

MANAGEMENT



ACTION LEARNING

Action Learning is a process of bringing together a group of people with varied levels of skills and experience to analyze an actual work problem and develop an action plan. Prof Reg Revans first introduced and coined the term in the 1940s. Action Learning is described with the formula $L=P+Q$ where Learning(L) occurs through Programmed Knowledge(P) and insightful Questioning(Q). Action learning typically comprises of experiential learning, creative complex problem solving, acquiring of relevant information, and co-learning group support.



Steps in Action Learning:

- **Clarify the objective** of the Action Learning Group. Presentation of the problem or the task to the group
- **Group formation.** The group can consist of volunteers of appointed people, and can work on a single organizational problem or each other's departmental problems
- **Analyze the issue(s)** and identify actions for resolving them
- **Presentation of problem** by problem owner
- **Reframing of problem.** After a series of questions, the group will reach a consensus on the most critical and important problem the group will work on
- **Determining goals.** Once the key problem is identified, the group seeks consensus for the goal.

- **Develop action strategies.** Most of the time and energy of the group will be spent on identifying, and pilot testing, of possible action strategies.
- **Take action.** Between Action Learning sessions, the group implements strategies developed and agreed by the group
- **Repeat the cycle** of action and learning until problem is resolved or new directions are determined
- **Capturing the learning.** Documentation of learning process and lessons learned after each phase

Use:

To address problems and issues that are complex and not easily be resolved and finding solutions of root causes of problems
Generating creative ideas

Action Learning

Reg W. Revans

$$L = P + Q$$

