

A group of five business professionals (three women and two men) are standing in front of a modern building with large glass windows. The woman in the center is wearing a green suit and has her arms crossed. The man on the far right is also wearing a striped shirt and tie, with his arms crossed. The other three individuals are standing behind them, smiling. The background shows a modern building with a glass facade and a blue sky.

CALIPER

Action Learning Program

**BUILDING LEADERS
AND TRANSFORMING
COMPANIES**

Your Future Depends On It.

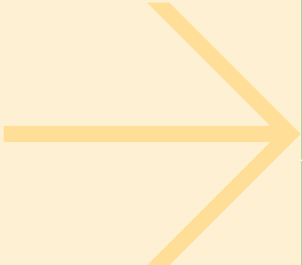


WHAT IS

ACTION LEARNING?

DEVELOPING LEADERS AND IMPROVING ORGANIZATIONS

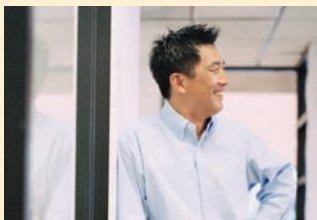
With Action Learning, organizations solve critical and complex problems while simultaneously building strong leaders—in real time. This form of “learning by doing” is the primary method leading companies worldwide are using to develop leaders, build teams, and improve corporate capabilities.



**"WE'VE NEVER EXPERIENCED THIS EQUAL BLENDING
OF LEARNING WITH SOLVING REAL-LIFE PROBLEMS.**

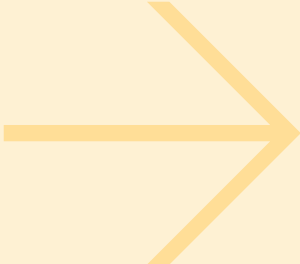
The coaches were superb."

*Laird Covey, Chief Operating Officer,
Central Maine Medical Center*



These companies have discovered that Action Learning groups are more successful at developing creative, high-impact strategies and solutions than other internal groups or outside consultants. Companies have been able to develop innovative new products and services; create operational efficiencies; and improve quality, service, and organizational culture—all while saving money.

Most leadership development programs focus on a single dimension, in an environment where there are no real consequences for mistakes. **Action Learning is different in that it delves into every aspect of true leadership, in a real-life setting.**



"WE ADDED CALIPER'S ACTION LEARNING PROGRAM TO OUR PROCESS. AND IT'S MADE ALL THE DIFFERENCE IN THE WORLD.

Now, not only does the problem get solved, the participants learn how to repeat the process back at their regular jobs and become much more effective."

*Lea Ann Conway
Executive Director of Strategic Quality Leadership
for Johnson & Johnson*



HOW AND WHY IT WORKS

ACTION LEARNING COACH, CROSS-FUNCTIONAL TEAMS, NEW PERSPECTIVES

The Action Learning process starts with a group of high-potential individuals with diverse functional backgrounds and experiences. This cross-functional team is assigned to work on an important and urgent business problem, unlike anything most of them have ever dealt with previously. With the multitude of different perspectives brought to the group, they are able to move beyond their own areas of expertise, combining their broad base of knowledge to come up with ideas and solutions they never would have arrived at individually.

Additionally, an Action Learning coach is there to highlight and facilitate lessons learned throughout the process amid the urgency of getting the problem solved.

In this setting, people become more willing to learn from one another, more flexible, and better able to shoulder difficult tasks. And the learning gained by the group transcends the problem resolution. **The skills and abilities developed through this process can be applied throughout the organization, again and again, regardless of the specific challenge at hand.**



PARTICIPANTS GAIN?

REAL-LIFE LEADERSHIP EXPERIENCE

Action Learning participants are also highly visible, have access to senior-level executives and are given authority without yet having the “title.” This collaborative process, where they take action together in small steps, enables potential future leaders to:

- > *Become more proficient at taking risks*
- > *Take ownership of important problems*
- > *Build strategies*
- > *Make difficult decisions*
- > *Devise high-level, complex solutions*
- > *Coach and mentor peers*
- > *Hold each other accountable*
- > *Build team trust and collaboration*
- > *Market and sell their solutions*
- > *Implement their solutions*

Participants in Caliper’s Action Learning Program have said the experience was “transformational.”



BENEFITS TO THE ORGANIZATION

DISCOVERY OF TRUE LEADERS, REAL SOLUTIONS, TRANSFORMATION

It is also an excellent way to discover the true leaders—before moving people into positions they may not be suited for. With the intensity of this process, the group is basically brought to the edge of chaos, where each individual discovers in him or herself whether they have the makings of a true leader—the ability to ask the right questions and lead their peers.

In essence, a major company problem gets addressed as the true leaders are discovered and their leadership skills are developed. Nothing else builds leadership skills as effectively as Action Learning. Benefits to the organization include:

- > *Solving the company's urgent and important business problems*
- > *Developing extremely skilled, competent and effective leaders who can motivate and empower others*
- > *Building high-performing and self-directed work teams who are able to think, create, communicate, make decisions, act and learn as a powerful entity*
- > *Transforming the company into a learning organization that can adapt quickly and flexibly to the changing environment*

PROGRAM COMPONENTS

EACH ACTION LEARNING PROGRAM CONSISTS OF SIX BASIC COMPONENTS

- > *A real and important business challenge*
- > *An Action Learning team with diverse backgrounds and experience from which a broad base of knowledge and different perspectives can be acquired*
- > *A process of insightful questions and reflective listening within the group*
- > *Action taken to provide the basis for reflection and strategy*
- > *Learning gained by the group and each group member that can be applied throughout the organization*
- > *An Action Learning coach who focuses on the learning and development of the group rather than only the problem resolution*



"IN FOUR YEARS, WE'VE GONE FROM FILLING ONLY TEN PERCENT OF OUR VICE PRESIDENT-LEVEL JOBS FROM WITHIN, TO NINETY PERCENT."

This whole process really is transformational—for individuals and companies."

*Lea Ann Conway
Executive Director of Strategic Quality Leadership
for Johnson & Johnson*

By building tomorrow's leaders and transforming today's company, Action Learning provides immediate benefits while preparing you for the future.

For more information on how Caliper's Action Learning Program can work for you, please call us at 609.524.1200 or visit www.caliperonline.com.

About Caliper

For nearly half a century, Caliper has been helping companies achieve peak performance by advising them on hiring the right people, managing individuals most effectively and developing productive teams.

The accuracy, objectivity and depth of our consulting approach enable us to provide solutions that work for over 25,000 companies.

CALIPER

Real People. Real Challenges. Real Solutions.

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