



Foundations and Certification as an Action Learning Coach

The World Institute of Action Learning in the United Kingdom (WIAL-UK) is launching its first set of first workshops in the United Kingdom led by **Prof. Michael Marquardt** (co-founder WIAL) and **Shannon Banks** (Worldwide Leadership Development Consultant, Microsoft UK).

Action Learning has emerged as a method of choice for global companies, government agencies, and non profit groups that want to improve quality, cut costs, create new products and services, and change the cultures of their organizations. From Boston to Brazil, from Finland to Tokyo, companies as diverse as Samsung, Dow, GE, Deutsche Bank, Boeing, Sodexo, Novartis, Nokia and many others use Action Learning to solve complex problems, develop leaders, build teams and expand corporate capability.

October 24, 25 & 26, 2011
April 26, 27 & 28, 2012

Dorney Lakes, Eton College Rowing Centre
Windsor SL4 6QP

**Participants of the Spring 2011 Foundations and CALC-1 sessions please note that your Autumn 2011 dates are 27th, 28th, and 29th, October 2011.*

Speaker Profiles:

Professor Michael Marquardt,



Michael Marquardt is Professor of Human Resource Development and International Affairs at George Washington University. In addition to being the Chairman of the WIAL Board of Directors, he is WIAL's President responsible for overseeing the worldwide development of action learning programs and coaches.

Dr. Marquardt's achievements and leadership have been recognized through numerous awards including the International Practitioner of the Year Award from the American Society for Training and Development. Mike is the author of 22 books and over 100 professional articles in the fields of action learning, leadership, globalization and organizational change including *Action Learning for Developing Leaders and Organizations*, *Optimizing the Power of Action Learning*, and *Action Learning in Action*. Over one million copies of his publications have been sold in nearly a dozen languages worldwide. Dr. Marquardt is a member of the International Editorial Advisory Board for *Action Learning: Research & Practice*. Over the past 15 years, Mike has assisted hundreds of organizations around the world in implementing action learning programs, including Boeing, Goodrich, Panasonic, US Department of Agriculture, International Labour Organization, Intelsat, and National Bank of Dominica.

Shannon Banks:



Shannon Banks is a Worldwide Leadership Development Consultant and leads the Tier 1 High Potential Program for Microsoft's Sales Marketing and Services Organization. She is Microsoft's global thought leader for action learning and responsible for the design of Leadership in Action, an action learning experience that links learning directly to real business impact.

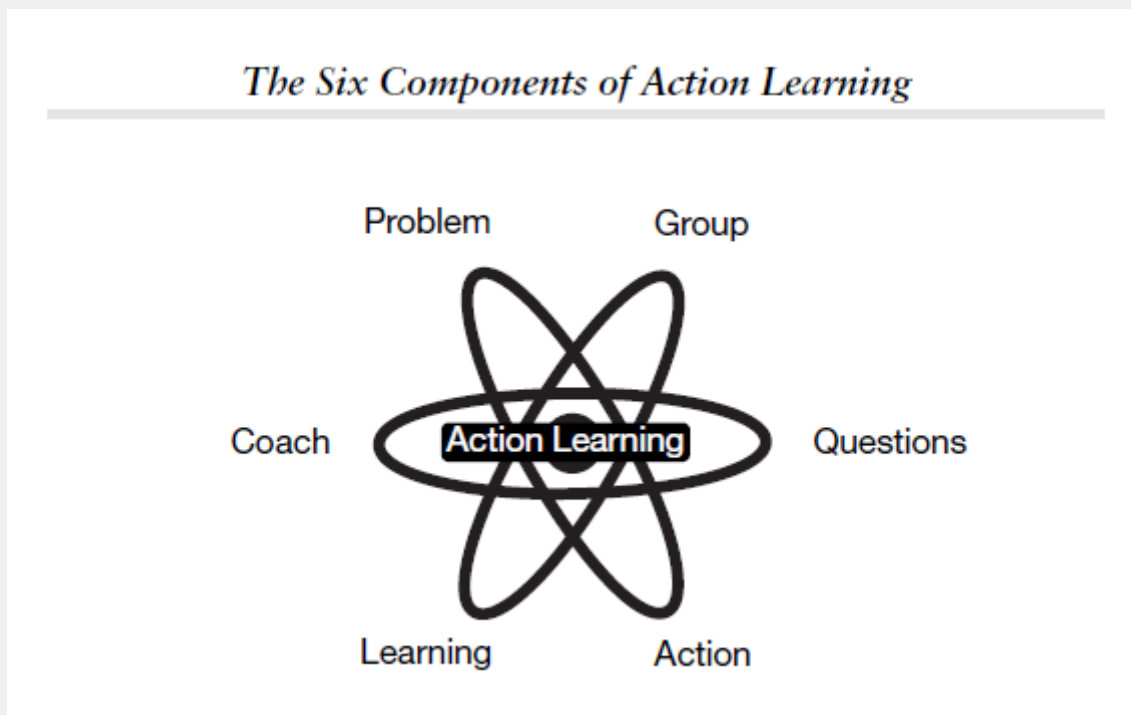
She is a Senior Action Learning Coach, certified through the World Institute for Action Learning (WIAL). She holds a Master's Degree from the University of Birmingham, England. Shannon has more than a dozen years of senior management experience, nearly ten of which have been with Microsoft. During her time with the company, Shannon has held a variety of leadership roles across the business, with responsibilities managing globally distributed, multi-functional teams.

