

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 49
Action Learning

In this session, we will talk about action learning, and as in the previous sessions, we will talk about leadership and the different dimensions of this team's effectiveness. Furthermore, the question arises that whenever we are going for this active learning, we also have to understand exactly what components are involved in this action learning program. So, therefore in this session, the contents will be the components of action learning, a type of active learning.

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- Components of the action learning program
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- The Action Learning Process
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The action learning process includes the principles of the action learning model, action learning cycle, learning sets, the four components of these action learning theories, and five tips for running the action learning groups. Moreover, there will be a case study, research papers, and book recommendations.

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Action Learning

- Action Learning is a process that involves a small group working on real problems, taking action, and learning as individuals, as a team, and as an organization.
- It helps organizations develop creative, flexible and successful strategies to pressing problems.
- Action Learning solves problems and develops leaders simultaneously because its simple rules force participants to think critically and work collaboratively.



<https://extension.org.au/extension-practice/action-learning/>

So, we understand that is from the name itself; it is evident. That is, it involves a small group working on real problems. Now you see the organizations face many problems based on the knowledge the employees have. Furthermore, as in the internet era, we find it is becoming straightforward to gain the knowledge is there. Nevertheless, when we talk about the efficiency or performance, we find that the delivery is not there.

The expected performance outcome is not there. So, that is why to develop that particular group. The group, knowledge-wise, is competitive and develops these skills. A small group will be taken, and they will be working on the real problems. And then the taken actions and learning as individuals, teams, and organizations. This process is also helpful for those who are writing case studies.

And then they find whenever this type of this small group of people you are the academician, you can also develop these case studies. Furthermore, even if you are on the industry list, you can work on these real minor problems by taking action and learning the outcome. It may be related to industrial relations may be related to interpersonal relations, or is concerned about human relations.

So, it develops the creative, flexible and successful strategies, and so, therefore, in that case, we will be able to identify what will work for my organization. Furthermore, this action learning

solves the problems and develops leaders. Moreover, now you see that it should be a continuous process. If it is a continuous process, you will develop this practice, whatever the problems.

That is the minor problem you are taking at the shop floor level; you are working on that. Then you identify specific new dimensions. You identify some new issues or barriers.

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Benefits of Action Learning

At an individual level, action learning helps:

- Enhance personal effectiveness and productivity
- Use reflection to enhance learning from personal experiences
- Enhance personal leadership and soft skills
- Develop self-confidence and assertiveness
- Self-expression as the practice the idea of speaking freely
- Improve awareness of how assumptions, beliefs, attitudes and organizational interests influence thinking, decisions and actions
- Augment self-awareness, awareness of others and the intelligence to adapt to the presented situation.



And then you come out with their solutions. So, it enhances creativity. Nevertheless, the beauty of this particular concept is that whenever you have the action learning process, that is a customized one. So, therefore you learn from this particular process how to solve my department, my sections, my organizations, my groups, and that particular problem on which you have done this experimental learning.

So, these processes help a lot because if a manager has any particular problem, he works with the group. So, personal effectiveness and the productivity of that particular group or department will increase. Similarly, the reflection enhances the learning from personal experiences, as I already mentioned in this process. Now you see that is the outcome we are not here that is the focusing only on the outcome of increasing the productivity.

Here we also understand that the reasons to be introduced to increase productivity are concerned. Then we are also having this personal leadership and soft skill style to work together because it

is a group team, as I have mentioned in the previous slide. That group of people will be there. Furthermore, therefore, the person who is the coordinator, who is a leader, will also develop the confidence, and that is the idea that will be generated.

That will be the self-expressed idea, and naturally, suppose an employee is working with certain assumptions, beliefs, and attitudes and then finds that there is no productivity. However, when he goes through this action learning process, he may develop different assumptions and beliefs, augmenting his awareness about himself and others. Furthermore, that will help us solve that particular problem or develop a solution.

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Benefits of Action Learning(Cont.)

At an organizations Level

- Enhance business performance at all levels.
- Rapidly solve urgent and important and business challenges to evolve best, collective solutions.
- Develop innovative approaches and solutions that lead to substantial cost savings and increased ROI.
- The Develop a culture of staff engagement, involvement and performance, at all levels.
- Set strategic direction of the company as it approaches collective solutions to many challenges
- Leverage the Action Learning process for effective succession planning by allowing the opportunity for potential members to work in real life problem solving process.



