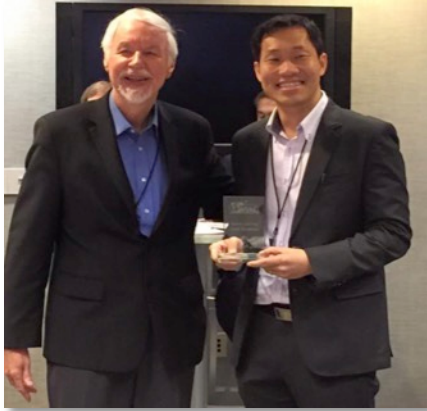




# Thriving in the Age of Change through Action Learning

PHOON KOK HWA  
LEAD FACILITATOR  
PROFESSIONAL ACTION LEARNING COACH



**Phoon Kok Hwa** is the first Professional Action Learning Coach, outside of US, with the World Institute for Action Learning (WIAL). He was awarded the WIAL International Coach Excellence Award in 2015 and his client was awarded WIAL Best Application Award in 2018.



Kok Hwa has trained and coached Action Learning teams in many organizations in both the public and private sectors across a wide range of industries. His clients include Microsoft, Thermo Fisher Scientific, AbbVie, Singapore Institute of Management, Singapore Armed Forces, Dimension Data, Schneider Electric, Rohde & Schwarz, Ministry of Health Holdings (MOHH), etc.

# Agenda

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- |                   |   |
|-------------------|---|
| 10:35am – 11:05am | <ul style="list-style-type: none"><li>• Problem Solving and Learning in the Age of Change</li><li>• Introduction to Action Learning</li></ul> |
| 11:05am – 11:55pm | <ul style="list-style-type: none"><li>• Experience an Action Learning Session</li></ul>   |
| 11:55pm – 12:10pm | <ul style="list-style-type: none"><li>• Debrief</li></ul>   |
-

