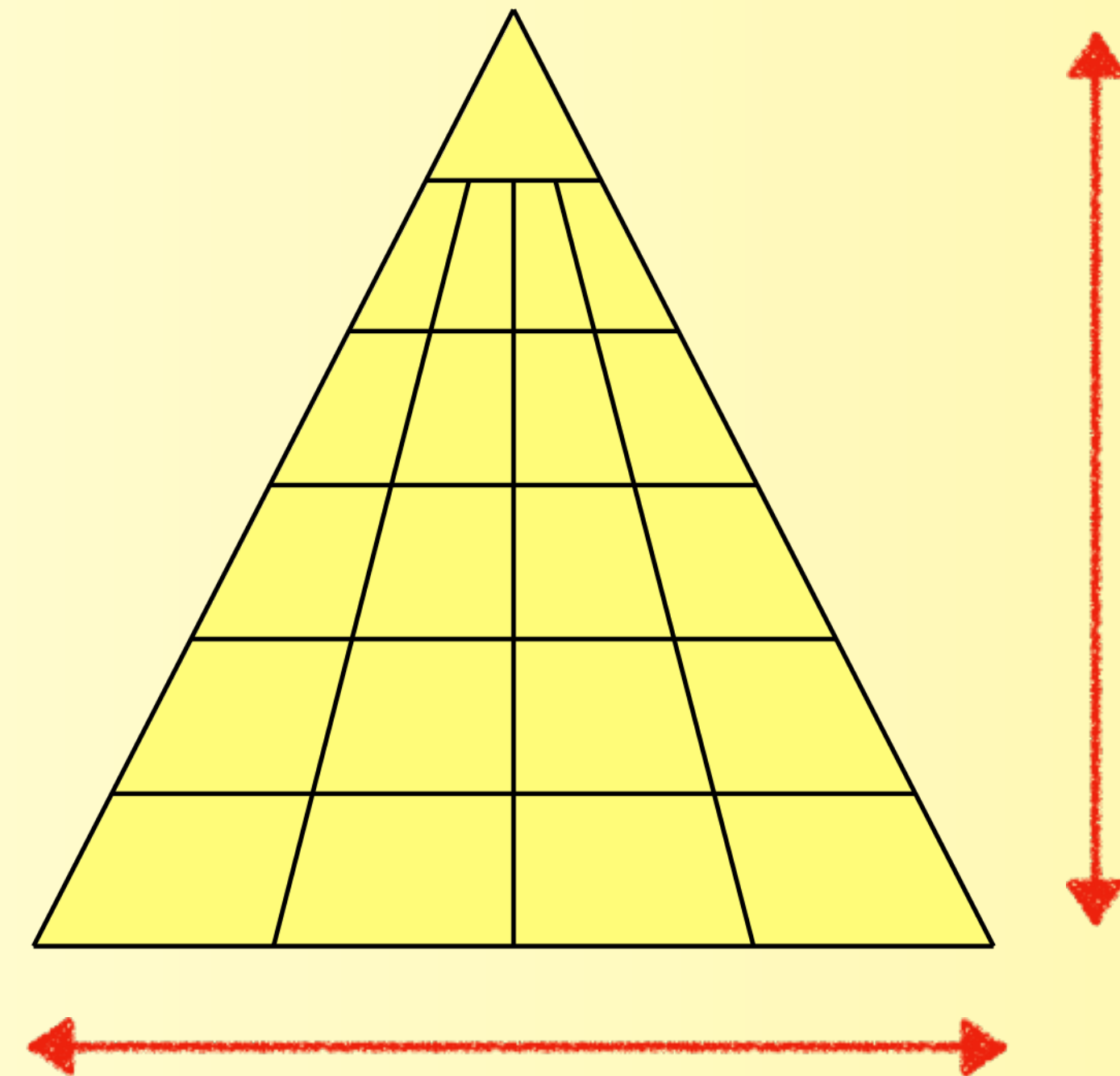


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- rigid hierarchy, and
- high specialisation

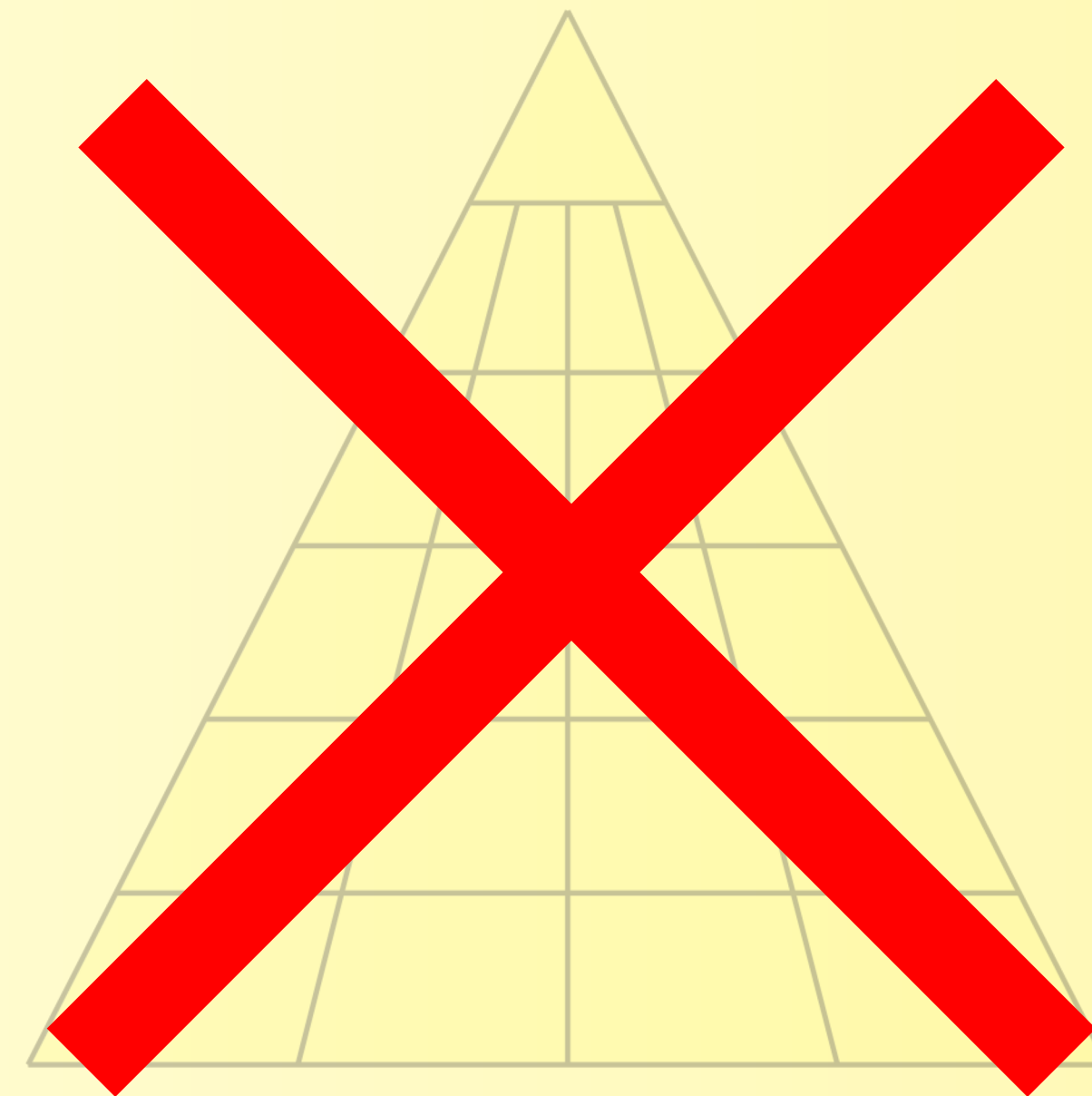
They worked very well ...



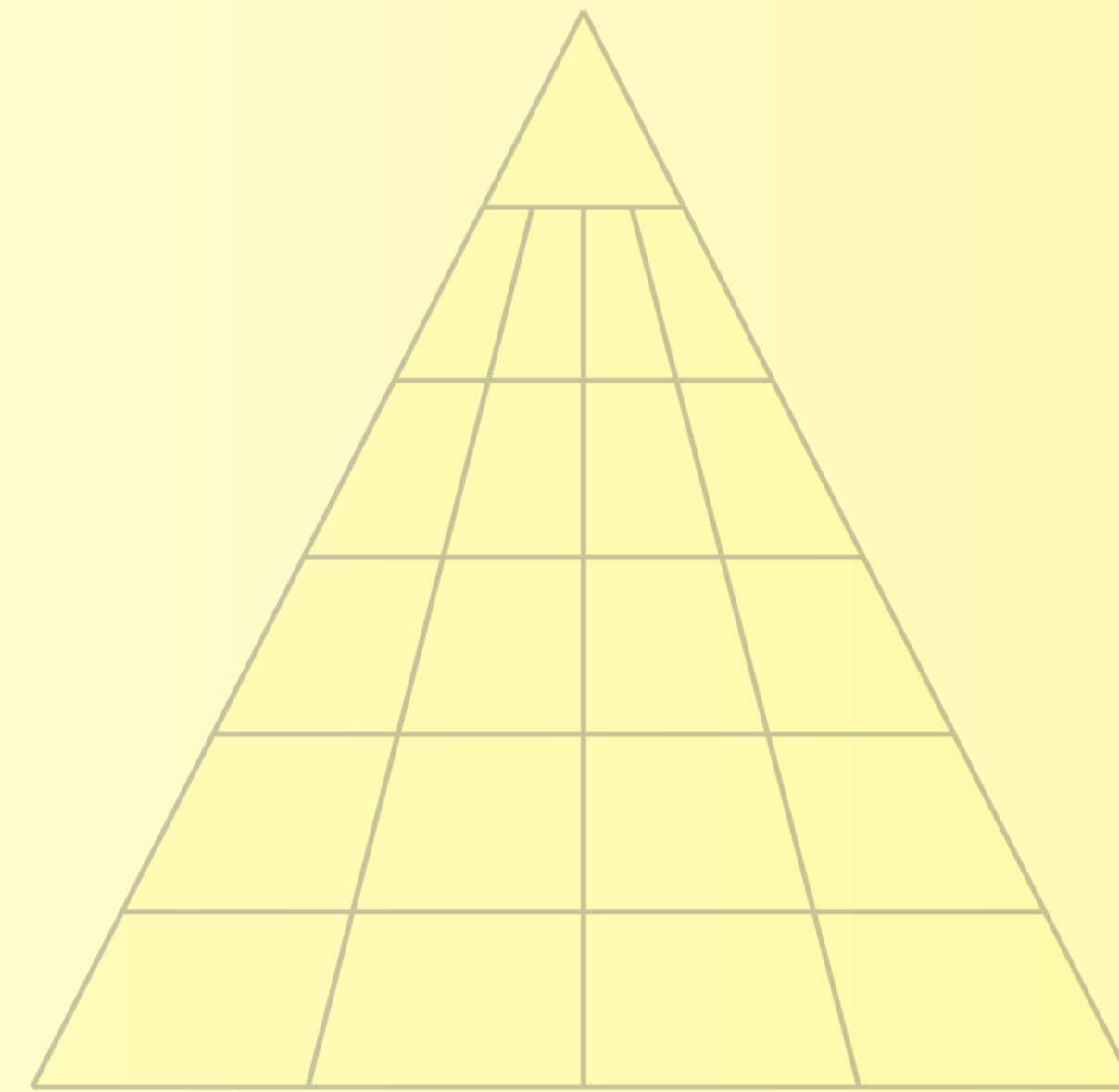
Over thousands of years  
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featuring ...