<https://helpcentre.tsglobal.com/hs/en-us/articles/360017218491-What-are-the-major-benefits-of-Action-Learning>

That may be related to absenteeism, productivity, job satisfaction, or whatever it will be there. Furthermore, therefore, this experience will give us the benefit. Similarly, that will be for the individual level. Now when we; talk about the organizational level. Naturally, what is the vision or focus? The goal was to improve the organizational issues. So, this creativity was developed either to increase productivity or develop a new product.

Alternatively, they identified specific HR issues or developed solutions for market problems. So, therefore it enhances the business of the organization. So, overall, the purpose of this model is not only the individual benefit but also the organizational benefit. Moreover, in this experimental

process, you can understand the beauty of this particular concept: whatever the challenges are there, collectively, they will identify the solutions.

Furthermore, when we are developing this type of innovative approach ultimately, what will happen? If it is a continuous process, it will develop a culture also. So, this self and the culture will be my initiation. Initiation by these set strategic directions of the company as itself only. So, it will leverage the action learning process for effective succession planning. So, therefore the members which whom you are involved in your group and team are also learning.

Moreover, the group and team members might be in junior positions. Furthermore, when you carry forward this particular style of the culture and practices of action learning, you are also developing succession planning because the team members will also learn. They will have that particular experience: how the group and team were formed and solved that problem.

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And then how this action was taken and as a result of which the overall organizational performance effectiveness OE organizational effectiveness and that was improved. So, how exactly do we go through this active learning process? So, there are these components of the action learning program. Moreover, the first is where the proper steps to solve a problem related to the employees are there.

As the action learning team, then action learning process, action is taken, and an action learning coach is there. Now here, I would also like to mention that we also have to see the organization's culture. If the organization culture learns that it is a learning organization, organizational learning when the manager has all these issues, he will be able to identify the real problem.

What happens when a manager focuses only on these symptoms of the problems and not on the real problems. Therefore, it becomes essential that the person focuses on the real problem in that case. So, it should not be the tip of the iceberg on which one will be focusing. Moreover, when he can identify the real problem, I would like to give an example of absenteeism.

So, absenteeism is what? It is a problem, or it is a symptom of the problem. Yes, you are right; it is a symptom of the problem because we must identify what is happening and why. Furthermore, when we talk about why it is happening, we will come to know why absenteeism is there. I would like to share my experience. When I was the labour officer, the absenteeism was 20%.

Furthermore, the usual standard absenteeism rate was 14% when it was there in the textile industry. So, why 6% so much excess is there?

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Components of the action learning program(Cont.)

1. A problem

The first and most crucial component of action learning is "a problem." A problem can be a work project, a challenge faced by the organization, an employee's issue, an issue with the employee's behavior in the organization, an [opportunity](#), or a task.

2. An action learning team or group

The second principal component of the action learning process is the group of people or the action learning team. The group members participate in the process either voluntarily or selected based on their experience or problem-solving skills.

3. Action learning process

The third component of the action learning process is the steps involved in the process. In this process, the action learning process members ask the right questions to get deep insights into the situation.



Our workforce strength was also about 6000, and then you can understand when we are talking about this 6% is there. So, therefore then we started to identify the problem. So, therefore

ultimately, we have to understand that this absenteeism was because of the organization's cultural practices. This was the problem, or there was any other problem. Moreover, based on this action learning style, I am talking about the 35 years back this exercise we have done.

And then we have found out that a double earning was there. So, a problem can be a work project where we have to understand the employees' issues. Furthermore, the employees' issues were that is a double earning. Double learning means that there was no shift rotation, and therefore those who were into the first shift were working into the night shift of any other organization or were the security guards or something like this.

Those who were into the third shift. So, in the morning, they were selling the vegetables and all and running that particular shop of the vegetables and working on the others because their income was minor. So, therefore they were compensating like this. So, employees' issues identified where the double earning was there. Moreover, therefore, we have to identify the solution. So, it was an opportunity, or a task is there. So, then we have formed a group of labour officers.

And then also the union members, the representative of the workers and then the government officers also and therefore, the team was formed. So, a team was formed with the industry, academia and government, and these group members participated in this particular process. They were all the responsible persons and therefore, this problem was not for our unit only. This problem for the nature of an industry that is a textile industry was there.

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Components of the action learning program(Cont.)

4. Actions are taken

The action learning process is incomplete without the action taken to solve the problem. The purpose of the action learning process is to reach a point to determine the actions to solve the problem. The group members should be given the freedom to decide the actions they want to take and implement those actions.

