WIAL-USA Board of Directors

The WIAL-USA Board of Directors wants to meet you! Please take a few moments to introduce yourself. We welcome suggestions to make WIAL-USA and organization of which we can all be proud.

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World Institute for Action Learning–USA

2015 WIAL-USA and Global Conference
October 28–30, 2015

Leading and Sustaining Change Through Action Learning

Thank you for joining us today. The planning committee hopes each participant will enjoy ample learning and networking opportunities designed to professionally develop current and prospective action learning coaches and continue to build the WIAL-based Action Learning community practice.

Schedule of Events

Wednesday, October 28
7:00 am – 5:00 pm	Registration/Continental Breakfast
8:30 am – 10:00 am	Plenary Session
10: 00 am – 10:15 am	Networking break
10:15 am – 11:15 am	Breakout Sessions
11:30 am – 12:30 pm	Breakout Sessions
12:30 pm – 1:15 pm	Luncheon
1:15 pm – 1:45 pm	Plenary Session
2:00 pm – 3:00 pm	Breakout Sessions
3:15 pm – 4:15 pm	Breakout Sessions
4:30 pm – 6:00 pm	Welcome and Networking Reception

Thursday, October 29
8:30 am – 10:00 am	Plenary Session
10:00 am – 10:15 am	Networking
10:15 am – 11:15 am	Breakout Sessions
11:30 am – 12:30 pm	Breakout Sessions
12:30 pm – 1:45 pm	Luncheon & International Awards Presentations
1:45 pm – 2:45 pm	Plenary Session
2:45 pm – 3:00 pm	Networking
3:00 pm – 4:00 pm	Breakout Sessions
4:00 pm – 4:30 pm	Closing Session

Friday, October 30
9:00 am – 12:00 pm AND	Post-Conference Workshops
1:00 pm – 4:00 pm	(*Separate registration required*)

WELCOME!

Dear Colleagues,

I am pleased to welcome you to the **2015 WIAL-USA and Global Conference** in Arlington, VA this week.

Our theme this year, "Leading and Sustaining Change through Action Learning" was developed with the practioner and organization in mind. As organizations, both private and public, experience internal and external challenges, such as technology, communication, social expectations, etc. so is the need to create leaders who can create the conditions for organizational performance, teams that can innovate faster and organizations that create knowledge management systems that go beyond formal roles and responsibilities

This week, we'll hear from national and international speakers to explore and engage in conversation where action learning is being used successfully to create organizational synergy by:

- Developing leaders and their leadership philosophy;
- Creating sustainable competitive strategic organizations;
- Implementing organizational change;
- Developing innovative teams;
- Establishing cultural norms for organizational performance,
- Coaching teams.

I know you'll find the conference and workshops beneficial and helpful and I encourage you to be part of the conversation this week. I look forward to meeting all of you this week.

Best,

Andrew

Andrew Rahaman, Ed.D

Chair, WIAL-USA

Session Descriptions

8:30 AM - 9:15 AM

PLENARY SESSION WELCOME

Dr. Andrew Rahaman, Dr. Michael Marquardt

Washington Room

9:15 AM - 10:00 AM

PLENARY SPEAKER

Using Action Learning to Drive Culture Change—

Dr. Dan Denison, Chair/Co-Founder, Denison Consulting, LLC; Professor of Management and Organization, IMD

Washington Room

10:15 AM - 11:15 AM

BREAKOUT SESSIONS

Organizational Culture, Leadership and Action Learning: Putting the Ideas to Work

Dr. Dan Denison, Chair/Co-Founder, Denison Consulting, LLC; Professor of Management and Organization, IMD

Washington Room

Leading culture change in organizations always involves a planned set of interventions, rooted in a diagnostic assessment, and organized around a common set of themes revealed by that assessment. These interventions, and the expectations they create, always share a number of characteristics with the action learning paradigm. This presentation shares some of our experience with this dynamic, and is based around the core concept of keystone habits. Our research shows that many of the most successful culture change efforts succeed by focusing on "Keystone Habits." A keystone habit is a core routine that has the greatest potential for leveraging small wins into broad institutional change. Once a change is made in a keystone habit, that change itself helps to build the momentum for broader institutional change. This presen-

tation will highlight the crucial role that keystone habits play in driving culture change and examine the ways that the logic of action learning can accelerate this process.