# Action Learning Coaches



Bernadette Chua



Trevor Chua



Andrew Lee



Heather Tan



Jerlyn Tang



Lorraine Wong



**Globalisation**

**Social and  
demographic  
change**

**Technological  
disruption**

**Political and economic  
uncertainty**

# Knowledge Doubling Curve

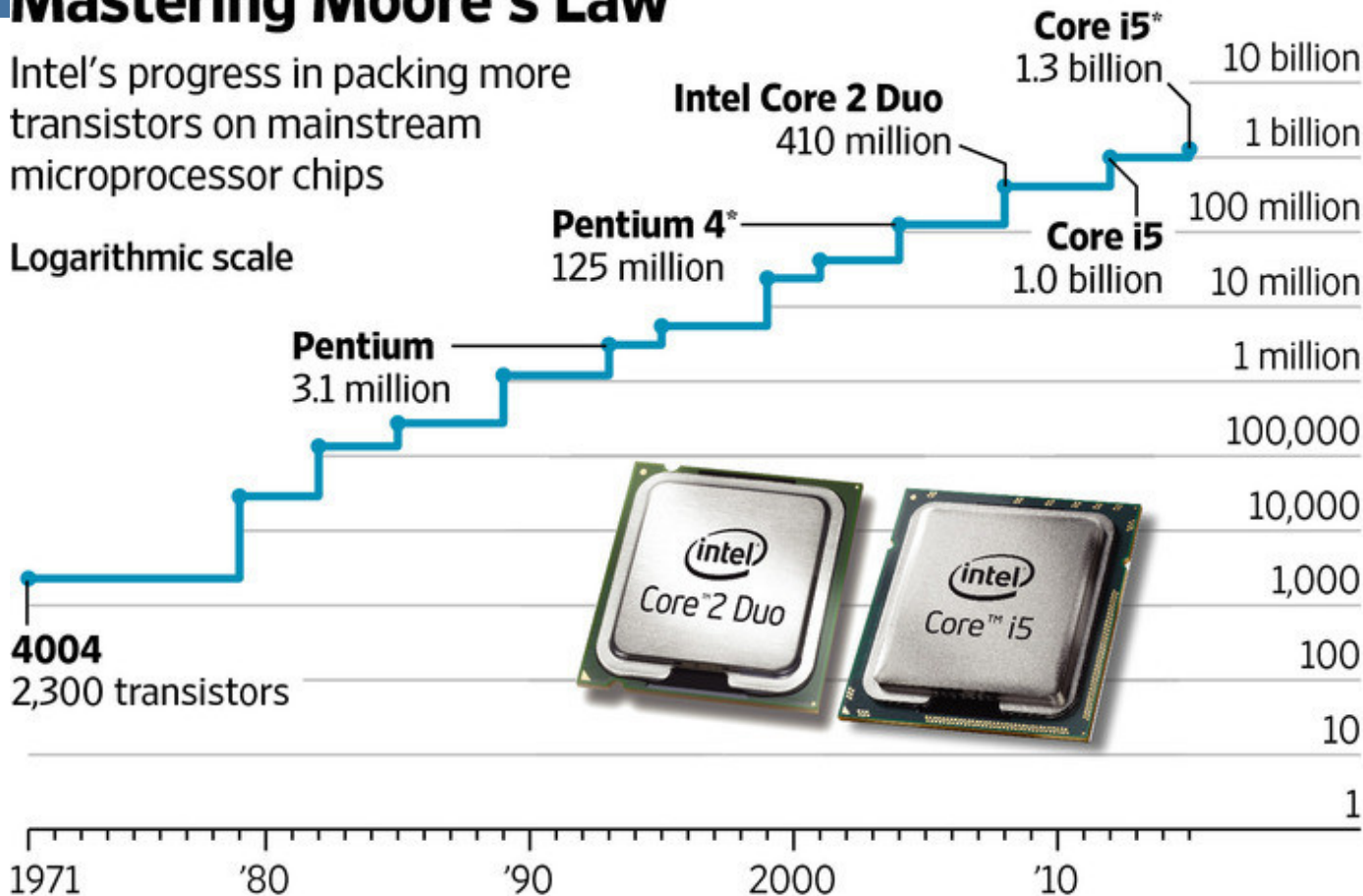
Buckminster Fuller



# Mastering Moore's Law

Intel's progress in packing more transistors on mainstream microprocessor chips

Logarithmic scale

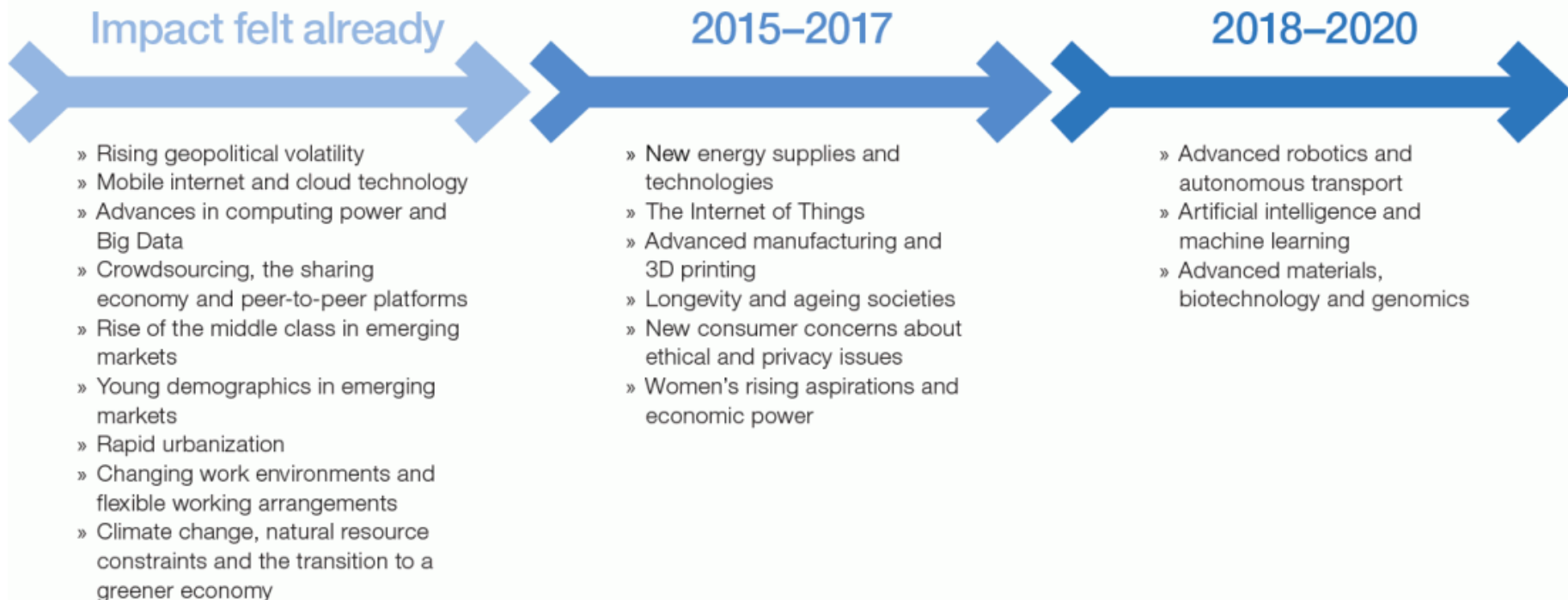


\*Upgraded versions of prior models


Source: Intel

THE WALL STREET JOURNAL.

Figure 3: Timeframe to impact industries, business models







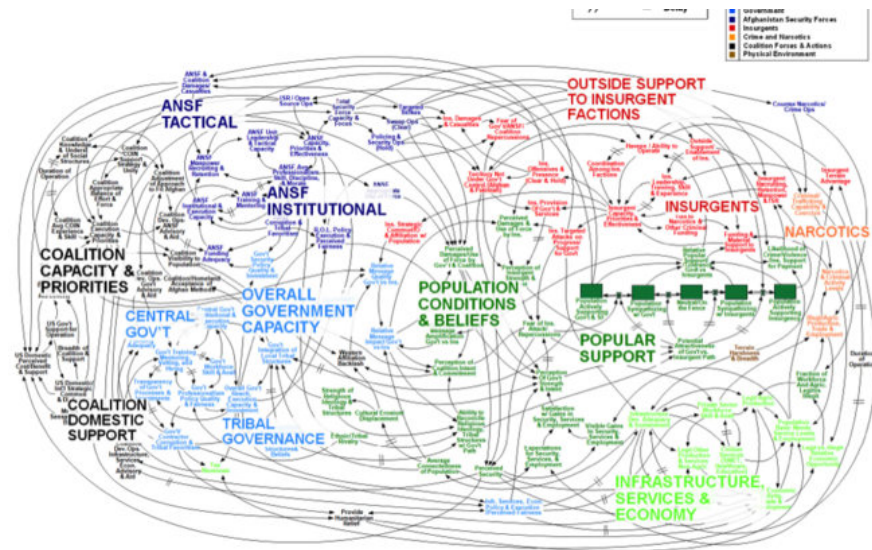
Irrelevance happens when the speed of change outside an organization is greater than speed of change inside an organization.

Rick Warren


# Problem Solving



Technical Problem



Adaptive Problem

The background is a teal color. On the left, there is a large lightbulb shape composed of several yellow puzzle pieces. In the center, there are dashed white lines forming a diamond shape, with a yellow question mark at the bottom. On the right, there is a single yellow puzzle piece. The text is centered within a white rectangular box.

*“The most common leadership failure stems from trying to apply technical solutions to adaptive challenges.”*

**- Ronald Heifetz, Alexandra Grashow, and Martin Linsky**

# Ancient Wisdom

*“For the things we have to learn before we can do them, we learn by doing them.” – Aristotle*