5. Action learning coach

An action learning coach is someone who is designated to control and coach the members of the action learning team. The action learning coach plays a vital role in leading the group in the right direction. He helps the group members reflect on the problem and think about the various solutions to solve the problem.



<https://www.marketing91.com/action-learning/>

So, therefore we have involved the different stakeholders, and those stakeholders then were working and interacting and what type of brainstorming sessions were done. And then we also talked to the workers, involved the workers also. That is now this is an organizational problem. So, then how it is to be done? So therefore, in that case, it was all stakeholders.

Now please understand that when you identify the problem, you have to involve all the relevant stakeholders. So, then you can come out to solve the problem. Furthermore, this is the learning process which actions you want to take unless and until you do not. It will be surprising for you to know that many organizations at the top management level only take the decisions.

Then they make assumptions; basically, their belief is there that this is the reason. Furthermore, this will be the solution that will work. And then if the management is well experienced, there will be no problem. Nevertheless, otherwise, a mismatch will be there. So therefore, in that case, it must be the team member. Nowadays, we are talking about leaderless teams. So, that is the coach designated to control and coach the action learning team members because you also involve workers.


Moreover, therefore, you involve these representatives that are a union. Suppose there is a union, so the person was working as an HRD representation development representation. It is not that different actions are to be taken. So, therefore, in that case, the action learning coach plays a vital

role in leading the groups in the right direction. And then when this participative involvement, understanding, and the research orientation help the group members reflect on the real problem.

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Types of Action Learning

Team-Project Action Learning	Individual-Project Action Learning
Entire team works on a single project	Team works on individual projects
Project determined by organization	Projects selected by participants
Participants determined by organization	Participants self-select
Organization take action	Individuals take action
Team recommends and/or implements	Individuals implements solutions



<https://www.researchgate.net/publication/281794420> What is Action Learning: Components, Types, Processes, Issues, and Research Agenda

Moreover, accordingly, then we can take the correct type of action. So, here the word that is very interestingly used is the acting coach. Furthermore, that action coach will decide the direction of that particular team in which the industry-academia and government all three stakeholders are involved. So, therefore what will happen? Once a team is there. And then definitely, the team has different stages. So, sometimes it is the workers will not support.

So, that is called the storming stage. So, that entire team works on a single project. So, therefore in the team project, you have to convince the others to decide on the norms. And then, the organization will decide how and who will be the participants in this particular team. And then, based on the team's findings, the organization will take action, and the team recommends how it is to be implemented.

However, when we talk about the individual is there, so that is a coach is there. So, participants will be self-selected, and individuals will take action and implement the solution. Now when to take these team project actions and when to take the individual project action is there. Now you see that is if it is a responsibility of the one department only 1 section only and you are having the small group of people.

For example, you will find 5 team members and a leader in the IT industry. So, I will propose that the individual project action required by that particular coach or team leader is there. Nevertheless, when the organization is an early organization, the large enterprise is there, then definitely, in that case, the persons to understand first the characteristics of these fundamental problems. So, therefore the representations are required.

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The Action Learning Process

- The most common action learning process can be summarized according to the three stages of the action learning process: preparation, team meetings, and follow-up activities (Cho & Bong, 2013).

Preparation

- As a first step, sponsors (executives and managers) in the organization are secured before launching an action learning project. before setting up meetings building trust and rapport between participants and organizations is the key to success in action learning.

Team Meetings- Action learning projects are work-based and difficult to solve alone. In the team meetings stage, action learning practitioners deal with the project and team selection, roles of a learning coach, problem-solving processes, reflection, and organizational support.



Otherwise, we will not be able to reach the right customized solution. So, therefore in that case, when the group is small individual action taken can be there. You can go for a team-building action learning process when the group is large. It can be involved. Therefore, it depends on what the issue is there in that case. It will be issue-based. You have to decide whether a team-based or an individual-based team will be there for the action learning program.

Once you have formulated the team, then accordingly the three stages of the action learning process that is we always know I have discussed with you in the leadership also that is about the negotiation. Furthermore, you can make this relationship with that negotiation that is a pre-negotiation, negotiation and post negotiation. So, preparation, team meeting, and follow-up activities will also be there.

Moreover, in that case here, our preparation should be solid because we want to take this before taking action. So, therefore in organizations, what do we do? We are learning the projects and meeting with these buildings and then the cohesiveness that will be developed with the help of the building trust. Among the team members, it is imperative is there. So, therefore that rapport between the participants and organizations will be developed.

And then accordingly team will be there. Now it is fascinating. That is what team do you form? Therefore, the challenge will be that this builds trust and rapport if it takes time for the team members to solve any particular problem, such as the union members and the management representatives. If there is no trust, more time will be taken to identify the problem.