Introduction to Action Learning – A Powerful Innovative Tool for Developing Leaders, Solving Problems, Building Teams and Transforming Organizations

Dr. Mike Marquardt, Professor of Human Resource Development and International Affairs; Program Director of the Executive Leadership Program at George Washington University

Annapolis Room

Action learning is not only an effective problem solving process but also has been valuable to a growing number of organizations worldwide as a powerful tool for developing leaders, teams and organizations. In this session, participants will discover the six essential components for successful action learning programs, explore the steps and processes of implementing action learning, and have the opportunity of practicing action learning in groups of 5-6 members. Successful application of action learning in companies such as Microsoft, Sony Music, Panasonic, Goodrich, Samsung, and Boeing as well as with universities and government agencies will be described.

11:30 AM - 12:30 PM

BREAKOUT SESSIONS

Thriving in an Uncertain World: Moving Beyond Crisis through Action Learning

Mary Stacey, Managing Director, Context Consulting

Washington Room

Action Learning has a powerful ability to deliver multiple outcomes in a short period of time. This is its greatest promise for an organization in the midst of a crisis. In this session we'll explore the DNA Cafe, an action learning process recently featured in Life Science Leader Magazine, and designed to support a global biotech company during a 'perfect storm' at one of its manufacturing sites—a contamination crisis, a change leadership vacuum, and a subsequent acquisition which required significant transformation. The DNA Cafe action learning process became the leadership team's primary vehicle for re-building

organizational resilience and developing change leadership capabilities in its 100+ management team. We'll follow the team's journey and outcomes over a three year period as they move beyond a crisis orientation and learn to navigate their VUCA (volatile, uncertain, complex, and ambiguous) environment. We'll discuss the role the six coaches played in scaffolding the participant experience to cultivate a more expansive mind, develop peer coaching skills, and the strengthen relationships to facilitate cross-functional collaboration. In particular, we'll explore how adult development theory (Kegan, Torbert, Cook-Greuter) combined with and new practices such as polarity thinking, appreciative inquiry, and wicked questioning to help participants grow beyond their technical orientation to become confident systems thinkers capable of leading change in uncertain times.

Action Learning Online

Dr. Deborah Waddill, Assistant Adjunct Professor, George Washington University
Annapolis Room

Action learning clearly offers powerful leadership and team development opportunities, but does its power diminish online? Dr. Deborah Waddill will describe her unique approach for Action e-Learning (AEL) applied in online courseware. She will demonstrate how she has successfully implemented Action e-Learning in academic, government, and business classrooms over the past ten years. Additionally, Dr. Waddill will provide an understanding of the adult learning theories underpinning her approach. You will determine for yourself whether or not Action e-Learning is appropriate for your workplace.

12:30 PM – 1:15 PM

LUNCHEON
Washington Room

1:15 PM – 1:45 PM

PLENARY SESSION
Awards: Lifelong Achievement in Action Learning
Kathy Chalmers
Washington Room

2:00 PM – 3:00 PM

BREAKOUT SESSIONS
Questions and the Brain: The Neuroscience of Action Learning
Shannon Banks, Managing Director, Be Leadership Ltd
Washington Room

As neuroleadership emerges as a new field of study, we are learning more and more about the science behind leadership behaviors, teamwork, problem solving and questions. This emerging brain theory links directly with action learning and its success as both a problem solving method and leadership development tool. In this session, I will draw on the work of David Rock, Matthew Leiberman, and other leading neuroscientists and make useful connections between this brain theory and the practice of action learning. These connections can be used to both explain the value of action learning to sponsors and clients as well as support your coaching practice by allowing even more powerful coaching interventions.

