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***Action Learning to  
Accelerate Leadership  
Development and Business  
Growth in our company***



**智享会**  
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# Agenda

**What and Why**



**Six Essential Elements of Action Learning**



**Action Learning Example: ALDP**



**Tips to make action learning effective**



**Chairman Mao Said**  
**毛主席教导我们说**



**Learning swimming through  
swimming is our major method**

**在游泳中学习游泳是我们的主要学  
习方法**

# Action Learning - *What*

***Action learning*** is both a process and a powerful program that involves a small group of people ***solving real problems*** while at the same time ***focusing on what they are learning and how their learning*** can benefit each group and the organization as a whole

- *Michael J. Marquardt*

# Action Learning - *IS and IS NOT*

## IS

About real work



Learning *and* Task team



Learner driven



Dynamic environment



About learning 1<sup>st</sup> results 2<sup>nd</sup>



## IS NOT

A case study

Task team

Instructor driven

Controlled environment  
(classroom)

About results only

# Action Learning - *Why*

**Problem solving**

**Creating learning organization**

**Building teams**

**Leadership development**

**Personal development**



# Six Essential Elements of Action Learning

**A problem**

**The group**

**The questioning and reflection process**

**The commitment to taking action**

**The commitment to learning**

**The facilitator**



# a leading multinational company Accelerate Leadership Development Program (ALDP)



Classroom

Action Learning

Personalized Learning

# ALDP - *What*



**A 17 day, “in residence” program**

**A five-day classroom experience that addresses the topics of Change, Innovation, Strategy, Finance, and Leadership**

**A 10-day Action Learning Project**

**One and a half days of interaction with and presentation to CEO and other a leading multinational company senior executives**

**Personalized leadership development process**

# ALDP - *How*

**Partnered instruction from external experts and current a leading multinational company executives**

**Action learning projects that provide challenging, critical business experiences and stimulate creative thinking**

**Cross-functional, global teams working on growth projects**

**Executive project sponsorship, liaison, and formal process coaching**

**Interaction with the CEO and Senior Executives**

**Individualized 360 assessment, feedback and development planning**

# ALDP - *Who*

**Senior Executive selection of participants**

**Two programs:**

**Director level selected for contribution and potential/promotability**

**Manager level selected for contribution and potential/promotability**

# Action Learning Projects - *Objective*

*Challenge* conventional thinking

Investigate and analyze with “Fresh Eyes”

Demonstrate the ability to address:

- Corporate level issues
- Strategic *and* operational analysis in “real time”
- Formulate and defend recommendations

Apply the ALDP classroom learning

Extend internal network

Share current best practices

# Action Learning Projects - *Process*

## **Senior executives recommend and/or sponsor potential A L Projects**

- Focus is on a real and significant issue facing the organization

## **A committee will review and select the projects and the project teams**

### **The participants:**

- Will ideally be from lines of business other than the one sponsoring the project
- Will be informed of their teams and projects during a formal program session

### **The teams will;**

- Be self-directed
- Organize their work process to accomplish the task assigned
- Complete their task and recommendations within the 10 days allowed
- Present their recommendations to the project sponsor and senior executives

## **Groups will get feedback from sponsors and potentially the rest of their group**

# Action Learning Projects - *Deliverables*

Executive summary (template provided) and final written report (team's in depth discussion of process and defense of recommendations)

## Two final presentations

- **CEO and the Management Committee**
  - Presentation no **longer than 15'** and **no more than 5 visuals...** I think this is called "*edge*"
  - 20' of dialogue and defense of the team's recommendations by the full team
- **Sponsor, Liaison and their invited guests- 2 hours.**
  - In depth presentation and dialogue
- **Deadline for all materials (written and presentation) is contained in program agenda**

# Action Learning Projects - *Evaluation*

**Includes... but is not limited to:**

**CEO and Management Committee comments and questions**

**Sponsor, liaison comments and questions**

**Individual feedback from team Coaches as requested**

**Individual feedback from team members**

**Team debrief of Action Learning Project experience**



# The Evolution of Leadership Development as a Growth Driver

Leadership Growth or Business Growth



Leadership Growth and Business Growth



Leadership Growth equals Business Growth

# Leaders Teaching Leaders

**Learning from teaching**

**Individual learning to organizational learning**

**Leaders have accountability of leadership  
development**



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