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They worked very well ...  
**and now they don't**

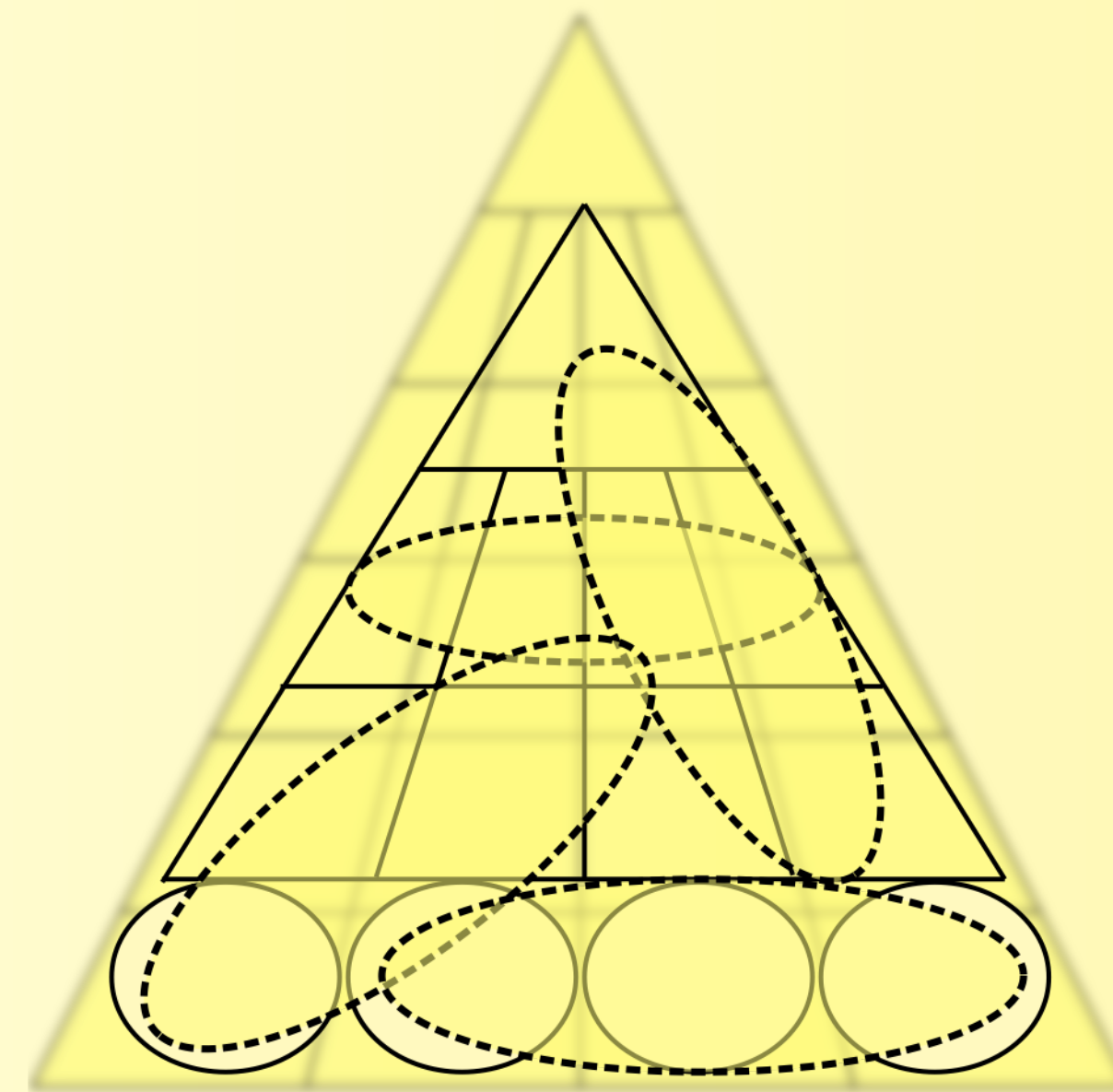


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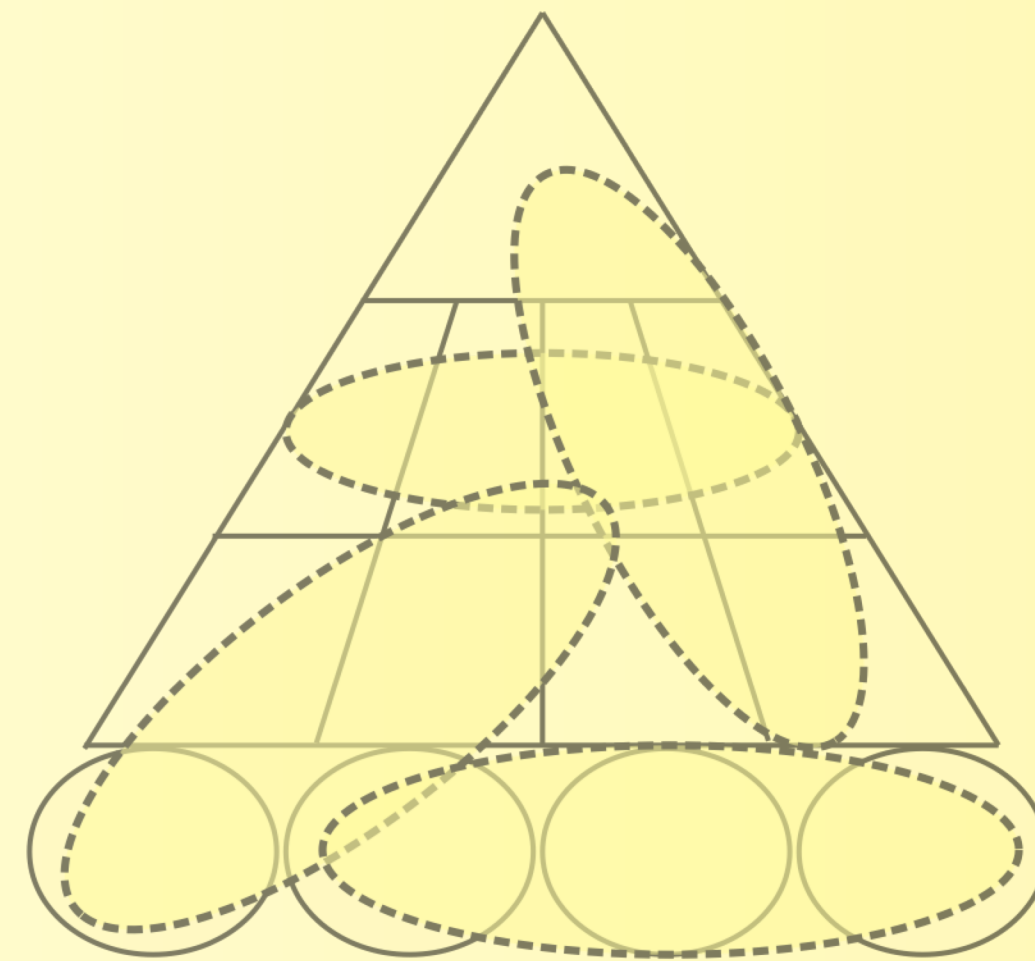
- reduce hierarchy, and
- use more teams and
- working parties.



To restore effectiveness,  
many of our social systems  
introduce variations ...

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- use more teams and
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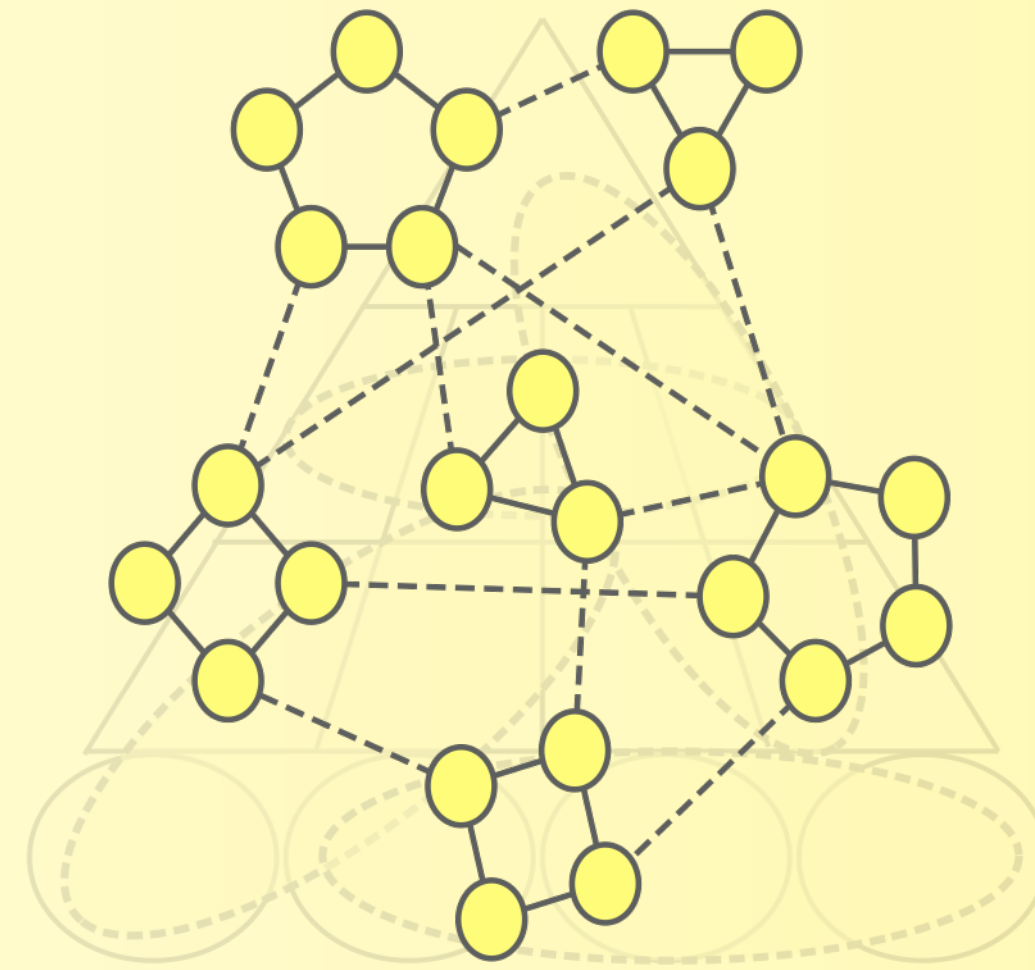
... and sometimes that  
doesn't restore effectiveness.