Shared Leadership: The New Core Competence of High-Performing Teams
Tony Pearson, Founding Partner, Leadership in International Management Ltd., (LIM)
Annapolis Room

Global marketplace demands have resulted in organizations relying increasingly on teams to collaborate in leading and executing business strategies. To do this, teams find that they need an array of new behaviors, and mindsets as they identify and then lead their company's response to organizational and cultural change. The process of Shared Leadership has demonstrated itself as a central competency in developing high team performance, as it moves the teams from a 'hub-and spoke' leadership model to Shared Leadership. Current team leadership and team membership skills are often inadequate for the new global challenges, and the wide variety of teams-- intact, ad hoc, project, cross-functional, cross-cultural and now virtual—demand new competencies to manage change. In this interactive session, participants will experience a powerful process to develop Shared Leadership called Peer Coaching, will identify its benefits, and ways to apply it, immediately, in their business context.

3:15 PM – 4:15 PM

BREAKOUT SESSIONS

Critical Thinking and Action Learning

Dr. Steve Terrell, Senior Consultant, Executive Development Associates

Washington Room

This presentation will explore cognitive skills required for leader effectiveness in today's increasingly volatile, uncertain, complex, and ambiguous (VUCA) world, and their application and implications for Action Learning. Participants will gain an understanding of the importance and impact of cognitive readiness for learning and development; an understanding of how specific cognitive skills connect to Action Learning and an appreciation for the potential positive impact that these skills can have on Action Learning teams.

*The Power Team of Action Learning +
Polarity Thinking*

Cliff Kayser, Vice President and Partner, Polarity Partnerships LLC; Adjunct Faculty at American University, George Mason University, and the Gestalt Institute of Cleveland

Annapolis Room

Action Learning and Polarity Thinking approaches are both outgrowths of an awareness of the limitations and vulnerabilities that are present in traditional problem solving and gap-analysis. While Action Learning and Polarity Thinking are unique in their approaches, both develop the capacity and capability for key stakeholders to see a more complete picture of challenges and "learn their way" to solutions. In this presentation Cliff Kayser shares how the core similarities and differences in these powerful approaches address chronic issues, complexity, change, conflict, and cross-cultural challenges, and how their integration can increase the speed, measurability, and sustainability of client results.

4:30 PM – 6:00 PM

WELCOME AND NETWORKING RECEPTION

8:30 AM – 8:45 AM

PLENARY OPENING

Dr. Andrew Rahaman

Washington Room

8:45 AM – 10:00 AM

PLENARY SESSION

*Transformation, Strategic Leadership
and Action Learning*

Richard Walsh, Senior Faculty, Center for Creative Leadership

Washington Room

Richard Walsh, Senior Faculty from the Center for Creative Leadership, will share how global organizations leverage action learning to transform their business, culture and leadership. He will share five years of best practices, lessons learned and helpful tools used to accelerate transformation. As part of a team, Richard also conducted focus groups with over 400 executives, sponsors and coaches to uncover specific "elements for success" for action learning and transformational change efforts.

10:00 AM – 10:15 AM

NETWORKING

10:15 AM – 11:15 AM

BREAKOUT SESSIONS

*Developing a Road Map for Transformation,
Strategic Leadership and Action Learning*

Richard Walsh, Senior Faculty, Center for Creative Leadership

Washington Room

Richard Walsh, Senior Faculty from the Center for Creative Leadership will co-facilitate a smaller session on transformation, in order to help develop a roadmap for transformation. Based on experience and research, this session will be hands on and full of do's and don'ts for success. Richard will invite a

transformational leader who recently led a major transformation and action learning effort in their organization.

Building Leadership Maturity Through Action Learning: Managing Dilemmas and Shifting Mindsets

Dr. Chuck Appleby, Adjunct Faculty Member, George Washington University Human and Organizational Learning Program; Georgetown University Organizational Learning and Change Leadership Program

Annapolis Room

"When change is faster than learning, the organism fails…When learning is as fast as, or faster than, change, the organism survives and is likely to grow." Reg Revan's words are more relevant than ever. Increasingly, we see organizations demanding that leadership development programs enhance the ability of their leaders to adapt to change. Nick Petrie's 2011 White Paper, "Future Trends in Leadership Development" (Center for Creative Leadership) played a significant part in shifting focus to adaptability based on adult development theory by highlighting the need for the addition of "vertical development" to the traditional horizontal competency-based approach.   The workshop will focus on the challenges and opportunities of using both single and multiple problem action learning in developing leadership maturity. Two models will be used to provide the foundation for the dialog: Bill Joiner's Leadership Agility and Carol Dweck's Growth Mindset. Participants will be encouraged to surface their own successes and challenges in shifting mindsets and fostering leadership maturity. The end product of the session will be a set of key research questions design to promote the continued evolution of action learning in fostering both vertical and horizontal leadership development.