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The Action Learning Process(Cont.)

- In the team selection, team members with diverse backgrounds are highly desired because participants of diversity can generate innovative ideas and explore different solutions.

Follow-up Activities

- In the follow-up activities stage, organizations (sponsors) make a decision on the implementation of action learning teams' solutions at the final team presentations. Participants share their solutions and lessons learned from their action learning process with other organizational members through annual action learning conferences and knowledge management systems (e.g., intranets) in the organization.



https://www.researchgate.net/publication/283794420_What_is_Action_Learning_Components_Types_Processes_Issues_and_Research_Agendas

Then the team will have a meeting and take the actions will be there, and the team will have this brainstorming session. Furthermore, therefore, they will discuss. So, that is a pre-phase; pre-phase is very important. Moreover, I would like to suggest here please read the Stephen P Robbins book on the group and team. Furthermore, you will find that the pre-phase of the particular team building is becoming very important. Moreover, why it is so?

So, therefore if there are certain misbeliefs or misperceptions, for example, the workers against management, management against a worker or the management against the government, government against the management. So therefore, in that case, all team members who will be

having that particular track will be developed. They will develop a common platform where all have this same mindset.

So, in the team selection process, for example, when we talk about the government, naturally, the government representatives will be from the labour office, or relevant officers will be there. And then they will be talking about the labour laws which are required to be implemented by the government is their management will be there. They will talk about the organizational culture and practices will be their workers will be there.

They will be talking about their issues and the practices there. So, therefore the diverse background of the team members is very, very necessary is there. Once this team has been formed and the actions selected, then the implementation of action learning teams is their solution. So, here again, I will classify it into the pre-phase phase and the post phase.


So, the implementation of the decision is there. Always please be careful before you take any particular decision whether that particular soil is ready or not.

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The Principles of Action Learning Model

The principles involved in the Action Learning Model are as follows:

1. The learning experience should be centered around finding an answer or a solution to a problem that exists in the real world.
2. Learning is a voluntary process, and the learner must be willing to learn.
3. Action Learning is a highly social activity and process which takes time to be fully effective. The typical action learning program can last between four to nine months.
4. Developing the individual's knowledge base and skill sets are just as essential as arriving at the solution to the scenario or problem.



<https://elearningindustry.com/action-learning-model>

So, if your soil is ready, you can take a particular pre-phase preparation stage that must be required to be very, very strong if your preparation phases are solid and then definitely, in that case, the implementation of this solution to that particular problem that will be becoming very,

very easy. Now, what care is to be taken? We will understand with the help of the principles of the action learning model.

At the time of taking action, principles are to be followed. These learning experiences should be centred around finding an answer or a solution to a problem in the real world like I was talking about double income. Now, this is a real-world problem. What solution will you give if you are working on that real-world problem? Because if you stop their earning, that will be not a correct solution.

Because if you stop their earnings, then how their family will survive? I remember the 1-day payment for the three days of medical leave. At that time, also in labour loss, that particular amendment an issue was there. So, therefore in that case, when you involve all the representatives, there will be a voluntary process, and the lender must be willing to learn. So, therefore those who are the workers should be part of that particular team.

So, therefore action learning, which you are going to the highly social activity you are taking. So, you will be developing the individual's knowledge base and skillsets. So, therefore please involve those workers or those team members who will be affected by your decision because your typical action was a learning program that we will require to (()) (21:07). Now, this can be on a trial basis.

It has been mentioned that it is that program that can last between 4 to 9 months. So, you can develop a training also.

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Action Learning Cycle

The eight steps illustrated here constitute a cycle of learning and continuous improvement. In many ways they correspond to the PDCA cycle of improvement.



Suppose there is particular skill development. So, we also have to understand that this particular action learning may be for the behaviour and skill it can be there. Now, what are the stages in the action learning styles? So, here we will talk about a case for the action is there and therefore here is a case study as I mentioned earlier only. It will be like a case study will be there developing a case study is there.

Furthermore, therefore, it will be a continuous process. Moreover, here you will find planning, doing, checking and acting. PDCA cycle of improvement is there. That is, planning, doing, checking and acting are there. So, therefore an action case is there, and this is the gain knowledge. First, you gain the knowledge and then agree on the new behaviour. Now you see that we have to agree to identify a specific solution to this particular problem.

