

# Managing at Manchester

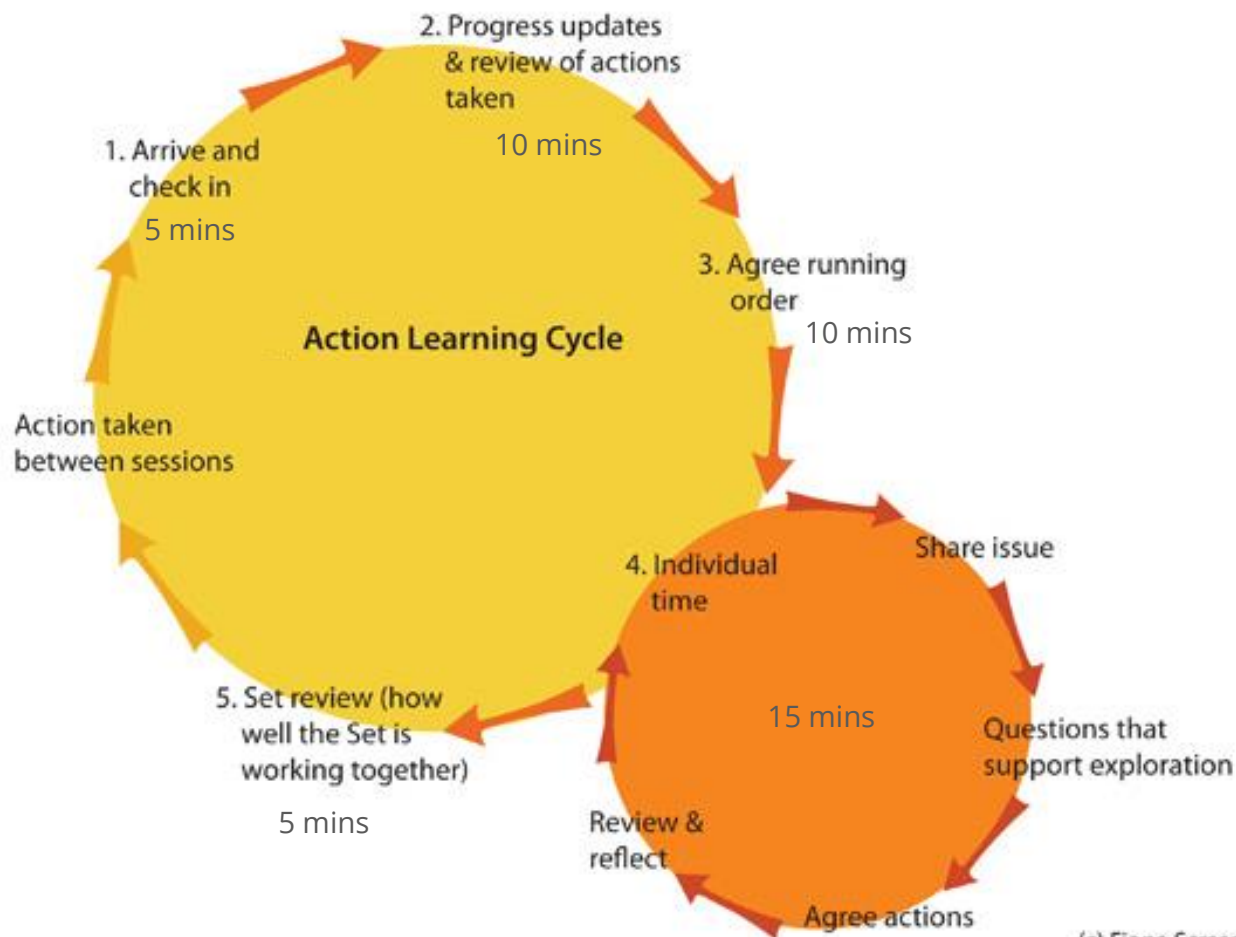
## Action Learning: An Introduction

Action learning sets are **structured sessions** which enable small groups to address **challenging and complex issues**, by meeting on a **regular basis** and working together to **explore and resolve the issue**

# Action Learning Set process

- 6 – 8 people
- Issues, challenges, or questions
- Commitment
- Trust
- Support
- Permission to challenge
- Facilitation (initially)
- Time
- Questioning
- Discussion
- Working with expertise and experience
- Move from discussion to action

# Action Learning Set Cycle



# The Questioning Funnel

## Open Questions

Who What Where When How Why

## Probing Questions

Clarifying, Fact Finding, Gaining thoughts, feeling  
views

Check understanding, Gain specific Info

## Closing Questions

Summarising  
Confirm actions  
Next Steps

**What action are you  
going to take?**

**What result do  
you want?**

**How do you feel  
about this situation?**

**When will you start?**

**What could you do  
differently?**

**What's the worst  
thing that might  
happen?**

# Questions

**What have you done  
already?**

**What support do  
you need?**

**What can you do about it?**

**What's the best  
possible outcome?**

**What options do  
you think you  
have?**

**What should make  
the situation  
better?**

**What is the first thing  
that you think you might  
need to do?**

# Action Learning Set Roles

## Speaker

Bring a issue, challenge or question and be prepared to explore it

To use questions from the group to help explore the challenge

Develop action points

## ALS Members

To use open and probing questions to curiously help the individual explore their challenge

Listen actively and keep focus on the individual presenting

Not to give advice

## Facilitator

Make sure the set keeps to time

Ensure that the process, principles of ALS and ground rules are adhered to

Highlight helpful and less helpful behaviours



**What questions do you have?**