



ACCORD
Hospice



ACTION LEARNING SETS

Inspiring Leadership Programme

2024/25

[Action Learning Sets](#)

Action Learning

A continuous process of learning and reflection that happens with the support of a group of colleagues, working with real problems, with the intention of getting things done

(McCormack et al 2004)



Principles underpinning action learning

- Listening
- Support and challenge
- Reflection
- Questioning
- No advice giving (can be difficult, takes practice)
- Feedback - both give and receive
- Actions

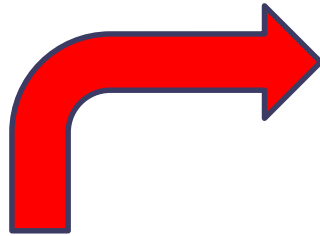
Action learning sets.....

- Respect
- Honesty
- Accepting personal responsibility for learning
- Commitment
 - Self-awareness
 - Set and its members
 - Action
- Openness
 - To challenge and be challenged
 - To support and be supported
- Reflection

Action Learning

Identifying an issue or challenge

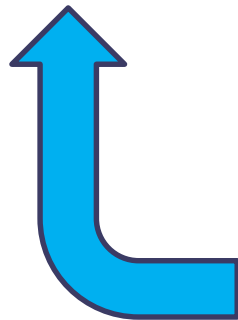
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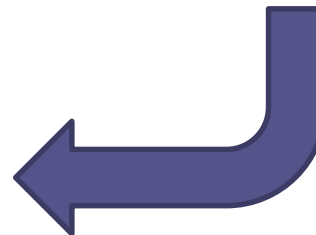
Reflection



Planning



Learning



Five main elements of action learning

1. **You**

2. **Your set**

- A small group who meet regularly, agree ground rules and ways of working

3. **Your issue/challenge/problem**

- A specific issue you want help with

4. **The process**

- Presentation of your issue, challenge, support, agree actions, report back

5. **The facilitator**

- Helps the group as it works and learns

Presenter

- Think of a task/issue/challenge that you face at work. Discuss it with the group and be specific Which part of the scenario do you struggle most with? Do you know or understand why?
 - What am I trying to do?
 - What is stopping me?
 - What can I do about it?
 - Who knows what I'm trying to do
 - Who cares?
 - Who can help?

Set Members

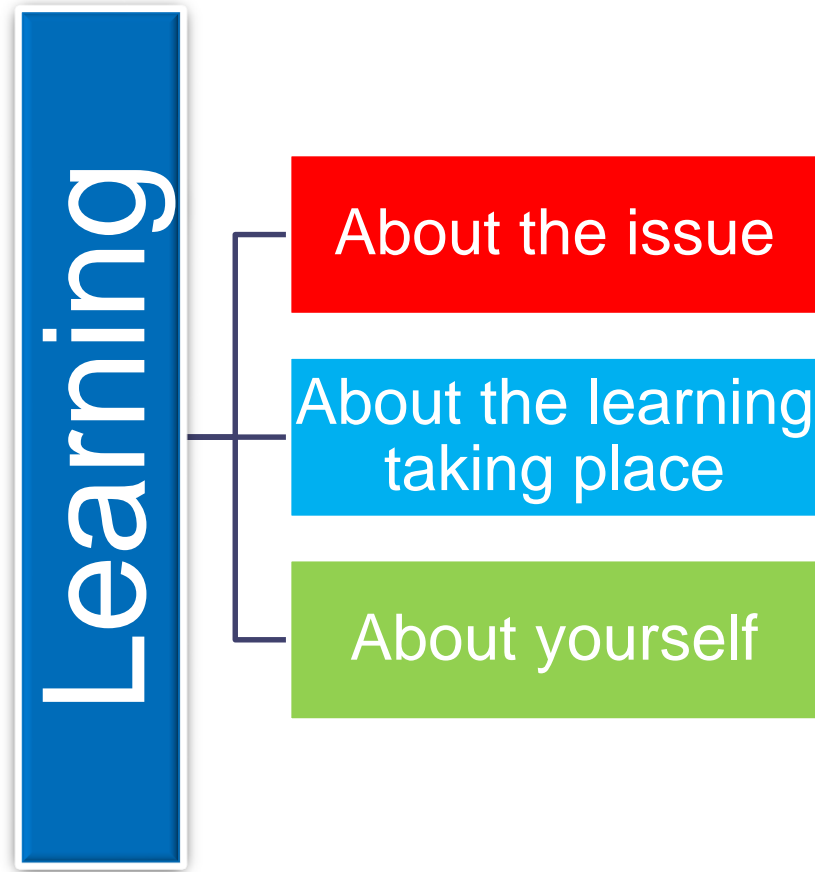
- Actively listen
- Look out for non-verbal cues – e.g. body language, hesitations
- Empathise and be attentive to feelings as well as words.
- Ask questions that encourage e.g.
 - Can you tell me more?
 - Have you thought of?
 - What would happen if?
 - What do you feel most challenged by?
- Give honest feedback but don't impose your own solution
- Be non judgemental
- Follow 'agreed' group rules

Facilitator

Helps the group 'stick to the rules' and offers guidance and encouragement with the use of open and supportive questions.



Learning happens at three levels:



Actions of action learning

- Learning from experience (the 3 key things I have learned about my issue, and myself, today are?)
- Share experience (builds confidence and often skills around getting to the issue)
- Have the opportunity for colleagues to challenge and support you (critical friends)
- Take the challenge and implement it (committing to the challenge of trying something different)
- Review with colleagues the actions taken and any learning

ALS feedback from previous cohorts

- *“The ALS and being able to present to a small safe group has really helped to develop behaviours and confidence”.*
- *“The support from my ALS group instilled me with confidence and made me feel reassured about decisions/situations. This programme has gave me confidence to take new idea's forward and to be brave enough to look at new QI projects as I continue my journey”.*
- *“Will definitely consider keeping in touch with our action learning set, if others agree”.*
- *“The Action Learning Sets are always so helpful-having discussions in a confidential and safe space”.*
- *“Action Learning Set - discussing different issues we face at work and providing feedback to colleagues, seeing things from others' perspectives”.*

Contact Agreement for ALS

- Creating a working contract is key to participants feeling safe, heard and respected. Some points to consider:
 - To provide a safe space for us all to share our experiences
 - Be supportive and encourage open / honest conversations
 - Respectful of each group member's different backgrounds, levels of experience, their views, and opinions
 - Confidentiality knowing that our conversations won't be shared outwith the group
 - Honest and constructive in terms of feedback
 - Allow everyone time to speak and respond
 - The need to provide as much description of the experience as we each feel comfortable with so as to aid in depth discussion, and for there to be no judgement in the way experiences have occurred/been handled



Keeping well (in addition to the essential health tips below ALS can help support your wellbeing)

Trying to maintain and optimise your physical and mental health can be beneficial. This might include:

- Getting regular exercise, eating a healthy balanced diet and by limiting your alcohol intake
- Ensuring that you have the opportunity to take regular breaks at work
- Protecting your time away from work during non-working days and annual leave
- Attending to your emotional and spiritual needs
- Recognising and acting on the early warning signs of possible stress, 'burn-out' or mental health difficulties

Small Group Work

- In our ALS groups please discuss your experience of ALS. Have you previously been part of an ALS group or facilitated a group?
- If you have what was your experience of this?
- Moving forward (with or without experience of ALS) what are you looking forward to with regards to access to an ALS group and what is causing you some anxiety.
- What are the key elements that you feel should be in the ALS contract?