Moreover, therefore, you will apply a planned practice of behaviour. That is what type of practice of behaviour you would like to implement here. And then receiving the coach's feedback is who that particular coach or the team leader is there? So, when you implement for the four months, eight months, nine months, then definitely always there storming will always be there. Because always the change is there, a resistance to change is there.

Furthermore, therefore, in that case, you have to refreeze the change according to Levin's change management model. So, therefore you will get specific feedback. So, then on that particular

feedback, again brainstorming will be their meetings will be their action taken meetings will be there. So, therefore the people will be those who are getting affected. They will come out with their problems. If you are implementing this solution, these problems will be there.

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Action Learning Cycle(Cont.)

- The steps illustrated in yellow are primarily knowing/gaining knowledge steps. The steps in purple are more experiential and have more impact on how the learner feels.

1. Build A Case for Action:

- It is essential that team members understand the business case for action.
- As management embarks on a process of continuous improvement they need to point to competitors, best practices, financial benchmarks and the voice of the customers who are telling us that we need to improve.

2. Gain Knowledge: Transferring knowledge is what most corporate trainers do best. It is what classrooms are best designed to accomplish. It is why we have books and websites. However, knowledge very often does not result in behavioral change.



So, therefore that is again in feedback. Then again, the corrective action will be taken, and like this, you will find that we will have the PDCA cycle. So, always based on your feedback, checking will be there. Again, you have to take the corrective actions that the act will be there. Again, you will plan something, which is the organizational life cycle. It goes further.

Here we will take a one by 1 step: how the learner feels about it. There are team members who understand the business case for the action. Now, many times those who are team members are the convenient members. Convenient members mean they do not know much about that issue, which is to be avoided. We have to see that we are taking those members, those who understand the business case, to the action.

Moreover, therefore, now you see it is not the internal stakeholders but the external also. So, there will be competitors. So, best practices, benchmarking practices, we should know benchmarking practices. For example, this rotation of shift. Is it possible or not? Is it already practised in other cities, industries, or other places? So therefore, in that case, best practices when we identify.

And then the financial benchmarks and the customers' voice what we need to improve? So, therefore naturally, it is going to affect your financial aspects. Most corporate trainers do best in transferring knowledge because the classrooms are best designed to accomplish this. So, therefore, convincing gain knowledge is what? That is convincing. Moreover, you are convincing them that this particular change is required because this problem can be solved only by bringing it.

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Action Learning Cycle(Cont.)

3. Agree on New Behavior:

- Intention is the beginning of change. The guitar instructor may teach a chord position or scale on the fret board. By itself, that is useless knowledge. It only becomes useful when practiced.

4. Apply & Practice New Behavior:

- Imagine learning to play a musical instrument. Learning any new skill is much the same way. Teams need to practice problem solving and experiment.

5. Receive Feedback from Coach

- The role of the *sensei* has become understood as an element of Toyota culture. A *sensei* is, essentially, a personal coach and mentor. Someone who can guide, observe, and gives feedback and encouragement.



So, therefore these books, websites, primary data, and secondary data you will be using and sharing may be in the classroom. Nowadays, we can talk about it will be online process will be there and therefore, the people will be easily able to gain that particular knowledge. That is why this particular action is required. Moreover, when action is required, they have to change their behaviour. So, they have to agree on the new behaviour.

So, therefore, in that case, the intention is the beginning of the change, and the guitar instructor may teach a chord of position or the scale on the flat board. That is useless knowledge; it only becomes useful when practice is there. Furthermore, another example is that swimming is there unless and until you will not enter into the water, you will not understand the swimming. So, therefore applying practice, the new behaviour will be there.

First, you should have that motivation, that willingness. Yes, this particular change in behaviour we want to bring. Moreover, whenever we talk about the shift to the rotation of the shift, you can understand how difficult the task will be. So, imaging and learning to play a musical instrument and learning any new skill are similar. This team needs to practise problem-solving, and experiments will be there.

So, here the team also has to understand how to handle these issues. The role of the sensei has become understood as an element of the Toyota culture. A sensei is essentially a personal coach and mentor. So, therefore 1 to 1. So, many times there are the issues when you have to interact 1 to 1 and understand. Like in the case of the ship rotation I was talking about and what was important is this. That is the financial aspect.

So, he is the only earning member. And then, he has the responsibility of the parents, spouse, and children.

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6. Gain More Knowledge:

- And now, the cycle becomes obvious. After each lesson learned, action or deliverable completed, the team receives feedback from the coach and then goes on to learn the next element of development: how to develop a balanced scorecard; how to map their work process; how to recognize variances of common versus special cause; how to reduce waste and cycle time, etc.

