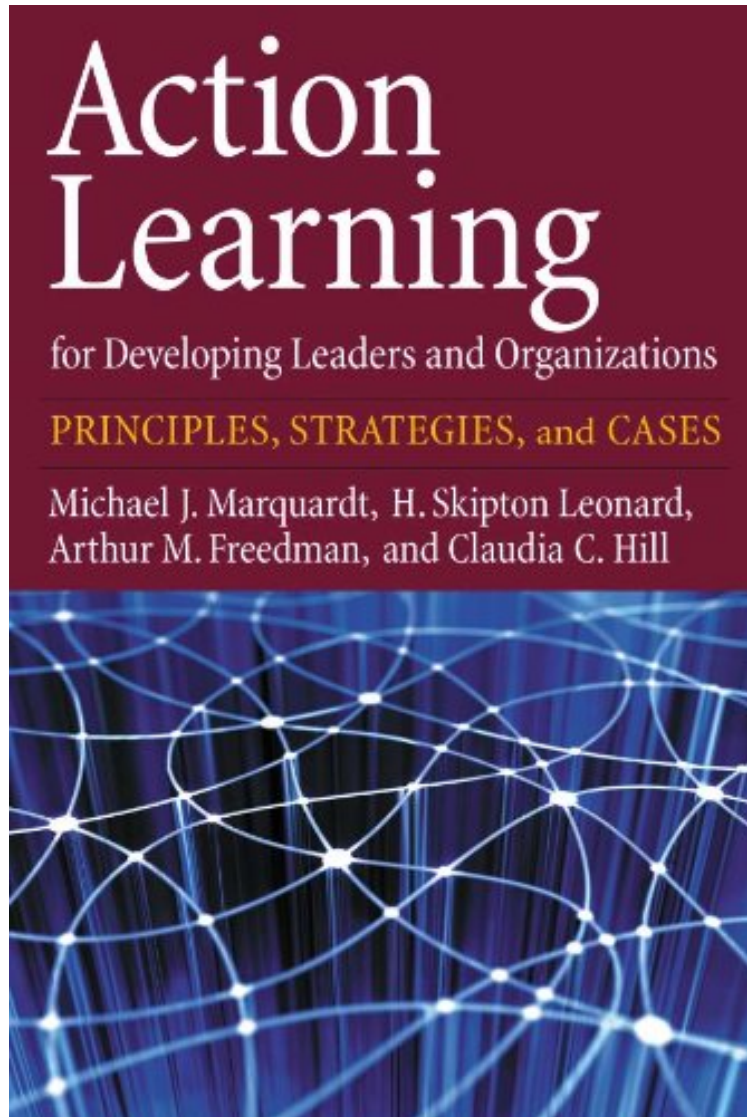


Action Learning for Developing Leaders and Organizations: Principles, Strategies, and Cases

Michael J. Marquardt, H. Skipton Leonard, Arthur M. Freedman, Claudia C. Hill
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Michael J. Marquardt, H. Skipton Leonard, Arthur M. Freedman, Claudia C. Hill : Action Learning for Developing Leaders and Organizations: Principles, Strategies, and Cases before purchasing it in order to gauge whether or not it would be worth my time, and all praised Action Learning for Developing Leaders and Organizations: Principles, Strategies, and Cases:

2 of 2 people found the following review helpful. Outstanding book by leading authorities on the topic By Jim Clarkson Outstanding, very comprehensive anthology on Action Learning by leading authorities. This is one of the

most useful and insightful books on this approach to leadership development. 0 of 0 people found the following review helpful. it's a great reference and primer on action learning By Maria H Quiatchon A bit too much theory and academic content for what I need since I'm using it for designing a leadership program. Overall, it's a great reference and primer on action learning. Highly recommended 19 of 21 people found the following review helpful. Disappointing though your mileage may vary By Laurence T. Baxter Action Learning for Developing Leaders and Organizations is written by several top researchers and practitioners on the powerful tool of Action Learning. It is billed as "the definitive book on Action Learning for years to come" where "theory and practice really come together." I had read an article on Marquardt's earlier and pioneering book *Optimizing the Power of Action Learning: Solving Problems and Building Leaders in Real Time* and thought it was an excellent approach to leadership development. I hoped to learn more and apply it within a small non-profit organization. I decided to go with this book instead as it was newer, larger, and described as extremely practical, even though there were no reviews for the book at . I'm disappointed to say that was probably not the right choice. It would be more accurate to describe this book as a comprehensive academic approach to action learning, of benefit to those interested in the psychology of learning, with many pages defending/promoting the use of action learning as superior to other approaches, or to very large organizations who want to justify launching a large scale AP program. I found too little of interest or practical value to a person in a smaller organization hoping to put together an intentional program of leadership development where none current exists. It read almost like a 'Conference Proceedings' rather than a book aimed at helping business leaders to develop their people with a hands-on approach to learning. For example, I was glad to see that part III of the book was dedicated to best practices, but the first 35 or so pages here laboriously describe data that justifies the effectiveness of action learning. The following chapter describes some pretty basic and obvious steps, and presents a number of case studies (primarily for very large global companies). These comments are not to dismiss the book altogether - it's a high quality resource written by experts that will appeal to those already well-versed in Action Learning, to those interested in the foundations of AL, and educators interested in organizational learning.

Today's rapidly changing and globally competitive business environment mandates that 21st century leaders develop new models and innovative learning processes of organizational leadership. To meet these shifting needs, Action Learning has emerged as a key training and problem-solving tool for companies as diverse as Nokia, Samsung, Boeing, GE, Motorola, Marriott, General Motors, Deutsche Bank, and British Airways. These and hundreds of other companies around the world now employ Action Learning for strategic planning to develop managers, identify competitive advantages, reduce operating costs, and create high-performing teams. What exactly is Action Learning? Simply described, it is a dynamic process that involves a small group of people solving real organizational problems, while focusing on how their learning can benefit individuals, groups, and the larger organization. The emphasis on learning is what makes this process strategic rather than tactical in equipping leaders to more effectively respond to change. This book demonstrates how Action Learning can quickly and effectively be introduced, implemented, and sustained in any type or size of organization using six key components: a diverse group of 4 to 8 members; an urgent task or problem; a question-driven communication process; implementation of action strategies; a commitment to learning; and an Action Learning team coach. The book features useful business case examples that illustrate the power of Action Learning in successfully developing leaders, solving problems, building teams, and transforming organizations. Recent developments that include skilled coaching and question-based dialogue make it an even more powerful tool in leadership and organizational development.