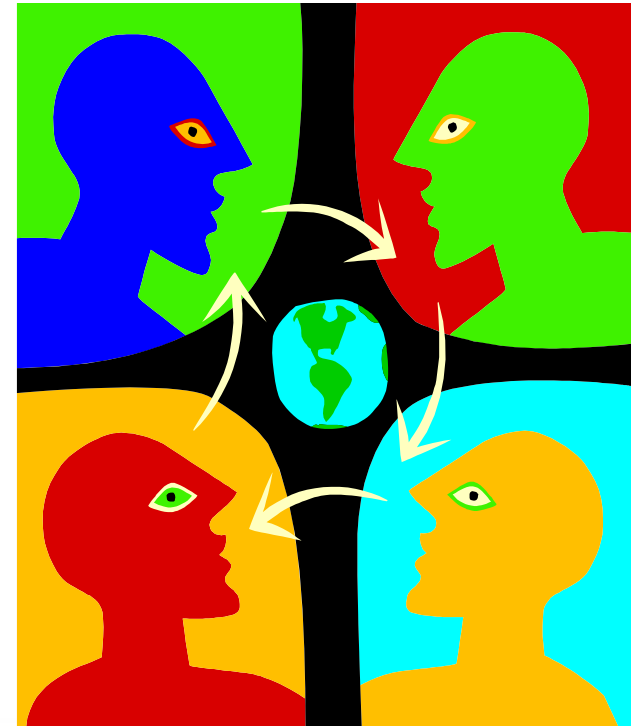
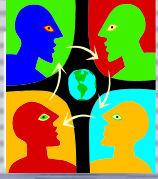


Team Action Learning

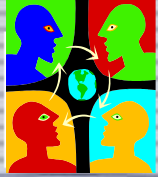
Developing employees
through
focused experiences





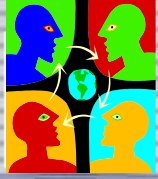
Team Action Learning

- In Action Learning, employees come together as a team to focus on a significant issue or problem
 - Issues are normally identified and sponsored by top management, but can also be more grassroots
 - Developmental experience can range from exposure to strategic issues for high potential employees to working on operational problems to deepen knowledge
 - Part-time effort that deepens employee engagement
 - Team duration varies with the magnitude of the issue and time needed to identify the root cause & develop a comprehensive action plan for correction



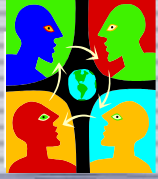
Benefits of Team Action learning

- Accelerates employee development
- Builds leadership bench strength
- Greater impact than most training programs
- Promotes networking opportunities
- Provides cross-functional experience
- Provides real, tangible experience



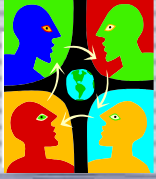
Selection of Action Learning Team

- Employees targeted for accelerated development
 - Nominations through Succession Management process
- Competencies required for the project
 - Matched against existing competency voids & what can be developed within the required timeframe
- Review & approval by the problem Sponsor
- Voluntary employee agreement to participate
 - Based on other workload commitments & enthusiasm
 - Declining does not exclude them from later opportunity



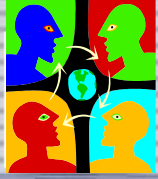
Roles associated with Action Learning

- **Sponsor of the Team's Problem or Issue**
 - Identify issue that is limiting organizational effectiveness
 - Provide feedback to the team throughout process
- **Team members**
 - Serve as internal consultants, drawing on their experience while purposefully moving outside-the-box
- **Facilitator**
 - Coordinate problem identification & team kick-off
 - Coach the team on internal consulting process and provide analytical & teambuilding training
 - Assists in best practice research
 - Measure effectiveness & help remove barriers



Criteria for Problem/Issue Selection

- Important strategically
 - Often questions that are outsourced to consultants
- Potential for significant organizational change
- Stretch assignment for the participants
- Broad scope with rich learning opportunities



Possible Questions

- What might change if we approached the Supply Chain from a knowledge paradigm instead of a traditional product orientation?
- What are the cultural and organizational characteristics of a truly global firm? What would we need to improve in order to be one?
- What should we do to best manage the acquisition, development, and retention of talent at all levels of the organization? How can we ensure that the potential of our talent is fully realized?