*“I hear and I forget. I see and I remember. I do and I understand.” - Confucius*

# What is Action Learning?

- A process that involves a **small group** working on a **real problem, taking action, and learning** while doing so.
- A **powerful management tool** that creates dynamic opportunities for individuals, teams, and organizations **to successfully adapt, learn and innovate.**



# Adult Learning and Action Learning

- 1) Adults need to be involved in the planning and evaluation of their instruction.
- 2) Experience (including mistakes) provides the basis for the learning activities.
- 3) Adults are most interested in learning subjects that have immediate relevance and impact to their job or personal life.
- 4) Adult learning is problem-centered rather than content-oriented. (Kearsley, 2010)





# Learning Organisation

*“A company that learns effectively and collectively and continually transforms itself for better management and use of knowledge; empowers people within and outside the organization to learn as they work; utilises technology to maximize learning and production.”*

**- Professor Michael Marquardt  
Founder of World Institute for Action Learning**

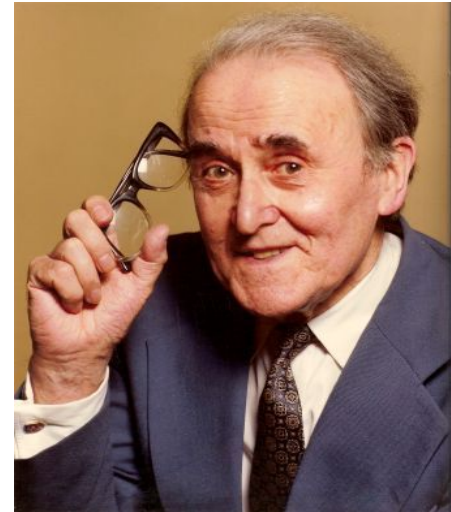
# The WHY of Action Learning



# Learning Theory

- Learning = Programmed Knowledge + Questioning Insight (L= P+Q)
- No learning without action;                      No  
action without learning!

