



The Action Learning Cycle becomes a spiral of continuous improvements driven by interaction between people.

Action learning is a method which makes learning conscious and helps to ensure that it is fed into future plans and actions. The method is most effective when used in small groups where people learn through working together with a particular concern or solving a particular problem.

Action learning involves reviewing and evaluating your own work, and planning to do better. It is a powerful method for performance improvement, particularly when integrated in management and performance management practices. There are certain universal keys to learning that are embodied in the action learning process. Namely,

As individuals:

- Learning comes when we reflect on what we did
- Learning is increased when we ask, or are asked, questions
- We learn when we do something
- We learn when we feel responsible for the task
- Learning is increased if we are given time and space to deal with problems and reflect on our decisions, when we can see results, when we are allowed to take risks and when we are supported doing so.

In groups:

- Group responsibility empowers members and enhances learning
- We learn when we receive constructive feedback from others and from the results of our problem solving efforts
- Non-hierarchical groups from across departments are often better able to gain new perspectives and contribute to learning

ORBILDARNA often functions as facilitators of learning processes, using the action learning cycle to review, reflect and evaluate experience. By asking questions rather than giving answers we guide people towards making their own assessments. Furthermore, by giving feedback, evaluating together, and discussing previous experience in relation to the next planning stage, we seek a continuous development of methods, tools, concepts, and processes.