- **Become a certified Action Learning Coach**
- **Use Action Learning to address your organizational challenges**
- **Deepen participants' confidence in their leadership and team participation skills**
- **Develop competence among individuals and teams in problem-solving and decision-making processes**

For more information on WIAL-UK, Please visit: <http://www.yourclearadvantage.com/WIAL-UK>

Overview of Action Learning

Action Learning is a powerful problem-solving method that has emerged as the choice of many global companies, government agencies, and non-profit groups who are seeking to improve quality, cut costs, create new products and services, and change the culture within their organisations. Action Learning is used worldwide within companies as diverse as Samsung, Dow, GE, Deutsche Bank, Boeing, Sodexo, Novartis, Nokia and many others. Action Learning is implemented to solve complex problems, develop leaders, build teams, and expand corporate capability.



Action Learning is most effective when all six of these components are in operation:

A Problem (project, challenge, opportunity, issue or task)

The problem should be urgent and significant and should be the responsibility of the team to resolve.

An Action Learning group or team.

Ideally composed of 4-8 people who examine an organisational problem that has no easily identifiable solution. The group should be diverse in background and experience.

A process of insightful questioning and reflective listening.

Action Learning tackles problems through a process of first asking questions to clarify the exact nature of the problem, reflecting and identifying possible solutions, and only then taking action. Questions build group dialogue and cohesiveness, generate innovative and systems thinking, and enhance learning results.

An action taken on the problem.

There is no real meaningful or practical learning until action is taken and reflected on. Action Learning requires that the group be able to take action on the problem it is addressing. If the group makes

recommendations only, it loses its energy, creativity and commitment.

A commitment to learning.

Solving an organizational problem provides immediate, short-term benefits to the company. The greater, longer-term multiplier benefits, however, are the learnings gained by each group member and the group as a whole, as well as how those learnings are applied on a systems-wide basis throughout the organization.

An Action Learning Coach.

The Action Learning coach helps the team members reflect on both what they are learning and how they are solving problems. The coach enables group members to reflect on how they listen, how they may have reframed the problem, how they give each other feedback, how they are planning and working, and what assumptions may be shaping their beliefs and actions. The Action Learning coach also helps the team focus on what they are achieving, what they are finding difficult, what processes they are employing, and the implications of these processes.

Certification :

To become certified as an Action Learning Coach, the participants must undergo the following levels of certification:

Stage	Program	Duration
1	Foundations of Action Learning	2 days
2	Certification for Action Learning Coaches 1(CALC-1)	2 days
3	Certification for Action Learning Coaches 2(CALC-2)	2 days

Foundations of Action Learning

If you are ready for a deeper understanding of Action Learning, or are considering becoming a certified coach, the two day Foundations of Action Learning session will take you to the next level. This 2-day workshop covers the six components of Action Learning, the theories behind why Action Learning works. Participants will have an opportunity to experience Action Learning both as a participant, problem-presenter and/or as a coach. This course is a pre-requisite for the Certification for Action Learning Coaches Program (CALC.)

Certification for Action Learning Coaches

If you are ready to become a Certified Action Learning Coach, and have completed the Foundations Workshop, sign up for the Certification for Action Learning Coaches Program. These two 2-day sessions will cover many “what-if” scenarios. Participants will be required to start an Action Learning program within an organization. Projects and discussion will centre around successes and challenges faced by the coach.