11:30 AM – 12:30 PM

BREAKOUT SESSIONS

Is Action Learning Scalable?

Alexandra Walker, Senior OED Consultant, Informal Learning Strategy, Enterprise Talent Planning and Development Services; Stephanie Cosgrove, Talent Acceleration Organization Effectiveness, Community Banking Human Resources, Wells Fargo

Washington Room

Community Banking Human Resources, Wells Fargo How do you introduce and sustain Action Learning in a large, complex organization? Join us as we share our evolving Action Learning journey – past, present and future.

Building Team Psychological Safety Through Action Learning

Peter Cauwelier, Managing Director, WIAL Thailand

Annapolis Room

Have you ever wondered why some teams just seem to tread water, staying afloat but not really making progress? Or how others seem to thrive and continually raise the bar? Is it the company culture? Or the team leader? Or is it because of the team members themselves? Team psychological safety is defined as "a shared belief held by members of a team that the team is safe for interpersonal risk taking". A team that feels psychologically safe engages more easily in actions and behaviors that allow it to learn, and tackles new challenges with increased knowledge. What is team psychological safety? How do you create it and what are the key influencing factors? Peter Cauwelier has evaluated how Action Learning impacts team psychological safety in a team, and found out that Action Learning is a clear accelerator of team psychological development.

During this interactive session, you will gain an understanding of what team psychological safety is, and how to develop it in your team; how to coach leaders on setting up their teams for high performance and how Action Learning accelerates team psychological safety in a team.

The Power of Questioning and Mindsets in Action Learning

Popsy Kanagaratnam, George Washington University; Bea Carson, President, Carson Consultants, President-Elect WIAL; Kim Aubry, Executive Director, Inquiry Institute

Richmond Room

This session is based on the Question Thinking (QT) methodology, tools, and practices presented in Change Your Questions, Change Your Life: 12 Powerful Tools for Life and Work by Dr. Marilee Adams. Question Thinking (QT) refers to the use of questions to develop an inquiring mindset. The primary skill of Action Learning coaches is asking questions that facilitate more effective learning, reflection, thinking, decision-making, problem-solving, communication, conflict resolution, collaboration, and results—all aspects of leading and sustaining change. Coaches' questioning skills are empowered by cultivating their own Learner mindset (asking themselves the most productive and generative questions) which empowers their ability to foster this same awareness and skill with teams and individuals.

12:30 PM - 1:45 PM

LUNCHEON & INTERNATIONAL AWARDS PRESENTATIONS
Washington Room

1:45 PM - 2:45 PM

PLENARY SESSION
Integrating Action Learning in Government Executive Leadership Development
Dr. Patrick Malone, Director, Leadership Development Program, American University; Panel of Speakers: Aaron Edwards, Department of State, Dr. Pape Cisse, Department of Transportation, Laura Duke, Office of Management and Budget, Russell Robinson, Department of Health and Human Services
Washington Room

2:45 PM - 3:00 PM

NETWORKING

3:00 PM - 4:00 PM

BREAKOUT SESSIONS
Promoting Action Learning and Action Learning Coaches
Tomasz Janiak, President, WIAL Poland
Washington Room

Running a consulting company and being an Action Learning coach requires the ability and skills to form relationships with the current and potential clients. In the business where the client does not take the product off a shelf but rather decides on buying it through conversations with the coach, relationships are essential. In this presentation you will learn a few tips about getting to the end client- the person who makes decisions and also get knowledge about free online tools that may help you market your services. Learn how to make vibrant newsletters, use good graphics and create simple videos that will bring you attention from your target group!