A smaller number of social systems have changed more dramatically

for example by moving to networked structures

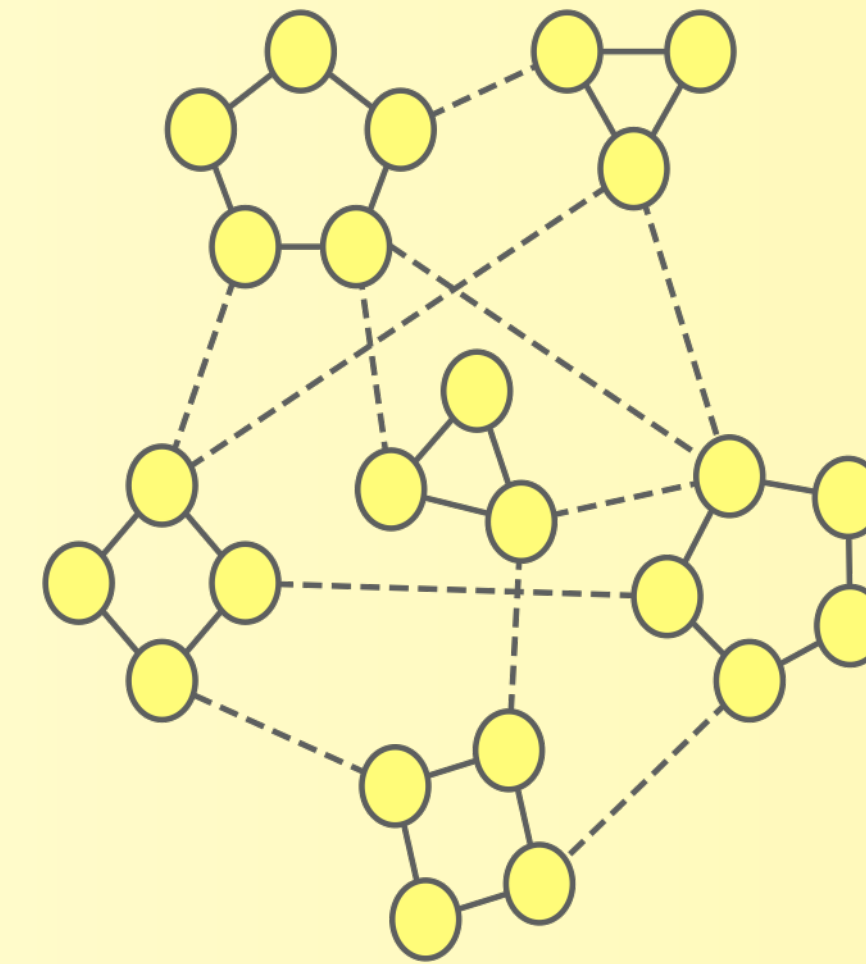
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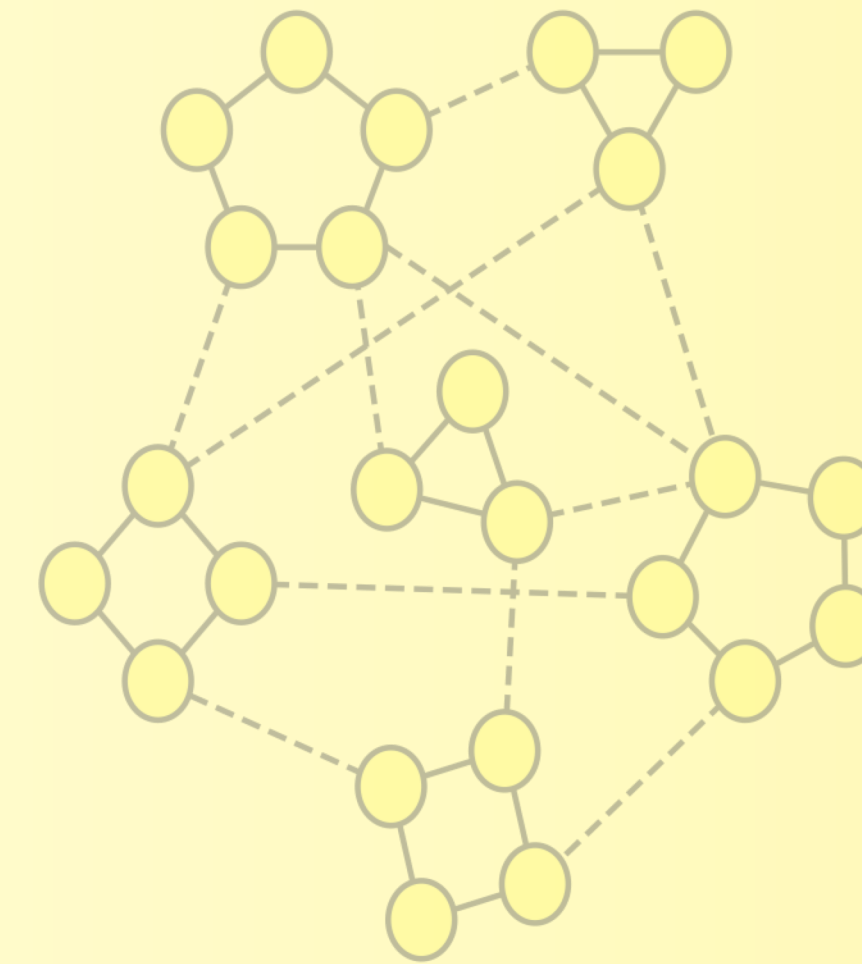
sometimes with dramatic success.



... and then, curiously ...

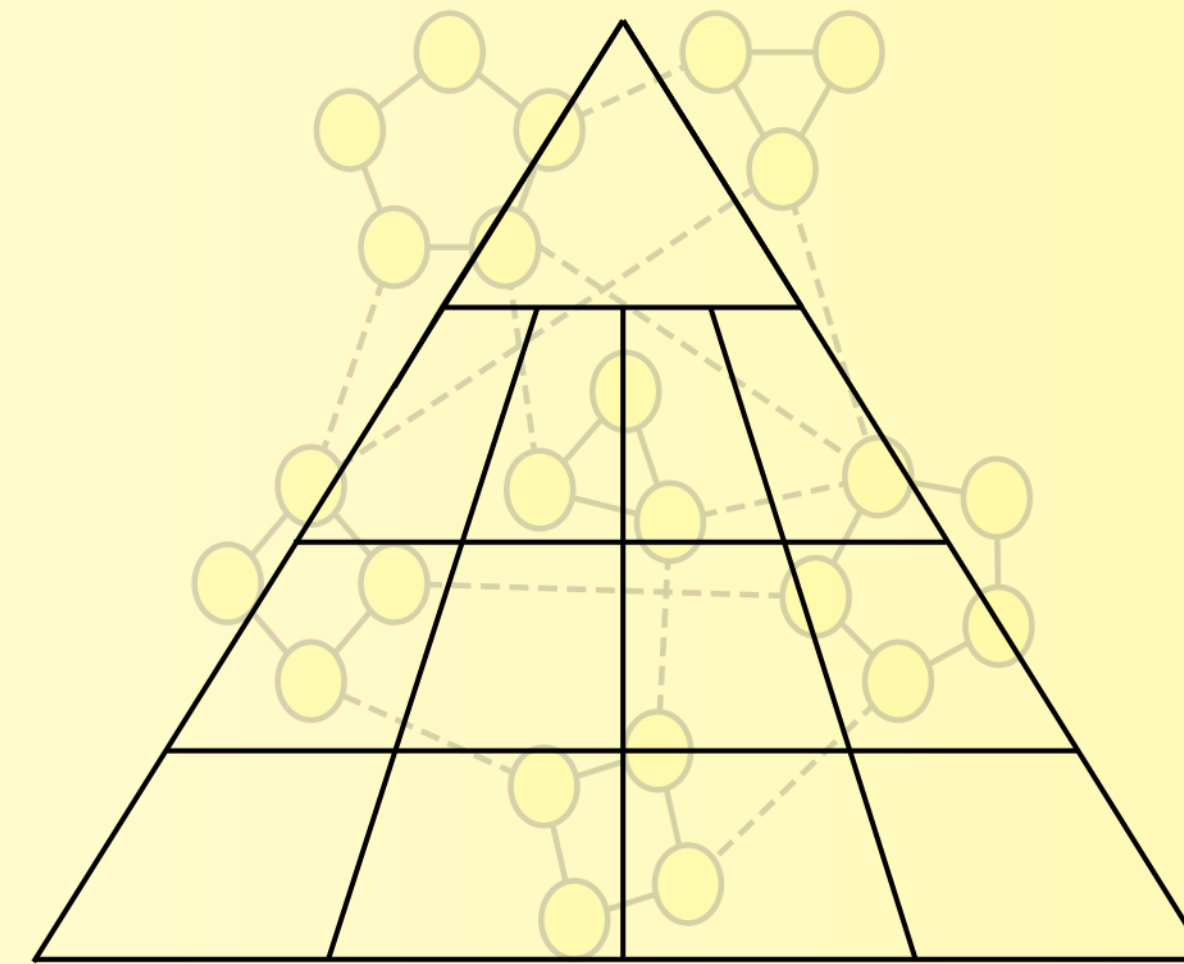


Despite their success, few  
are imitated by their  
competitors !