7. More Practice:

- The team and their coach should map out a series of ten to twenty steps that the team or individual will learn then do, then gain feedback and reflection.

8. Positive Reinforcement from Coach and the Natural Environment:

- As teams practice the skills of continuous improvement they begin to have an impact on actual performance.



<https://www.linkedin.com/action-learning/cycles-of-learning-are-the-key-to-developing-a-culture-of-continuous-improvement/>

So, therefore in that case definitely, they will require a personal interaction 1 to 1 interaction. Furthermore, when there is a personal coach, he will understand, and he will be able to bring that particular information to the team. That is, these are the issues. These are the workers who are facing these particular problems. So, this cycle becomes obvious. After each lesson, learn. Now somebody will be having specific medical issues.

Then, in that case, we have to learn that everybody has this financial issue. So, the team receives the feedback from the coach and then goes on to learn the new next element of development. How do you develop a balanced scorecard? Now you see somebody has financial; somebody has the social, somebody is having the economic. Now I would like to give another example.

One fitter was there who was newlywed, and then earlier; he was a star performer. And then he starts remaining absent. So, what was the reason? The reason was that his wife was from the village. Moreover, she was not ready to live alone when the worker was there on the night shift. Now, this type of issue will come particular cause will be there. So therefore, in that case, we have to find out that the team and their course should map out a series of 10 to 20 steps.

Moreover, that individual will learn and gain feedback and reflection. It is not the instant you go there you talk to the people you come back and introduce the strategy. Please do not do that. Do not make haste. So, therefore; positive reinforcement from the coach and the natural environment will support. So, as the team practice continuous improvement skills, they may have begun to impact the actual performance is there.

Furthermore, whenever they have that impact on the; actual performance, a trial is to be given. They have to be asked to work for a particular period, and when they are working for a certain period, they will be able to come out with that particular solution. Moreover, when they come out with that particular solution, the solution will be implemented.

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The Action Learning Sets

The groups that are formed in Action Learning are known as "action learning sets". In action learning sets, the learners are encouraged to meet on a regular basis, explore answers to the problems, and to collectively decide upon the most appropriate solution. Usually, the steps involved in the process are:

- Describing the problem as it is perceived by the action learning set.
- Discussing the problem by allowing each member of the action learning set to ask questions.
- Assessing what has been discovered during the process so far, and determining which action should be taken.
- Evaluating the outcome that was produced by the solution.
- Re-evaluating the problem solving method and determining if it is effective



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So, action learning sets will be there, and they will be describing the problem as perceived by the action learning and then discussing the problem by allowing each member of the action learning set to ask the questions. So, naturally, there will be rounds of the meetings. So, action learning sets will be developed. Furthermore, the actions and learning sets that will be explored are how this collectively because we have representatives from all the parties.

So, therefore the problems are now identified. In that case, we have to identify the top 5 problems that we have to focus on because most of the workers have this particular problem. Other team members who are having a particular problem are there. So, then you will be discussed these particular problems. And then every member because they like the workers, especially the unions you have to allow.

Typically what happens many times the leadership style does not allow to participate them and does not talk to them is that their real problems are there because there might be that is affecting the corporate interest. However, what is required is balancing the imbalances. Furthermore, in that case, even what problems they are saying have no concern with the organization many times, but those days are gone.

The individual's problem is also part of the organization's problem. So, therefore you have to access and discover during the process what has been the actions it should be taken. Moreover,

evaluating the outcome that was produced by the solution is there. Furthermore, whenever you take out this particular solution, you will have to re-evaluate the problem; as I mentioned, it is a continuous cycle.

So, re-evaluating the; problem and solving the method and determining if it is an effective and, many times, that solution that you have assumed.

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The 4 Key Components of Action Learning Theory

There are four other key components that may be applied in an action learning sets:

- 1. A Problem** This is typically a non-technical problem, and must pertain to either strategic or tactical-based scenarios or issues.
- 2. A Client** This is the entity who set forth the problem. This may be a member of the group, an instructor, or an outside organization.
- 3. A Set Adviser** This is the individual who facilitates the set and presents the guidelines for the problem solving process.

4. The Process

This involves an assessment and analysis of the problem, reflection, the formulation of a possible solution or hypothesis.



<https://elearningindustry.com/action-learning-model>

Because you have taken the solutions and the basis are certain beliefs, which may be wrong. So therefore, in that case, we have also to see that there are certain theoretical concepts. We are supposed to incorporate support whenever we talk about a problem or provide solutions. So, first and foremost is a non-technical problem, the behavioural problem must pertain to either the strategic or tactical based scenario, or issues are there.

