

Introduction to Emergent Learning

CFED Assets Learning Conference

Jillaine Smith

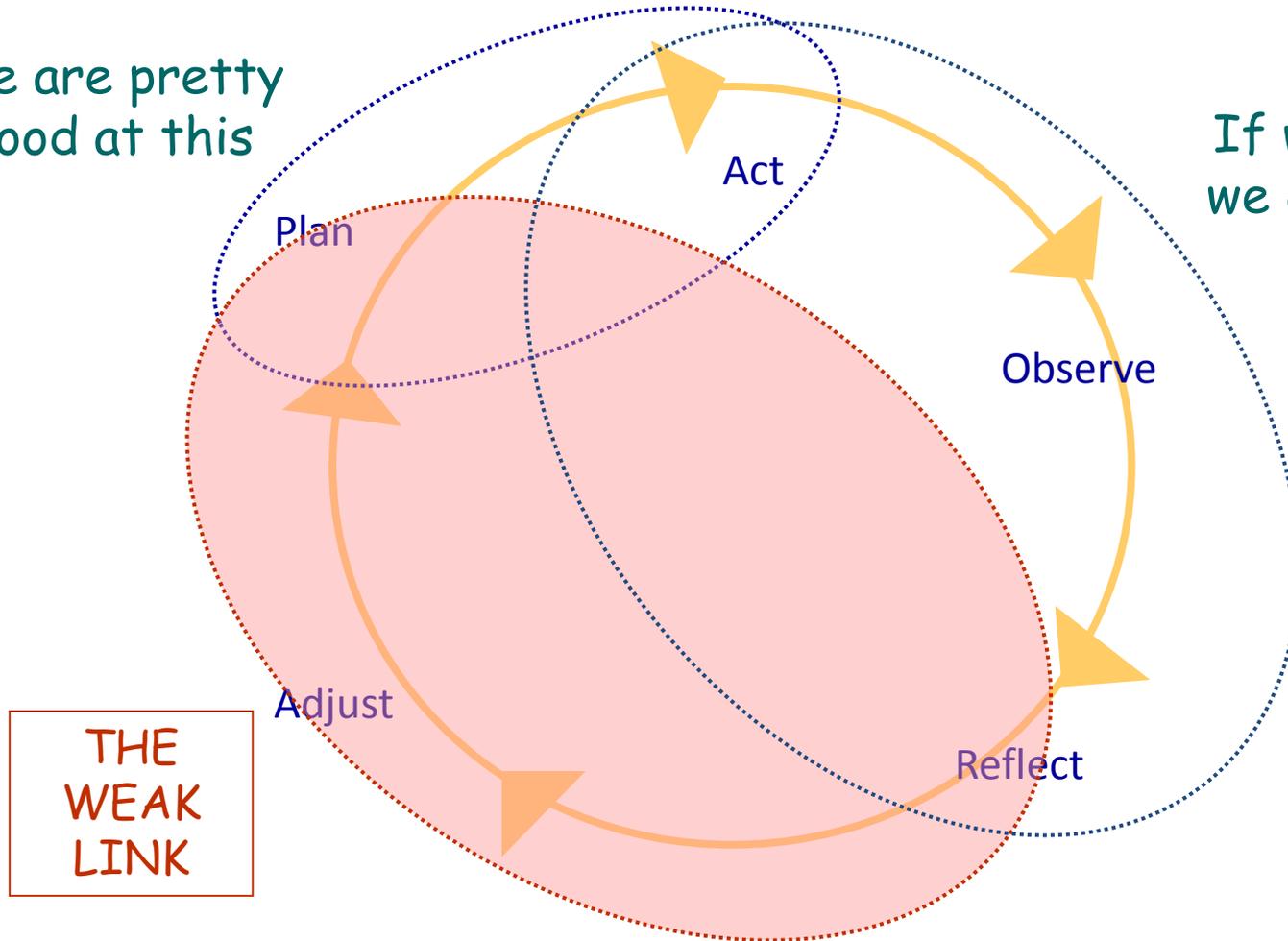
Fourth Quadrant Partners

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The Weak Link in the Learning Cycle

We are pretty good at this

If we take time, we can do well at this, too



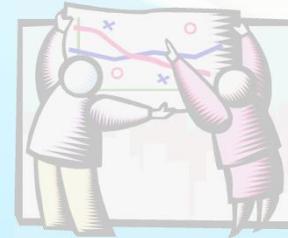
4QP Emergent Learning Platform™



*What will
it take
to...?*

Framing Questions

IF..., THEN...
Action Hypotheses



**Learning Agenda
And Tracker**



Before and After Action Reviews



Emergent Learning Tables

Before and After Action Reviews

Our Framing Question: (What will it take to...? How can we...?)

Before Action Review

What are our intended results?

What will success look like?

What challenges might we encounter?

What have we learned from similar situations?

What will make us successful this time?

When will we do an AAR?

After Action Review

What were our intended results?

What were our actual results?

What caused our results?

What will we sustain or improve?

What is our next opportunity to test what we learned?

When will we do our next BAR?

Why the BAR and AAR Questions Matter

Before Action Review

The Question	Why it is important
What are our intended results?	If you don't say out loud in advance what you expect to achieve, you can take any result and call it "a success."
How will we recognize success?	Shared metrics!
What challenges will we face?	Learning to predict challenges is a huge part of mastering the craft.
What have we learned from past experience?	Asking this each time strengthens the WEAK LINK between reflection and planning.
What will it take to be successful this time?	Wrapping it all up into a shared "hypothesis" helps everyone be prepared to act in an aligned way when the plan makes contact with reality.

After Action Review

The Question	Why it is important
What were our intended results?	Reminding yourself what you said beforehand transforms the conversation from fixing problems to testing thinking.
What were our actual results?	This keeps the conversation honest!
What caused our results?	The heart of the conversation... for either unexpected success or disappointing outcomes.
What is our next opportunity?	ALWAYS identify the next opportunity to apply and deepen learning before you leave the room.
What did we learn and how can we take it forward for next time?	A lesson is not LEARNED until it is applied and gets better results. And because the world is always changing, we have to adopt the lesson to fit the next situation.

Getting to a great Framing Question

Initial Question	Could be a problem because...	A better question might be...
Why don't stakeholders support this approach?	Retrospective and analytical questions can result in debate and fault-finding, but no movement forward.	What will it take to get our stakeholders to support this initiative?
How do you build stakeholder alignment?	Big, abstract questions can lead to big, abstract conversations.	How can we get our stakeholders to be aligned around this initiative?
How can we build stakeholder alignment around our approach?	Unspecified outcomes can lead a team to work in counter-productive ways, if your measures of success are not aligned.	How can we help our stakeholders agree on a common goal for this initiative?
What will it take to get the clinic director and the mayor to kiss and make up?	Questions with embedded assumptions about the cause of a problem limit the group's focus and options.	What will it take to help key stakeholders listen to and understand each others' needs?
How can we develop a good briefing document for the community?	Questions with embedded solutions limit the team's options and may be seen as trivial or irrelevant. (Also unspecified outcome – "good" for what?)	How can we ensure that we are communicating effectively with the community on an ongoing basis?
How can we communicate our message, get buy in, and build momentum on our schedule so that slips do not impact ultimate deliverables?	Compound questions make the team learning process unnecessarily complex.	How can we ensure that delays caused by external circumstances do not impact our ultimate deliverables?

Creating a Learning Heartbeat