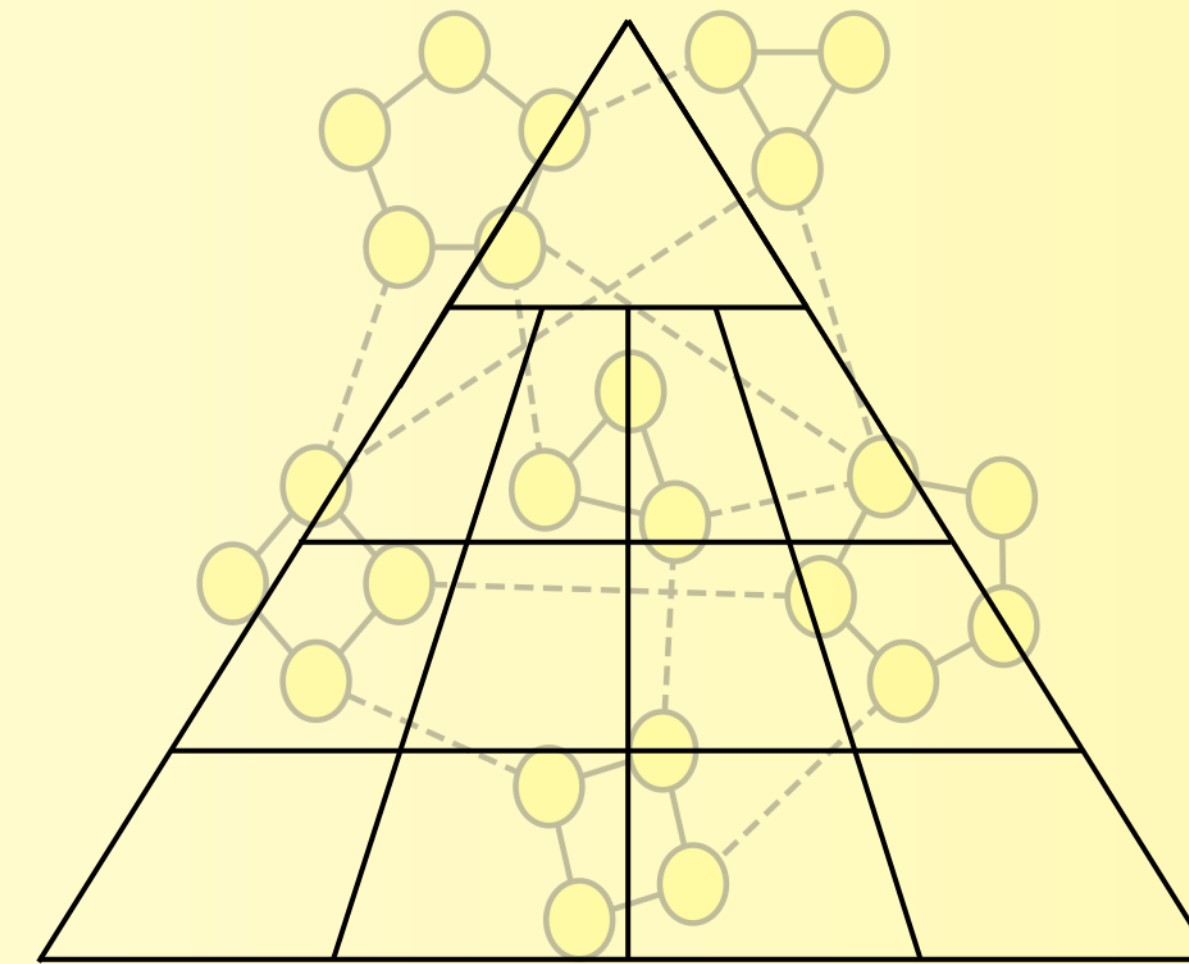
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and some who change may  
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# How can we explain this?



*Individually ...*

Think about the relationships,  
teams and social systems  
that you experience as good

What skills and attitudes and  
structures contribute most?



*In breakout groups ...*

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teams and social systems  
that you experience as good

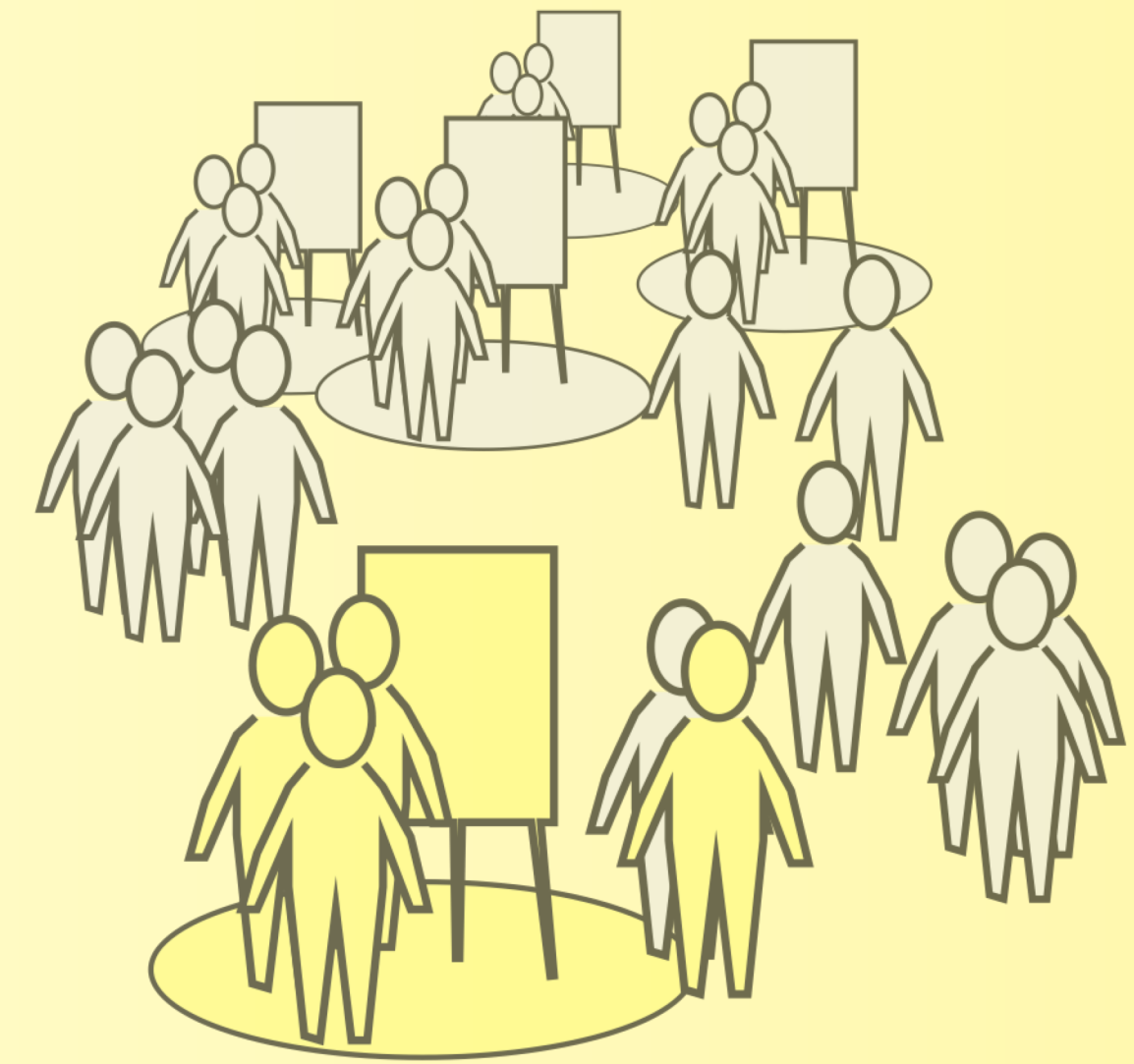
What skills and attitudes and  
structures contribute most?



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I've been exploring  
too-slow change, and  
possible remedies

... including experiments  
with action learning

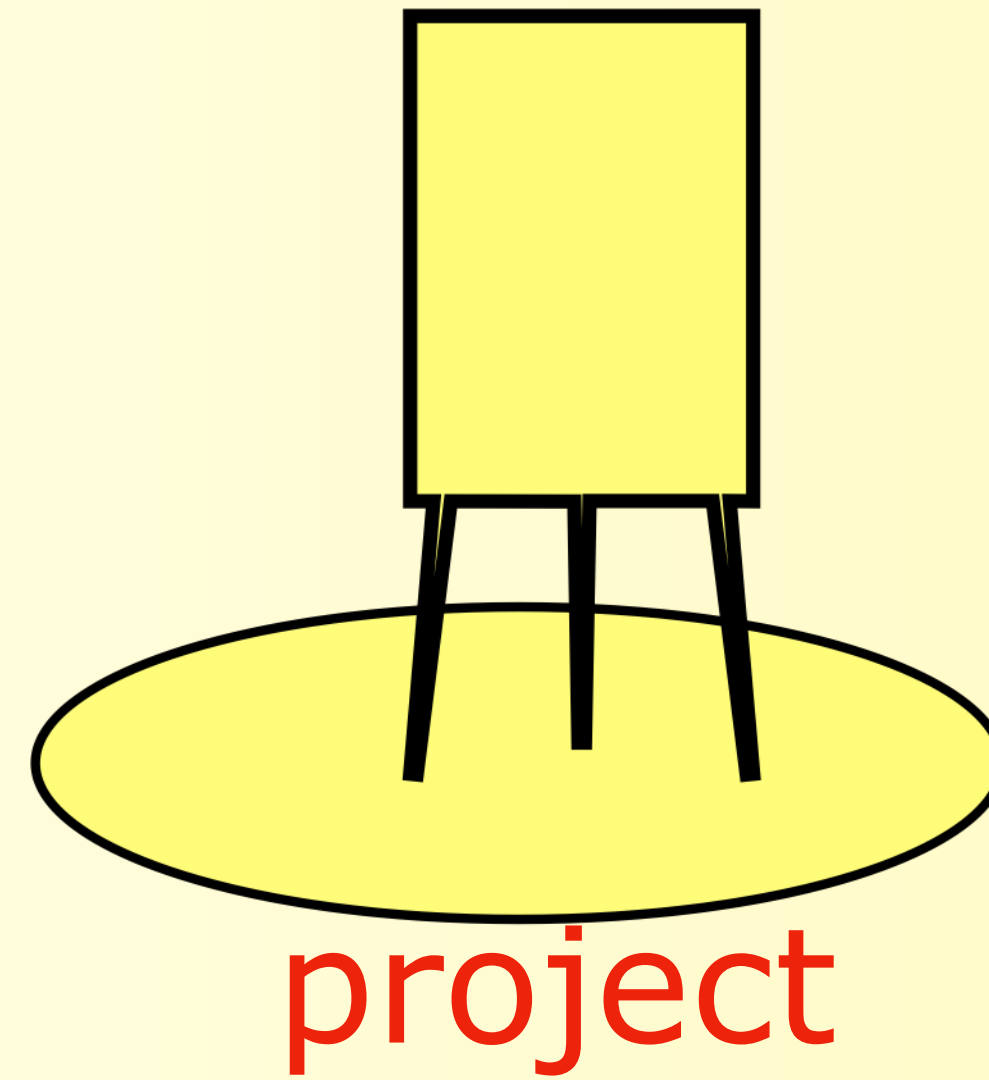


A current interest is versions of action learning that build shared leadership and cultural change ...