Prof Reg Revans



# Balance between Action and Learning



# WIAL Action Learning

- Learning = P x Q x R
- Six components



Prof Michael Marquardt

# Two Ground Rules

1. Statements only in response to questions;  
anyone can ask anyone questions
2. Action learning coach has authority to  
intervene whenever he/she identifies  
learning opportunities

# Roles in Action Learning

- Problem Presenter
- Team Members
- Action Learning Coach



# Problem Presenter

- What are the issues/concerns?  
*5Ps: Personal, Pressing, Power, Practical, (No) Pretence*
- Why is this issue of such concern to me?
- What do you want to get from this session?
- Be open-minded

# Team Members

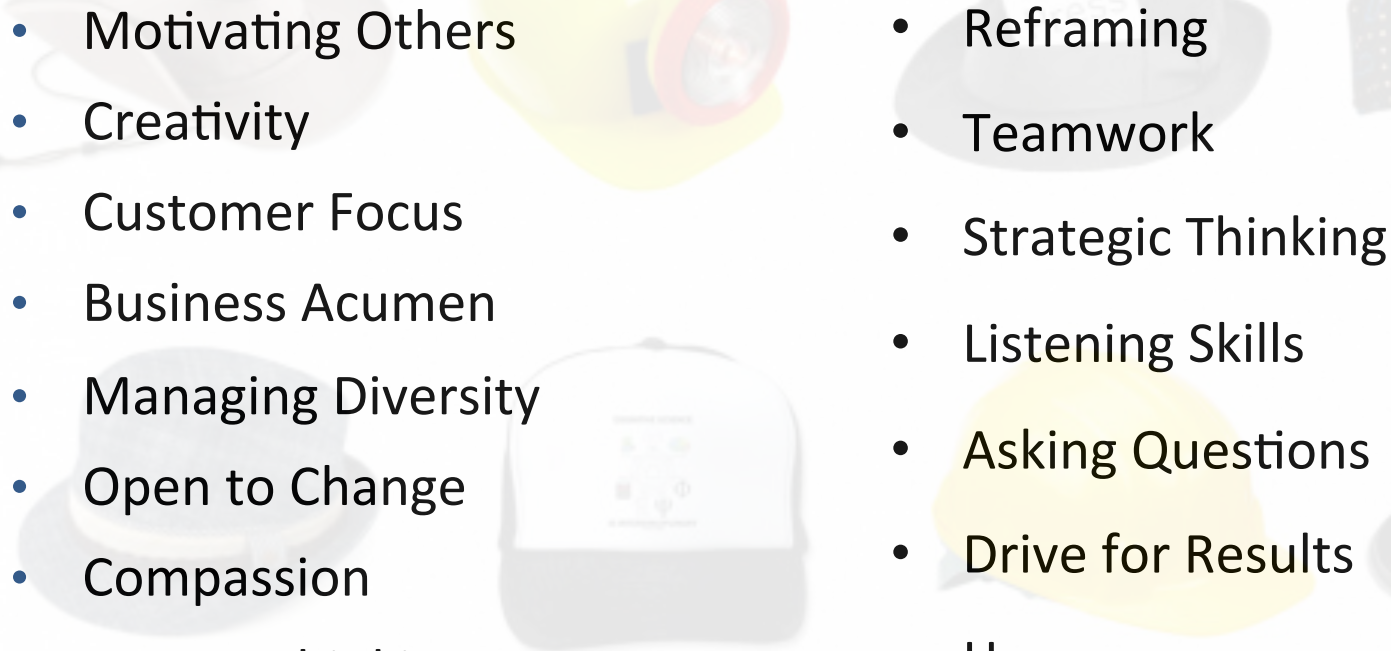
- Seek to gain a group-agreed understanding of the problem by asking questions
- Make statements only in response to questions directed specifically to you or to the group as a whole
- Listen carefully to the questions of the Action Learning coach and do not resume working on the problem until he/she asks you to continue
- Be open-minded

