



Agenda

1. What are key challenges mgmt / project teams (teams) are facing?
2. For which challenges should we extend/speed up AL?
3. How can we maintain the AL focus on important & urgent business issues?

Facilitating Learning Processes

Key challenges faced by teams

- Ineffective decision making process
- Ineffective interactions
- Mistrust - “Undiscussables”
- Defensive behaviors
- ... ?

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Where would we need AL “extensions” ?

Issues	AL	other	speed
Ineffective decision making process	✓		
Ineffective interactions	✓		✓
Mistrust/Undiscussables	✓	✓	
Defensive behaviors	✓	✓	✓

Facilitating Learning Processes

Use Feedforward to increase mutual trust

1. Pick a behavior you want to change
2. Pick a partner: A & B
3. A asks “I want to *-describe chosen behavior-*, can you give me 2 suggestions that might help me achieve a positive change?”
4. B gives the 2 suggestions. NO reference to the past, NO discussion. A takes note and says “Thank you”
5. Invert A and B role
6. Restart with another partner

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Facilitating Learning Processes

Negotiate the team agenda when the AL coach is present



- The AL coach added value goes down when a team deals with operational tasks (project reviews,...)
- The team meets 1 to 3 times between (monthly) meetings with the coach
- The coach pushes AL-type issues when she is there

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Facilitating Learning Processes