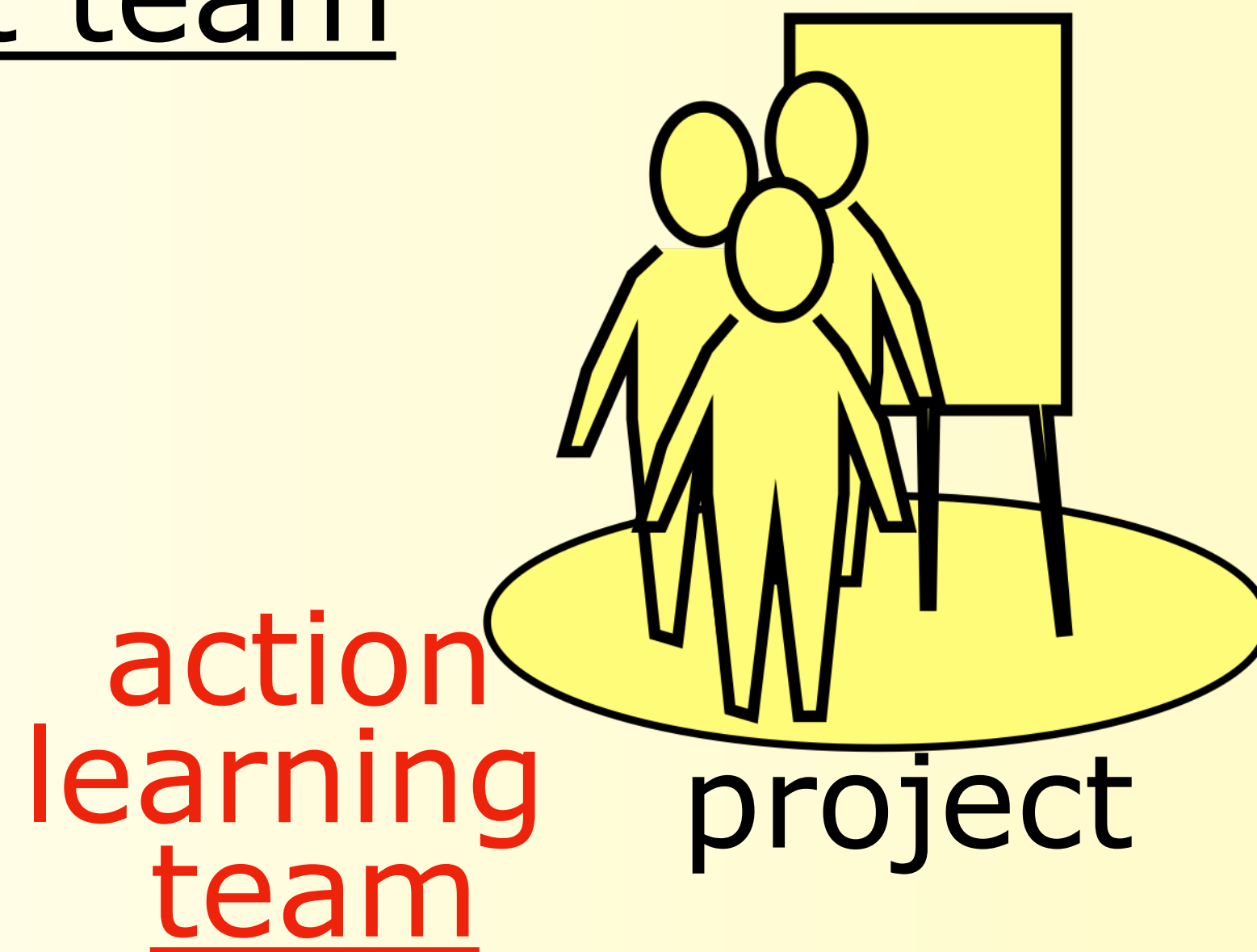


Here's what I do ...

