

# 4QP Emergent Learning Platform™ Training

Flanagan-Hyde Associates, LLC

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**Emergent Learning (EL)** is the disciplined attention to learning that emerges from collective work and the deliberate application of that learning to improve future results. Strengthening the link between learning and action helps EL practitioners create a “heartbeat” for organizational learning that keeps the most important work at the center of everyone’s attention.

## Our training includes group sessions and individual coaching

**Six three-hour seminars** — Training on the ideas, tools, and practices of Emergent Learning and opportunities to share your experiences with a community of your peers.

**Six hours of individual coaching** — One-on-one guidance as you use Emergent Learning in your day-to-day work.

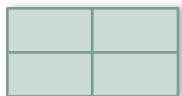
The **4QP Emergent Learning Platform™** is a set of tools that work together to support learning and accelerate results over time:



**Framing Questions** are used to create a focus for collective learning that leads to effective action.



**Before Action Reviews and After Action Reviews** center on real-time operational learning that serves the framing question.



**Emergent Learning Tables** bring together teams or multiple teams to expose and capture collective knowledge about the framing question.

**If → then**

**Action Hypotheses** distill the learning of the group into a practical statement of shared understanding and specify how ideas will be tested in upcoming opportunities.



A **Learning Agenda** serves as the scope of work for a group, maintaining a clear line of sight to the goal expressed in the framing question. A **Learning Log** is used to briefly record and reflect on the key elements of learning as they happen.

Emergent Learning allows teams to . . .

Learn from your past

Harvest your present

Grow your future

## The 4QP Emergent Learning Platform™ Tools will support your work in complex systems change in four key ways:

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### 1. Complexity and Adaptation

Tasks and initiatives that are both important and challenging often take place in a system with many coordinating and interdependent parts. A high level of complexity requires team members to adapt previous actions to take into account evolving circumstances. EL provides a structure for participants to share responsibility for learning. By “rubbing stories together,” teams create the new building blocks needed to achieve success.

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### 2. Acceleration

The more interaction there is between its parts, the faster a system adapts. Everyone learns as they work in any task, but if the learning is implicit, then the timescale for change is slow. By making the learning deliberate, explicit, shared, and part of a team’s ongoing process, the timescale for adaptive change can be shortened dramatically.

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### 3. Line of Sight

In the best organizations, every individual works with a clear purpose and defined measures of success. EL tools preserve the line of sight between individuals acting in a complex environment and the most important goals expressed in the framing question. By keeping this line of sight intact, the learners in an organization are also leaders, providing fit-for-purpose adaptations that advance the mission.

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### 4. Local Operational Learning Feeds Institutional Learning

The structure of EL promotes short-cycle, real-time operational learning that takes place through cycles of BARs, AARs, and Action Hypotheses on a local level. This is channeled into the institutional learning through EL Table activities and the Learning Agenda and Log, spreading the lessons learned to the organization as a whole.

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### Training Details

- **Time and dates** will be established for each cohort.
- **Location:** Flanagan-Hyde Associates, 167 W. Elm St., Phoenix, AZ 85013.
- **Training fee:** \$2,000 includes all sessions, training materials, coaching, and snacks. Full payment by check due one week before the first session. Payment details will be included with acceptance notification.
- **Enrollment in the training is limited** to six participants to ensure a personalized program that is shaped to meet your needs.
- **Participants** are expected to consistently use 4QP Emergent Learning Platform™ tools as part of their ongoing work, and share their experiences and insights during seminar sessions.
- **Questions?** Call Sharon at 480-332-2386 (cell) or e-mail [sharon@flanagan-hyde.com](mailto:sharon@flanagan-hyde.com).