Gamification: Action Learning Games as Learning
Shiowjiuan Cheng, Assistant Professor, Rikkyo University, Japan
Annapolis Room

Asking questions is the nature of people. Playing is the nature as well. People, not matter kids or adults love to play games. Playing this game will reduce adults' caution against asking questions even if they did that well when they were kids. Adults will have a chance to ask different kinds of questions in this game, and at the end of this game, within appropriate reflection, they will learn Action Learning rules or skills through experience in the game. Attendees will experience the table game first and then learn the process and thinking of this table game from the instructor. Participants will learn how to ask questions with different strategies as a member and how to make Action Learning training more creative as an instructor.
Breakout Session

Virtual Coaching of Geographically Dispersed Teams: Role of Coach to Support Team Success
Dr. Jacqueline Villafane, WIAL-USA Board Director, Organization Development Practitioner and Action Learning Coach
Washington Room

This presentation will explore factors that contribute to successful virtual action learning sessions. Participants will gain an understanding of how to set up virtual coaching session expectations, role of a virtual coach, the importance of prescribing structure to virtual sessions and double loop feedback. This interactive session will allow participants to apply techniques discussed, promote reflection and offer an opportunity for mutual learning.

4:00 PM - 4:30 PM

CLOSING SESSION
Dr. Andrew Rahaman
Washington Room

FRIDAY, OCTOBER 30

9:00 AM – 12:00 PM

Leading with Questions

Dr. Michael Marquardt, Professor of Human Resource Development and International Affairs; Program Director of the Executive Leadership Program, George Washington University

Annapolis I Room

If we can figure out the right questions, then we are half way to a solution! Based on Dr. Michael Marquardt's book "Leading with Questions", this workshop will develop your ability to ask questions that develop your critical thinking skills. We'll cover the power of questions in developing leaders, teams and organizations, types of questions to ask and practice asking great questions.

Action Learning and Adaptive Leadership: Expanding Beyond the Technical Mind

Mary Stacey, Context Consulting; Dr. Sandra Martinez, Founder and President of Fénix Leadership & Development LLC

Annapolis II

Individually, organizationally, and as a society, we tend to favor technical approaches rather than more integrated perspectives and practices that offer greater choice and flexibility. This pattern ignores the dynamic of outcomes emerging from interactions among all of these realities, and hampers our ability to act effectively to build the adaptive networks of trust responsive to the challenges of today's VUCA (volatile, uncertain, complex and ambiguous) environment. How can we as coaches use action learning to help leaders bridge from a technical mind seeking certainty and stability to a more complex understanding of the world that allows them to collaborate across conventional boundaries, more comfortably embrace ambiguity and leverage emerging possibilities? Why is such development important for individuals, teams, organizations, and societies at this time? What are the key capabilities required to support this level of awareness and such a shift in orientation, and how can action learning be facilitated to powerfully cultivate them? Join Mary Stacey and Sandra Martinez for this interactive workshop as they draw on their work in the challenging environments of global biotechnology and security, and bring their experience facilitating this shift in perspective at all levels

of scale. They will highlight what they have found to be critical elements in our understanding of such development, and share some of the frameworks and processes that have proven powerful in their work. Leave the workshop with fresh insight and approaches that can help clients who are seeking to expand their capacity toward greater effectiveness.

1:00 PM – 4:00 PM

Building a Successful Learning Organization

Dr. Michael Marquardt, Professor of Human Resource Development and International Affairs; Program Director of the Executive Leadership Program, George Washington University

Annapolis I

Organizations are faced with unprecedented challenges compelling them to integrate individual and team knowledge to create organizational learning at all levels. This workshop will introduce you how successful organizations are using the different types of learning, the role of action learning to create sustainable learning cultures, strategies organizations are using to transform themselves into learning centers and the steps needed for you to be successful.

About WIAL–USA

WIAL-USA is a non-profit organization dedicated to the growth and advancement of the WIAL method of Action Learning throughout the United States in government, private and non-profit sectors. WIAL-USA exists primarily to certify, develop and support Action Learning coaches living or working in the United States by implementing the policies and programs developed by WIAL.