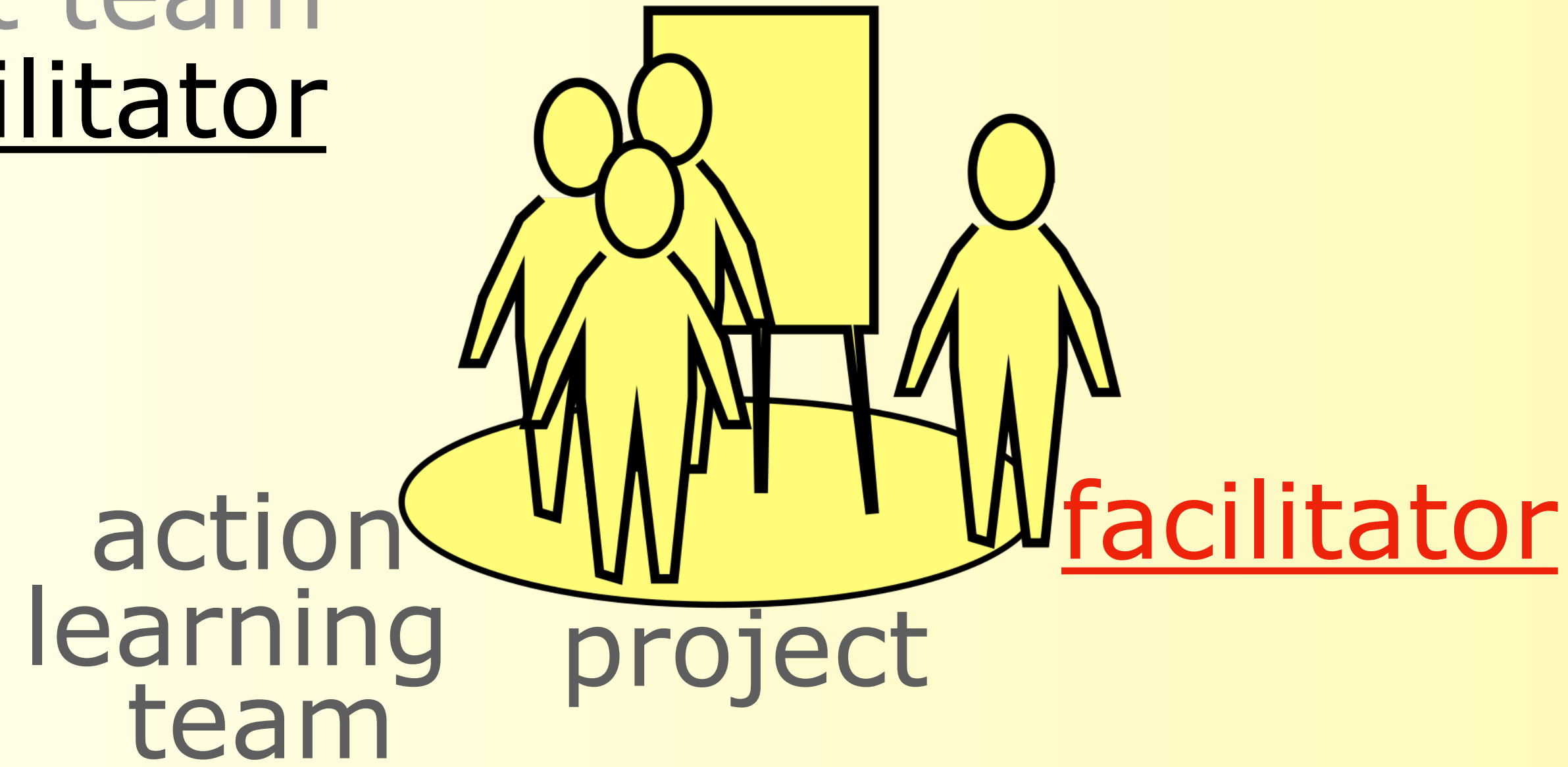
Begin with a project



Begin with a project  
... and project team

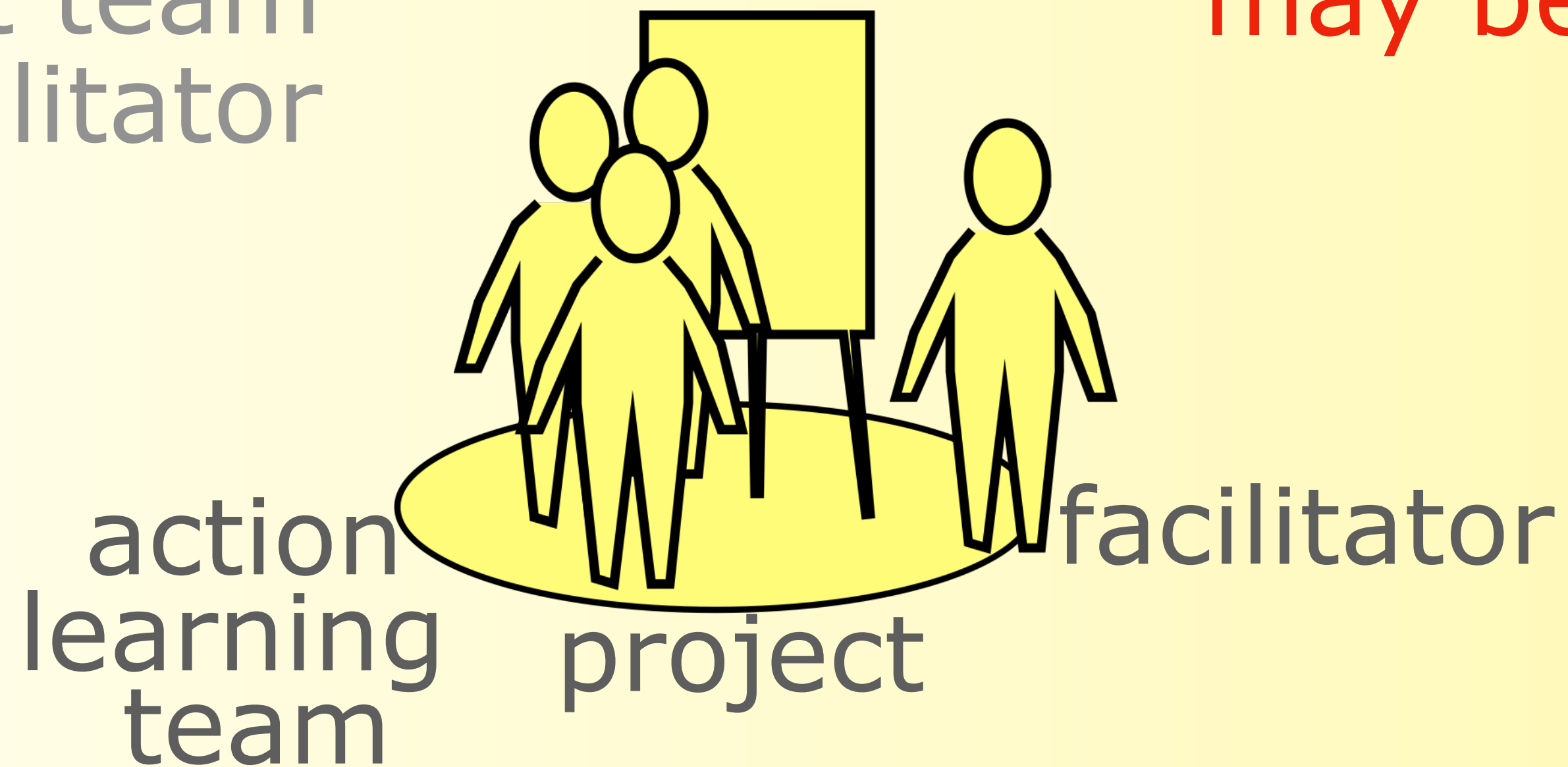


Begin with a project  
... and project team  
... and a facilitator



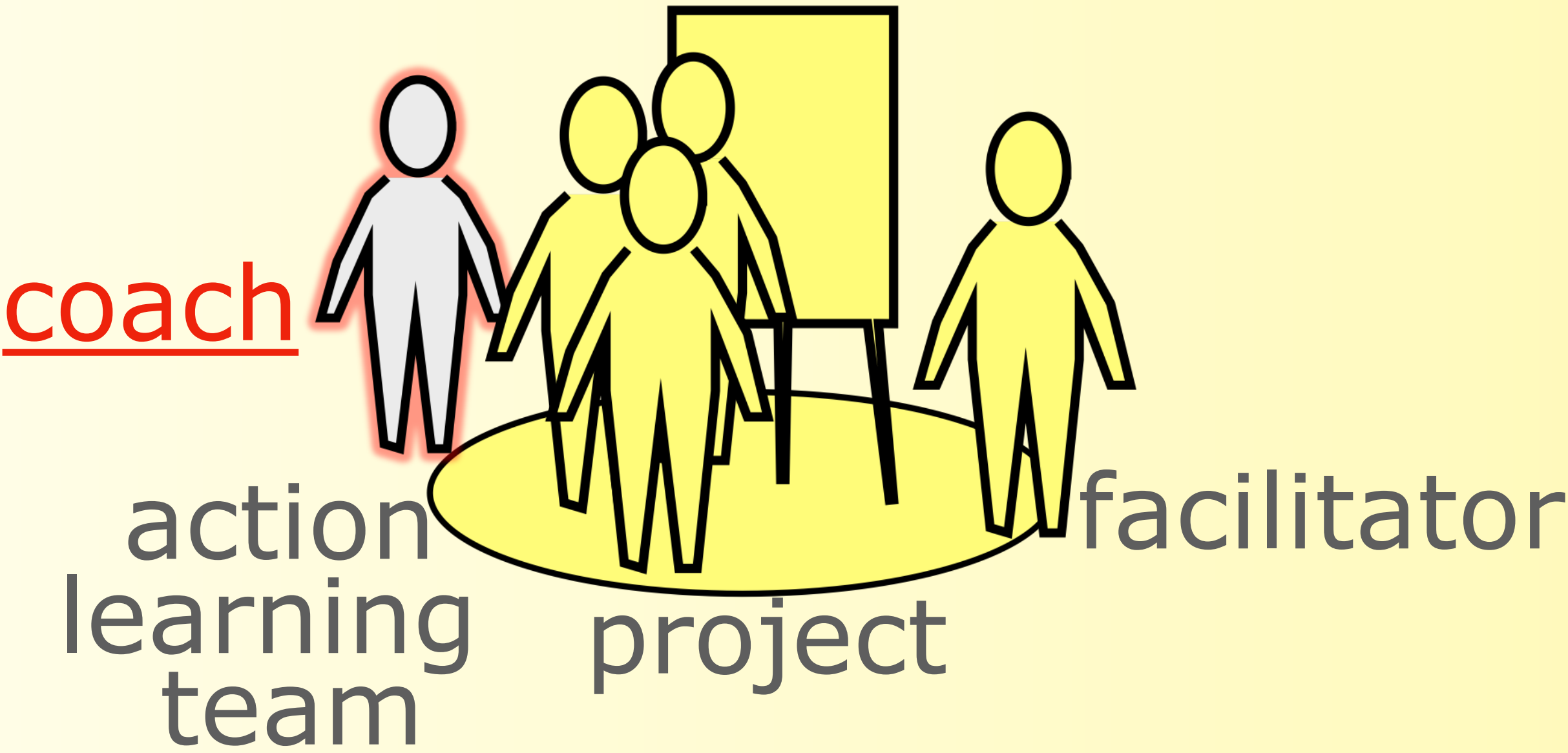
Begin with a project  
... and project team  
... and a facilitator

For some purposes that  
may be enough



For some purposes that  
may be enough  
though you may choose  
to provide more support  
to the team