Certification for Action Learning Coaches 1(CALC-1)

- Key theories, principles and practices of action learning coaching
- Intensive practice and feedback in coaching an Action Learning team
- Guidelines in helping group members to frame problems, goals and solutions
- How to align questions with the stage of the problem-solving process and team development
- How to deal with typical team problems and dysfunctional team behaviour

Certification for Action Learning Coaches 2(CALC-2)

- Continued practice and feedback in coaching action learning groups
- How to initiate and maintain support from organizational leadership
- How to embed the Action Learning program in organizational processes
- Application of Action Learning principles in other developmental processes

Who should attend :

- HR professionals
- Learning and development professionals
- Organization development professionals
- Business coaches and potential coaches
- Business leaders implementing change
- All seeking certification as Action Learning Coaches

Action Learning Case Studies :

Oxford University Press

Oxford University Press (OUP) has been in existence for more than five hundred years and employs some five hundred people. The new UK Publishing Services managing director, David Fry, was particularly concerned to open up the OUP culture, to sharpen up service provision, and to reduce costs—but not necessarily at the expense of people while increasing revenues. The challenge was to find a tool that would include cultural change, people development, and a bottom-line contribution to OUP, a tool that would not just tinker with processes, but would bring about significant long-term change. OUP discovered and applied action learning, which accomplished the following:

- Helped managers learn the skills they needed to manage a real business related project with clearly defined deliverables
- Encouraged the delegation of tasks and empowerment of staff
- Identified tangible rewards and satisfaction plus measurable financial gains in completing the projects
- Promoted teamwork and encouraged cross-functional work
- Spread knowledge of the company's aims and objectives
- Created a positive—not a blame—culture (Marsh and Wood, 2001)

Shell

Shell utilizes action learning programs to improve the abilities and thinking of leaders in three specific skill areas:

- Skills in business-oriented thinking, change management, and implementing change
- Team skills, including how to create and manage effective teams
- Analytical and synthesizing skills in areas such as finance, marketing, and operations

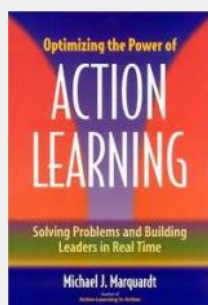
Boeing

Boeing has utilized Action Learning as the key tool for developing their high potential leaders. Action learning teams have developed strategies for major global corporate challenges relative to Boeing's projects in China, Australia, Italy, Germany and Korea. The Executive Council has found Action Learning teams to be so innovative and successful that they have offered these teams the latitude to select action learning projects, a decision that previously rested in the HR department. Post-project research has shown Action Learning participants exercising 2-3 years later the leadership skills gained during their action learning projects.

Toyota

Long after the Lexus brand was popular in the US, it had yet to be marketed and sold extensively in Japan. Coaches trained in WIAL methodology guided Toyota Action Learning teams that developed comprehensive marketing strategies. Now, Toyota credits Action Learning with the success of its Lexus-Japan program.

With reference to the book:



Optimizing the Power of Action Learning: Solving Problems and Building Leaders in Real Time by Prof. Michael Marquardt is the ideal companion to the certification process.

Please click on the book for preview

Registration :

Upcoming Workshops:

Autumn 2011

Venue: Dorney Lake
Eton College Rowing Centre
Windsor SL4 6QP

Foundations of Action Learning	24 & 25 October 2011
Certification for Action Learning Coaches 1(CALC-1)	26 October 2011 and 26 April 2012
Certification for Action Learning Coaches 2(CALC-2)	27 & 28 April 2012

Register Now!

Spring 2012

Venue: Dorney Lake
Eton College Rowing Centre
Windsor SL4 6QP

Foundations of Action Learning	23 & 24 April 2012
Certification for Action Learning Coaches 1(CALC-1)	25 April 2012 and 25 October 2012
Certification for Action Learning Coaches 2(CALC-2)	26 & 27 October 2012

Register Now!

Fees:

Foundations of Action Learning (2 days) :

£800 (ex. VAT)

Certification as an Action Learning Coach (6 days) :

£2200 (ex. VAT)*

**Can be paid in two instalments of £1,100(ex. VAT) each.*

To register, or for further information, contact:

Luke Sandelands
WIAL-UK
c/o Corporate Learning Consultants Ltd
Multi Media Exchange
72-80 Corporation Road
Middlesbrough TS1 2RF
United Kingdom

Ph: +44 (0)845 034 5643

E-mail: lsandelands@yourclearadvantage.com

Web: www.yourclearadvantage.com/WIAL-UK