



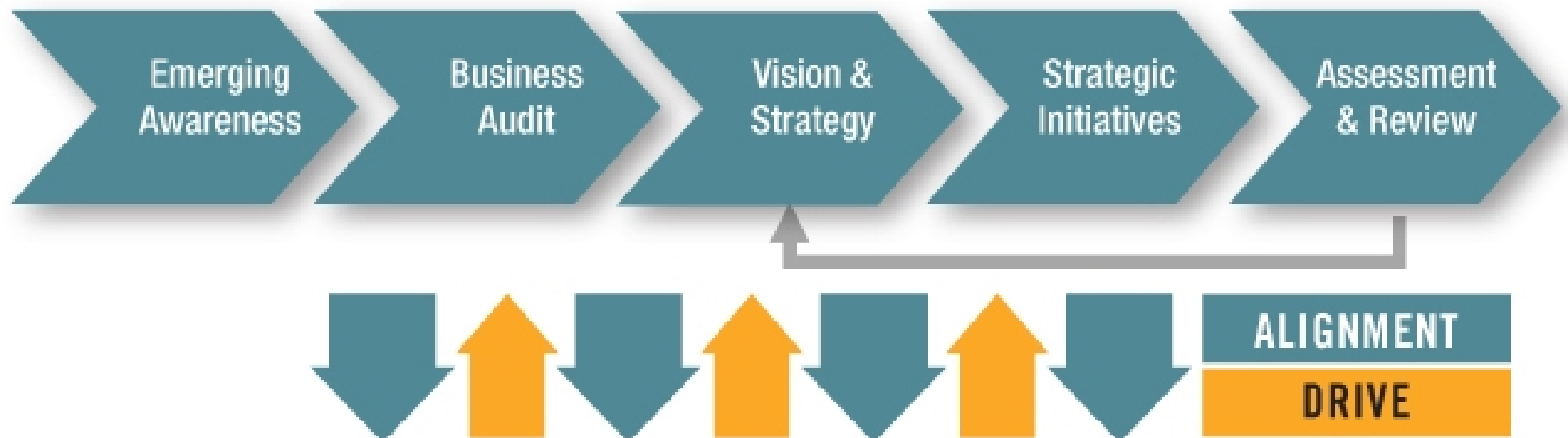
Business Driven Action learning

“BDAL is based on the belief that learning should be focused on achieving business results and that some of the best business solutions can or should come from a company’s own employees.”

- Dr. Yury Boshyk

Business Driven Action Learning

Strategic Planning Process



Learning Process



The BDAL Process

Strategic Planning Process



Learning Process



Four Simple Steps

- **Step 1 – Discovery**
Executive team identifies 3 key strategic issues plus ‘sponsors’.
- **Step 2 – Design**
Four learning modules with balance of content and project work.
- **Step 3 – Delivery**
Program is implemented over an approximately 6 month period.
- **Step 4 – Review**
Executive team integrates outcomes into ongoing strategic plan.

Example Program Design

Learning Modules

Strategic
Thinking

Managing
the Matrix

Leading
Change

Sustaining
Success

Business Driven Action Learning

Customer
Visits

Virtual
Teamwork

Individual
Coaching

Executive
Exchanges

Module 1 – Strategic Thinking

■ Learning Objectives

- describe the external and internal drivers of strategy
- formulate the unique value proposition for stakeholders
- review the existing strategy through gap analysis
- identify strategic options and explore them with sponsors

➤ *This is 3-day offsite program with approximately 24-30 strategic leaders working in groups of 8-10 with an executive sponsor and an external coach.*

■ Action Learning Elements

- form action learning teams and define team goals / roles
- engage with executive sponsor to define scope
- identify external stakeholders for outside-in perspective
- explore expectations for ongoing team collaboration

Module 2 – Managing in the Matrix

■ Learning Objectives

- identify challenges and opportunities of the matrix
- exchange and apply best practice for virtual teams
- adapt personal leadership style to maximize results
- develop an action plan to increase team effectiveness

■ Action Learning Elements

- (possibly) some gentle storming in project teams
- review outcomes of outside-in input from stakeholders
- identify next steps to achieve clearly defined(?) team goals
- commit to ongoing system of virtual team communication

➤ *This is 3-day offsite program with approximately 24-30 strategic leaders working in groups of 8-10 with an external coach / consultant.*

Module 3 – Leading Change

■ Learning Objectives

- describe role as a leader of transformation
- explore the personal and organizational change cycle
- overcome barriers and resistance to change
- influence behaviours and mindsets to sustain change

■ Action Learning Elements

- review of both results and process in project teams
- assess level of change required for implementation
- identify potential barriers to successful implementation
- commit to final activities to ensure project 'completion'

➤ *This is 3-day offsite program with approximately 24-30 strategic leaders working in groups of 8-10 with an external coach / consultant.*

Module 4 – Sustaining Success

■ Learning Objectives

- review current leadership reality and future vision
- develop a self-directed personal learning agenda
- gather outside-in feedback on strengths and gaps
- become a more effective coach for peers and team

■ Action Learning Elements

- review individual and team learning and performance
- present final recommendations to executive panel for review
- receive feedback from panel on perceived performance
- exploration of future strategic direction with executive team

➤ *This is 3-day offsite program with approximately 24-30 strategic leaders working in groups of 8-10 with an executive sponsor and an external coach. The sponsors will then form the 'executive panel' for the final presentations.*

Projected Investment*

Discovery	10%	\$15-18k
Design	10%	\$15-18k
Delivery	70%	\$108-126k
Review	10%	\$15-18k
Total:		\$150-180k

* Based on a target group of 24-30 strategic-level managers.

Balanced Scorecard (ROI)

FINANCIAL KPIs

Sales Growth
Profit Margin
Cashflow

CUSTOMER KPIs

Customer Satisfaction
Acquisition & Retention
Market Share

INTERNAL KPIs

Quality Targets
Safety Levels
Product Development

LEARNING & GROWTH KPIs

Productivity
Retention of Talent
Employee Satisfaction

Return on Learning (ROL)

learning > change > results