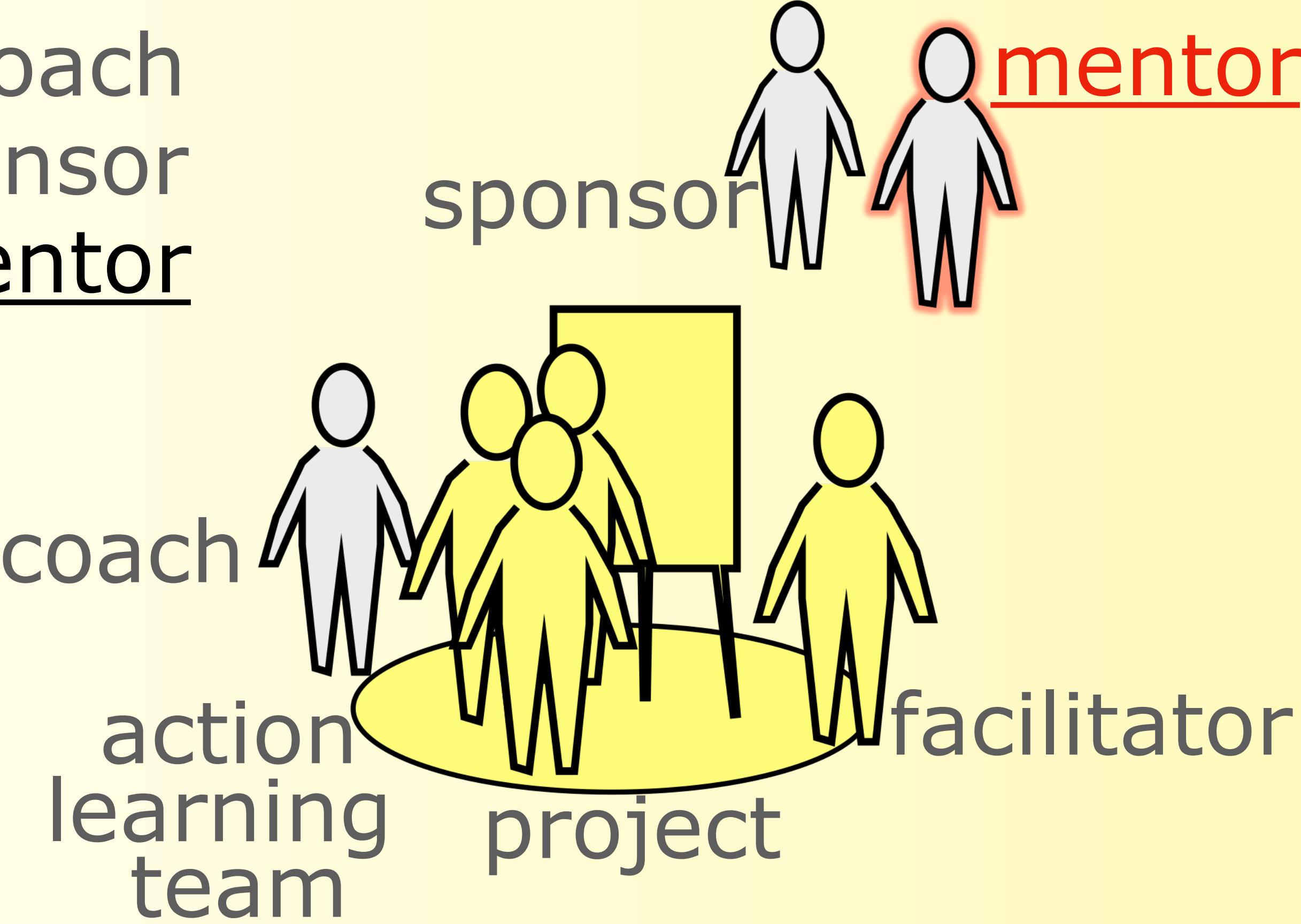
# Support the team with a coach



Support the team  
with a coach  
sponsor



Support the team  
with a coach  
sponsor  
and mentor

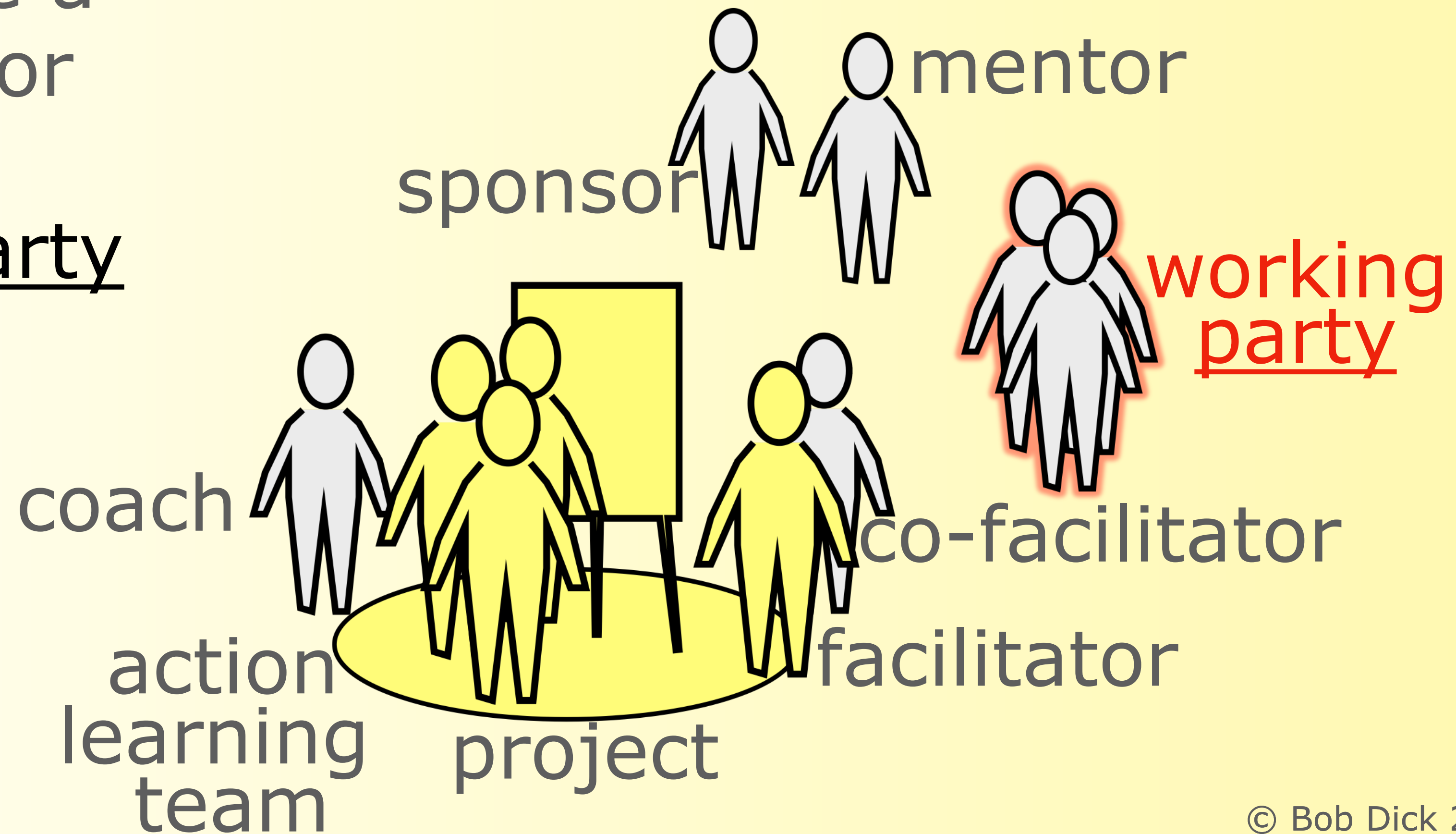




# Perhaps have a co-facilitator



Perhaps have a  
co-facilitator  
and  
working party

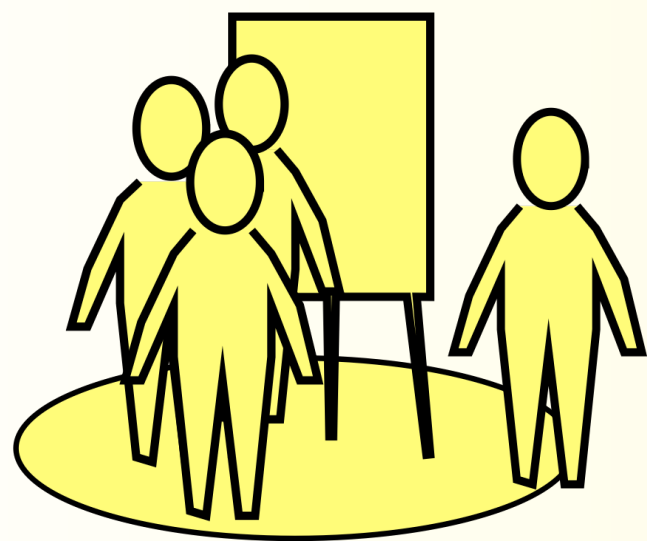


# ***Within***-team support improves outcomes



*Within-team support  
improves outcomes*

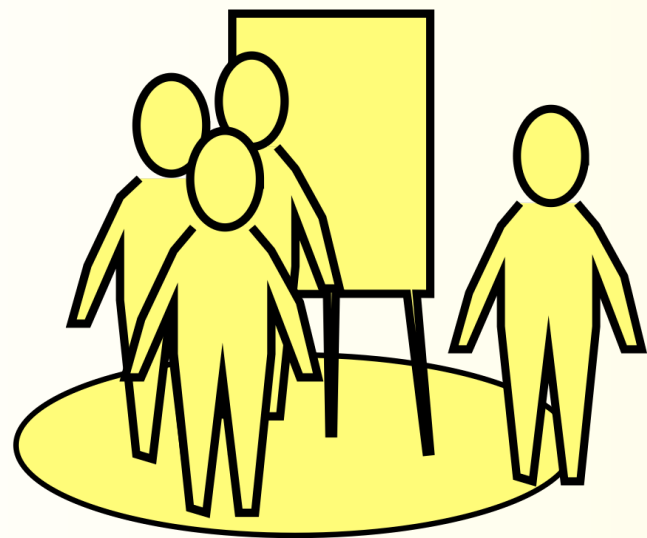
using activities to establish



Within-team support  
improves outcomes

using activities to establish

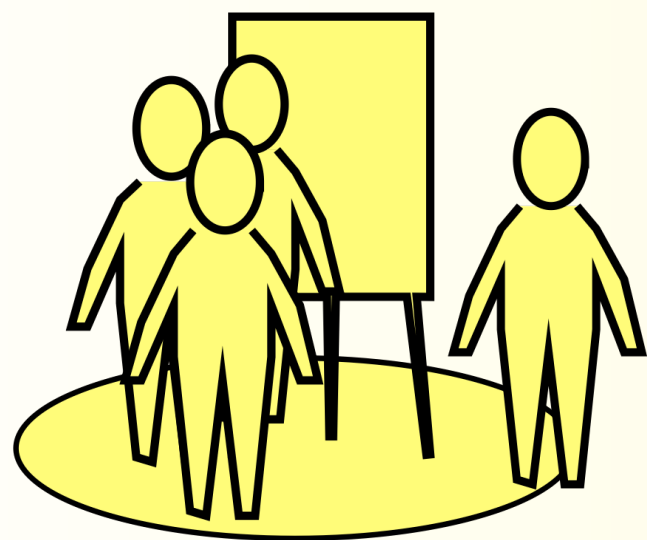
- relationships



Within-team support  
improves outcomes

using activities to establish

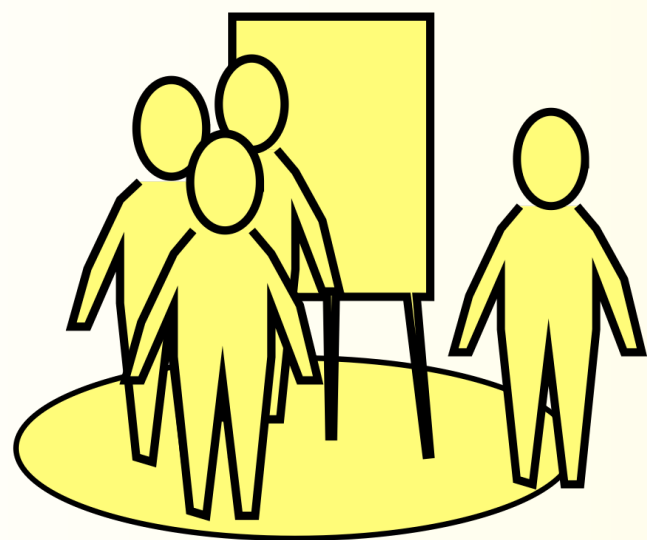
- relationships
- outcome clarity



Within-team support  
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using activities to establish

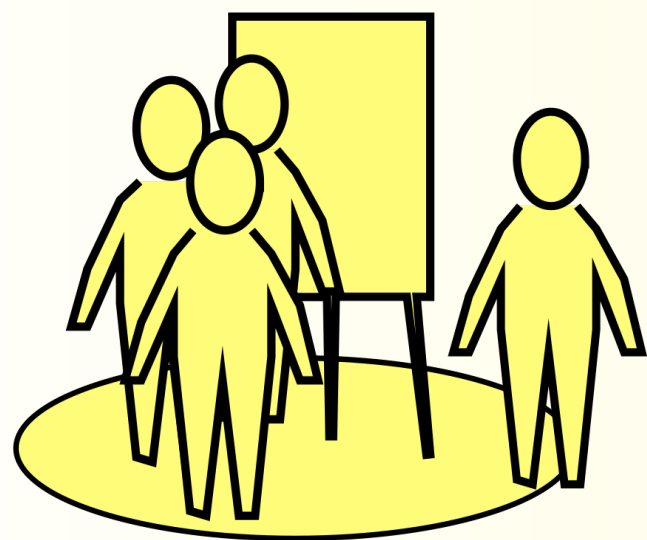
- relationships
- outcome clarity
- process focus