Now you see another example I would like to give off the Covid 19. And then, in that case, you will find this is a non-technical problem will be there. Furthermore, the people are working from home, and then some of them can work, some of them are not able to work. They cannot reach their organizations, especially when we talk about manufacturing. So, what government has done? The government has taken very positive actions.

And then making the arrangements, allowing them, then having these alternate working like this. Therefore one by one, that type of manufacturing process has been started. So, there will be social distancing, and all is there. So, therefore this is the entry state for the problem is there. The advisor, usually the organization and HR manager, will facilitate the set and present the guidelines for the problem-solving process.

Based on this discussion, the team is there, the group has discussed, and then that advisor will be there. Moreover, that advisor knows the assessment and the analysis of the problem is there. Reflection is the formulation of a possible solution or the hypothesis assumption. Hypothesis means what? That is an assumption is there. If we go by this particular solution, we will be able to identify the solution to the problem is there.

So, right from identifying the problems related to the client, the person facing this particular problem is that he is a client.


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5 tips for Running Action Learning Groups

The following 5 tips are aimed at helping you to run successful Action Learning Groups.

1. Individuals should choose to 'sign up' for Action Learning
Successful Action Learning groups stay together because they choose to and not because they have to. It is a good idea that the process for joining an Action Learning group be a voluntary one.

2. Pay attention to the environment
Often we don't pay too much attention to where we have meetings. This is not an option when you are running Action Learning



So therefore, in that case, HR will be giving the advisor, and the solutions will be proposed. So, therefore, in this case, it is essential to sign up for action learning. So, successfully it will be only possible because it is a good idea that the process for joining an action learning group be a voluntarily one. Now you usually see what happens? Organizations prefer these members to those whom the organization likes. So, that should not be the business.

So, therefore there should not be shortcuts in perceptions. Furthermore, if there is a shortcut in perception, then definitely the individual to whom you have selected if that is wrong, the whole process we have talked about will be a total waste. So, therefore the individual should choose to sign up for the action learning. He voluntarily comes out and says, " I want to do this and be a part of this particular study or the particular identifying the problem and providing the solutions.

Nevertheless, I can understand practically that if no one is voluntarily coming, it is the organization's responsibility to fix it. Furthermore, in that case, that will be the individual that we will be convinced to take this responsibility is to be and because there is an organizational responsibility also. Now here that is too much attention to where we have a meeting. This is not an option when you are running action learning.

So, therefore, in that case, please pay attention. We usually do not pay too much attention. Nevertheless, what is required is the environment. Furthermore, therefore, if you are having this, I will suggest that you visit the workplaces and talk to them if possible. Furthermore, in that case, despite calling them to the board room and the boardroom meetings, that environment will give a more formal environment in which we may not come out with the real problem.


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5 tips for Running Action Learning Groups(Cont.)

3. Work with a skilled Facilitator
In Action Learning the facilitator will role model the skills that others are expected to learn and use in the session.

4. Run an introductory session on Dialogue
Running a session on Dialogue will help a group to start as you mean them to go on. The principles will actively help the group not to fall into the trap of developing an inbuilt compulsion to fix other people's problems.

5. Be rigorous with time
Time and how you use it is critical for the success of an Action Learning session. Everyone must have an equal slot of it and don't be afraid of being up front about it



https://cdn.ymaws.com/associationofcoaching.site-ym.com/resource/resmgr/Articles_&_Handy_Guides/Organisations/Handy_Guide/Top_5_Tips_Running_Action_LG.pdf

I will not mind visiting that colony or where these workers live and then what type of environment they are having and, therefore, creating the enabling environment. So, if you are an excellent enabler, create that particular environment. So, work with a skilled facilitator, and the facilitator will not model the skills that others are expected to learn and use.

So therefore, in that case, that facilitator should have the skilled one. So, who knows if, in a given situation, he can find out what will work and what will not work because of his knowledge, attitude, skills, and experience. Moreover, therefore, it is not the only qualification, but the experience is necessary. So, running an introductory session on the dialogues and opening the dialogue is a significant responsibility.

If the opening of dialogue is done very effectively, then your team's half problems are solved. However, in the beginning, in the dialogue, problems are there that will remain for a long time, not forever but a long time. Be rigorous with the time and the time and how you use it critically for the success of an action learning session. Everyone must have an equal slot in it, and do not be afraid of being upfront about it. Now here you see. That is the yes naturally because this is a problem.