# Action Learning Coach

- Help members achieve clarity, improve performance and optimize learning
- Does not participate in problem solving
- Ask questions
- Manage the time so both learning and action are accomplished at every session



# Individual Competencies

- 
- Motivating Others
  - Creativity
  - Customer Focus
  - Business Acumen
  - Managing Diversity
  - Open to Change
  - Compassion
  - System Thinking
  - Reframing
  - Teamwork
  - Strategic Thinking
  - Listening Skills
  - Asking Questions
  - Drive for Results
  - Humour



A group of business professionals in a meeting room are gathered around a wooden table. They are holding large, interlocking puzzle pieces. One piece is red, and the others are blue. The scene is brightly lit, and the focus is on the puzzle pieces and the text overlay.

# Action Learning Debrief

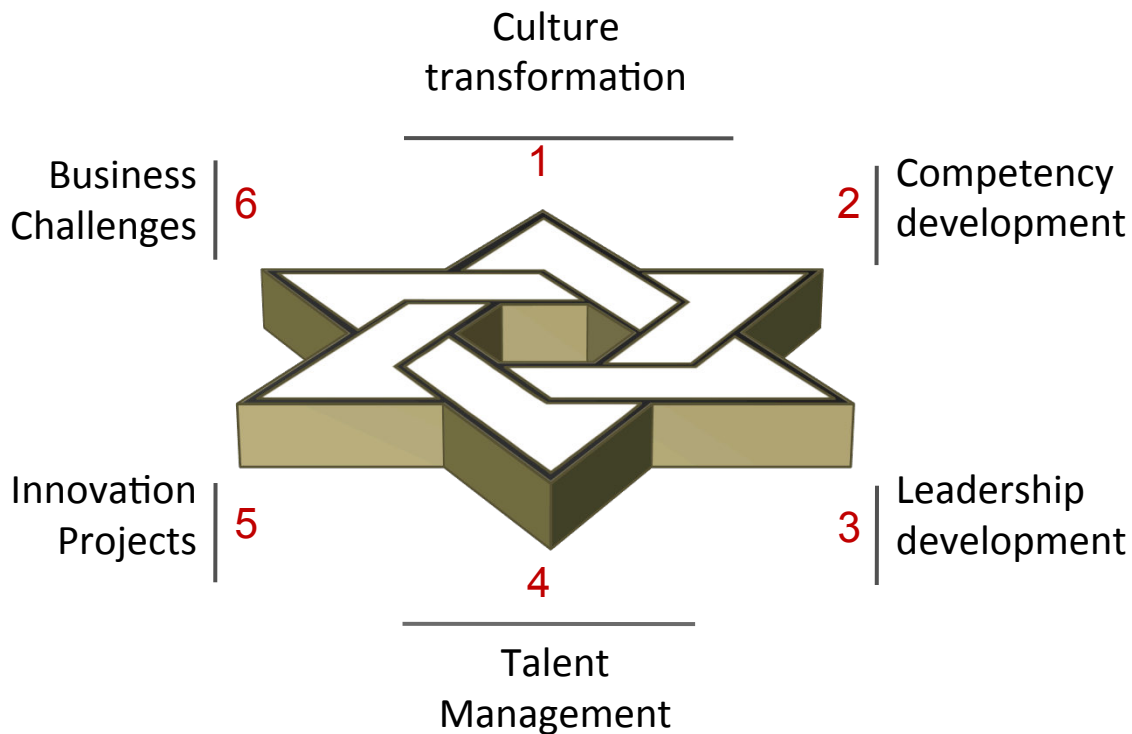
# Action Learning Debrief


1. How did this process differ from typical problem solving process ?
2. What are some of your learnings gleaned from the process?
3. What are some actions you can take?

# Benefits of Action Learning

- 1** Problem Solving
- 2** Leadership Development
- 3** Team Building
- 4** Organizational Learning

# Organisational Deployment





*“Fresh thinking and new learning are needed if we are to avoid responding to today’s problems with yesterday’s solutions, while the future engulfs us.”*

**- Professor Michael Marquardt  
Founder of World Institute for Action Learning**



 ADULT  
LEARNING  
SYMPOSIUM

# Thank You

PHOON KOK HWA

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