Within-team support  
improves outcomes

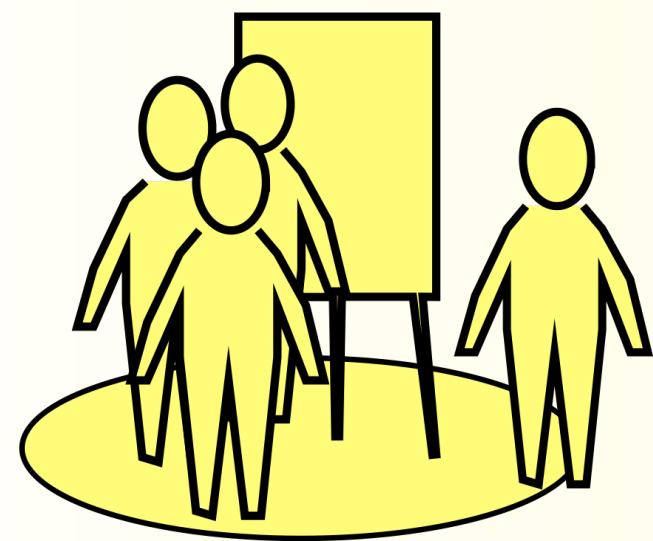
using activities to establish

- relationships
- outcome clarity
- process focus
- **stakeholders**





Within-team support  
improves outcomes



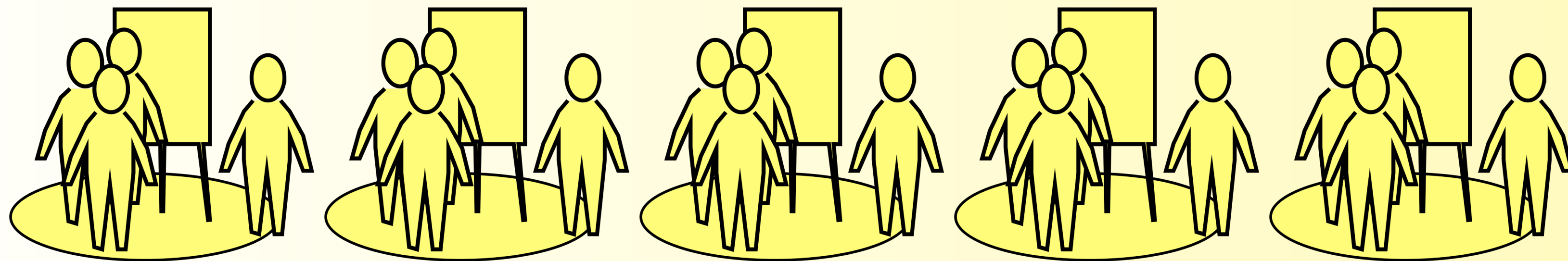
using activities to establish

- relationships
- outcome clarity
- process focus
- stakeholders
- **learning goals**

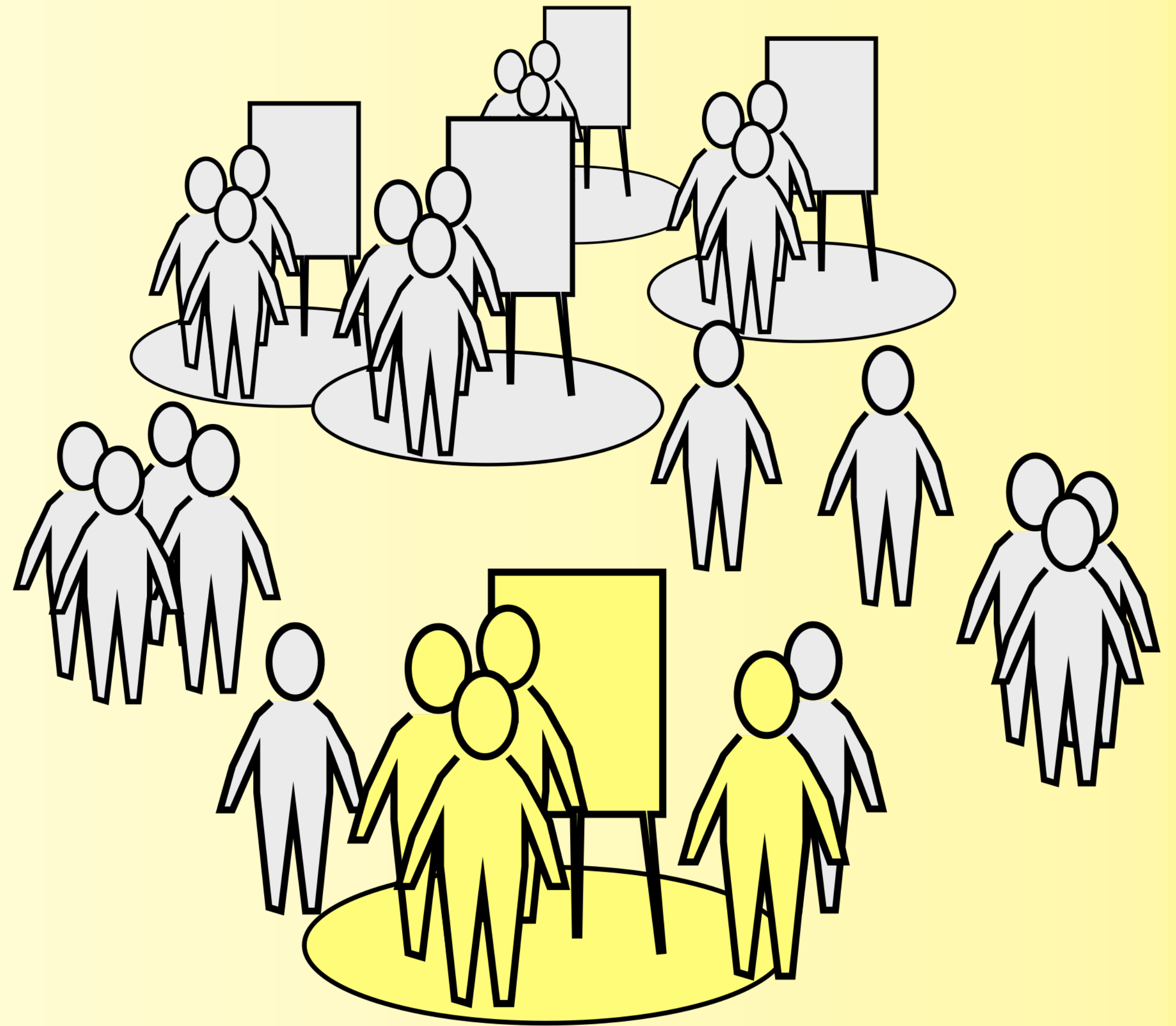
But the real payoff ...

But the real payoff ...

is to have a program of  
multiple action learning projects  
and multiple learning teams —  
each a seed bed for a new culture

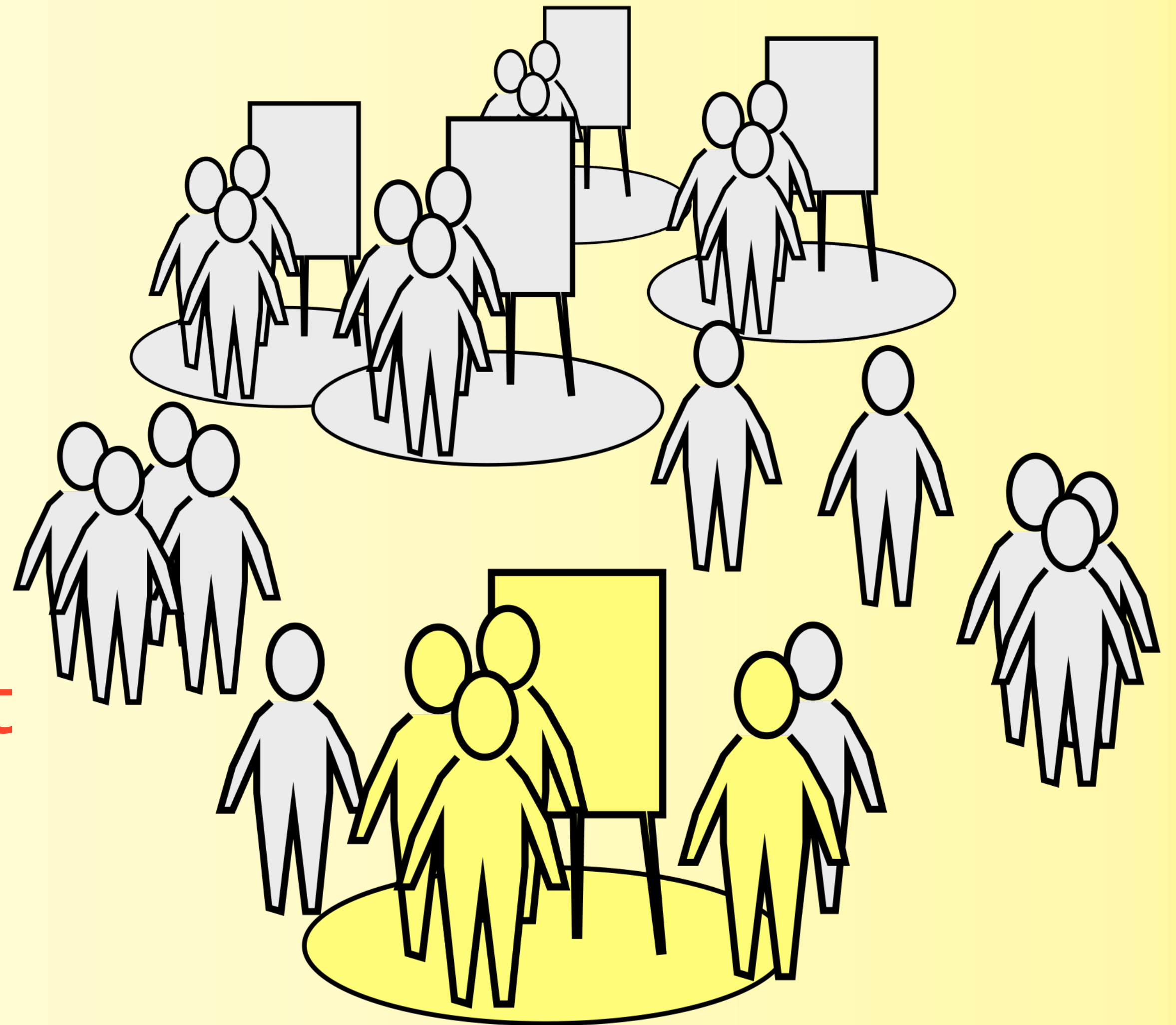


With a program  
that may look  
like this ...



And outcomes that can include

- successful projects
- good skill development
- good team learning





In small groups ...

Share with one another any insights you've had ...

... and explain how you plan to make use of them



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For more detail --

[http:// www.aral.com.au/resources/actionlearning.pdf](http://www.aral.com.au/resources/actionlearning.pdf)



Thanks for your company

If you'd like to stay in touch, email me at  
[bd@bigpond.net.au](mailto:bd@bigpond.net.au)