We are working on the problem. We are not working on any reward. So, in that case, there will be different opinions. Therefore, everyone should be given an equal slot so that he can talk about his problem. He can talk about his particular issues on the basis this problem is standing. Otherwise, what will happen? If you are not giving enough time, then that problem will not be able to solve.

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Case Study : Leadership Development in the Private Sector: 3M

3M is a science and product company that generates approximately \$30 billion in annual revenues and consists of 85,000 employees located in more than 70 countries. Headquartered in St. Paul, Minnesota, the 65,000 products in 3M's portfolio include adhesives, abrasives, nanotechnology, electronics and software, lighting management, microreplication, and nonwoven materials and some 40 other technological platforms. Many of these products, such as Post-It notes, are highly recognizable. 3M has always put a premium on innovation, and to date its 8,000 research scientists have generated over 3,100 U.S. patents. Because of the success of its products, 3M has consistently been ranked as a top 10 Most Admired Company by Fortune magazine.



Image Source: <https://www.khronor.com/media/center/31/arc/31sec3M127641d9004814946d9d.jpg>

So, I am sure that is with the help of these principles' actions learning program, you will be able to build the team, and the team which will be working for these identifying the problem and by taking these actions, you will be able to solve any problem or you can work on the developmental process also in case of these issues of the organizations. As usual, this is the case study to which you can refer.


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Research Paper

Authentic leadership and mindfulness development through action learning

Louis Baron
*Department of Organization and Human Resources,
Université du Québec à Montréal, Montréal, Canada*

Purpose
The purpose of this paper is to evaluate a three-year training program based on action learning principles with regard to its effectiveness in fostering authentic leadership (AL) and mindfulness among the participants.



Furthermore, these are the papers which have been suggested. You go through these papers.

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Research Paper

Design/methodology/approach

Data were obtained using a mixed-method design. Quantitative data were collected using a quasi-experimental sequential cohort design with comparison group, in which 143 participants responded to a self-evaluation questionnaire up to six times over a three-year period. Semi-structured interviews were also conducted with 24 managers.

Findings

The results indicate that, as participants evolved through the leadership development program, self-reports of AL and mindfulness increased significantly and linearly as determined using repeated measures ANOVA, paired t-tests, and content analysis of interviews.



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Practical implications

The results suggest that a leadership development program based on action learning principles can foster the development of AL and mindfulness. The core elements of action learning (i.e. working on real problems, gaining new insights in a supportive and confrontational environment of one's peer) appear to be key to bringing about real changes in the behavior of participating managers and maximizing the chances of generating lasting effects.

Originality/value

This is the first longitudinal study to demonstrate that the development of mindfulness and AL – which calls for internalization of attitudes and behaviors – can be fostered by a leadership development program. The question of whether AL can be developed through planned interventions is paramount for advancing theory and research on AL.



These papers will help you.

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Book Recommendation

Optimizing the Power of Action Learning: Real-Time Strategies for Developing Leaders, Building Teams and Transforming Organizations

Authors: Michael J. Marquardt, Peter Cauwelier, Shannon Banks, & Choon Seng Ng

Publisher: Nicholas Brealey International; 2nd edition (16 February 2011)

Language: English

ISBN-10: 1904838332

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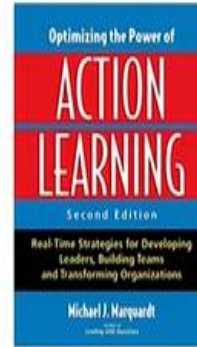


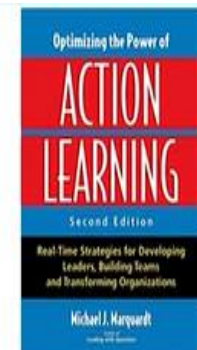
Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>

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Book Recommendation

This newly revised edition demonstrates how action learning can be used to address today's increasingly complex organizational challenges. Profiling such global leaders as LG, Sony, and Boeing, Marquardt shows how these and other organizations have flourished by discovering how to optimize the power of action learning. Packed with extensive enhancements, including new international case studies, and more strategies to introduce and maintain action learning programs within an organization, *Optimizing the Power of Action Learning* delivers an innovative and fresh perspective - making it a must-have for any organization looking to heighten competitive advantage and sustain success.

Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>



Furthermore, these are the book recommendations for these particular aspects.

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These are the references from which the material has been delivered to you. Furthermore, certain materials will give you more understanding of this particular topic. Thank you.