



## ACTION LEARNING GROUP 3

# Guidance Notes

Action Learning is a powerful tool for enabling individuals and teams to solve complex problems. A place where we trust the resourcefulness of our colleagues to design the best solutions. Your Action Learning Group (ALG) has been selected to bring together colleagues from your business unit to share learning and impact.

You may want to seek facilitation support from the Aztec Academy, but we encourage you to use this as an opportunity to practice your own skills. As with the previous sessions, decide in advance who is going to lead/facilitate the ALG. We'd encourage anyone who has NOT run one before or is not running a Team Cascade to step into this role. If you're taking on that facilitation role, it might be useful to re-read the facilitator guide on ALG page of the HPT website.

As a reminder, the purpose of ALGs is to help you to:

- Share your learning with colleagues in your business unit
- Help each other to apply what you're learning in HPT to real life challenges
- Put new leadership skills into practice

## Structure for ALG 3

This third ALG session is another chance for you to apply your performance coaching skills you've learned in Module 3 and 4 of asking open questions, giving feedback, listening, and summarising. We suggest you use the following structure to focus on how you have been applying HPT skills to real challenges with your team.

## Check in (5 minutes)

Invite each person to **briefly** share their key takeaway from Module 4 - High Performance Team Conversations (facilitator tip – you'll have to guide/coach people to stick to time here!).

## Applications (50 minutes)

Divide your time so that each person has an equal allocation. E.g., if there are 5 of you, that's 10 minutes each.

In Module 4 we focused on 3 areas – Gameplan, Role Clarity and Team Feedback, and practiced with 3 frameworks – Role questions and Temperature Check (which is the Team Cascade), and “I like, I wish, What if”.

In this ALG, each person will take it in turns to share how they've applied those concepts and/or skills in a real situation (with their team of direct reports, a project team, or peer leadership team). They can talk about what they've done, what's worked and what impact they feel it's had.

The rest of the group are invited to coach and give feedback. Use OARS and I Like, I Wish and What If as two helpful tools or frameworks.

- O** > Open Questions
- A** > Affirm strengths to build confidence
- R** > Reflect– hearing their own words
- S** > Summarise – to grow understanding



### I Like...

Conveys the positive aspects about the plan.



### I Wish...

How the plan can be changed to address concerns.



### What If...

Express suggestions that can lead to new solutions.

## Warm down (5 minutes)

Invite each person to share what they have learned today.

As facilitator, use this structure to manage time and to focus people's contributions. Encourage everyone to contribute – this may mean some people say less than they normally would, while others say a little more.

As with ALG 1 and 2, use the ALG follow up download to reflect on the session, consolidate your learning and identify any next steps or actions.

