



FLANAGAN-HYDE ASSOCIATES, LLC  
Connecting Knowledge and Data, Generating Solutions

## **Emergent Learning Using Evidence to Improve Impact**

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**Slides and resources available to download at [flanagan-hyde.com/resources](http://flanagan-hyde.com/resources)**

For more than 30 years, Sharon Flanagan-Hyde has brought energy and enthusiasm working with dozens of nonprofits, healthcare organizations, educational institutions, and government agencies to build strong communities. Sharon is a senior partner with Flanagan-Hyde Associates, LLC. Prior to founding the consulting firm in 2003, she was vice president and chief operating officer of a national health care market research and strategic planning firm. Sharon has an MA in Organizational Change from Prescott College and a BA from Williams College.

A thought leader in building nonprofit capacity through organizational learning and real-time evaluation, Sharon is completing Fourth Quadrant Partners' *Emergent Learning Certification Program*. She is a BoardSource *Certified Governance Trainer* and an International Association of Business Communicators (IABC) *Accredited Business Communicator*. Her training includes The Grove's *Principles of Graphic Facilitation*, The Berkana Institute's *Art of Hosting*, *World Café*, and *Open Space Technology*, and PeerSpirit's *Circle for Participatory Leadership*.

Please feel free to contact Sharon or Peter Flanagan-Hyde, Senior Partner, for more information on using Emergent Learning for facilitation, evaluation, strategic planning and action, board leadership and development, and capacity building.

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## Before Action Review (BAR) Template

**Benefit:** Fast, real-time learning in the midst of doing your normal work.

**Examples of When to Use:** Before meetings (staff, team, client, board, etc.), events, projects; to plan your own work.

Organization or Team: \_\_\_\_\_

Meeting/Project/Event: \_\_\_\_\_

Date: \_\_\_\_\_

Participants: \_\_\_\_\_

Purpose: \_\_\_\_\_

### Before Action Review (BAR)

What are the intended results? (Be specific)

What will that look like? (Be specific)

What challenges might we/I encounter?

What have we/I learned from similar situations?

What will make us/me successful this time?

When will we/I do an After Action Review (AAR)?