



Senior Executive Action Learning Question Programme

Doctoral Level Professional Development for Business Leaders

April – December 2016, Oxford, UK

The SEAL-Q programme is offered by Action Learning International to support leaders in business who are required to contribute to organisational change and strategy.

Managers require excellent planning, control and project management skills, which can be acquired through training and experience. Project plans are great when the solution to a problem is already known.

Strong **leaders** need to develop further qualities which enable them to tackle complex, multi-faceted problems (e.g. financial, operational, cultural, behavioural). These are problems which are often ill-defined and where the solution is unknown. The board usually recognise these challenges need to be addressed in the future but they cannot be resolved simply by implementing a project.

Future leaders are able to look beyond their own organisation to gain external perspective. They can contextualise the challenges faced by their business. They can apply rigour and objectivity in presenting a case for change. They can work with the logical systems of a business whilst demonstrating emotional intelligence and sensitivity to human and team dynamics. They dare to be different and to innovate.

SEAL-Q is based on the only proven theory of management and leadership learning – known as '**action learning**'. This draws on the dynamic of learning '*with and from others*' in a trusted group of peers who tackle complex organisational problems.

Our unique Action Learning Question method provides a powerful system for defining the business problem, conducting focused and high level research around it and moving beyond theory into action.

The outcome is well researched action, problem solving and business improvement.

Examples of Action Learning Questions tackled by leaders on our programmes...

- *How can I support the transformation of this scientific government owned organisation so that it becomes a viable consultancy based service?*
- *How can I address the challenges associated with living the values espoused by the business in managing our outsource partners ?*
- *How can I develop a practical understanding of employee engagement and apply this in our business?*
- *How can I develop knowledge of the international creative sector so that I can lead my media agency through transformation from an advertising agency to a brand and marketing*

SEAL-Q is delivered at doctoral level. Participants typically already have achieved a Masters level qualification such as MBA, MSc, MA and at least 7 years experience working in management roles.. The programme can provide a launchpad for planning full professional doctorate programmes through our partner higher education institutions and business schools internationally.

SEAL-Q Fees & Application Process

£2,850.00 programme fee per person Accommodation where required for 2 nights for the Start-Up Workshop and 2 nights for the Presentation Workshop is payable prior to the workshop to New College, Oxford.

Applicants are required to complete an application form expressing their interest and professional development objectives in completing the programme. Applicants are invited to an informal telephone interview in order to agree suitability for the programme after which confirmation of acceptance is given.



Senior Executive Action Learning Programme Overview

Start-up Workshop 4th-6th April, 2016 New College, Oxford	<ul style="list-style-type: none"> Action Learning principles & set formation Approaches to Real World Research Scoping of SEAL-Q around personal & business research interest Thinking & working at doctoral level Programme tools & resources Knowledge Mapping - a collaborative research tool 	Access to online resources Library & Basecamp online platform	Personal Supervision with Faculty
Action Learning Set Meeting 1 May, 2016	<ul style="list-style-type: none"> Sharing Terms of Reference for SEAL-Q Knowledge Mapping Research planning 		
Action Learning Set Meeting 2 June, 2016	<ul style="list-style-type: none"> Working with data generated ('ground') Connecting to the body of knowledge ('sky') Generating further research questions Planning for action & change 		
Action Learning Set Meeting 3 July, 2016	<ul style="list-style-type: none"> Review of emerging findings Further planning Personal learning at doctoral level 		
Presentation Workshop (2 Days) Sept, 2016, New College, Oxford	<ul style="list-style-type: none"> Presentation of SEAL-Q findings & contribution Deeper dive into doctoral work Development of self Writing skills at doctoral level 		
Action Learning Set Meeting 4 October, 2016	<ul style="list-style-type: none"> Preparing for submission of SEAL-Q paper 		
Submission of SEAL-Q Paper December, 2016	<ul style="list-style-type: none"> Submission of draft Formative feedback Final Submission Final assessment SEAL-Q Certification 		

Appealing to different learning styles...

Start-up Workshop	<ul style="list-style-type: none"> Faculty and peer support based around your interests. Specialist input from invited guest. Learning from doctoral programme candidates.
Learning Set Meetings	<ul style="list-style-type: none"> Learning with and from others from diverse sectors and careers. A safe place for examination of self and organisational challenges. 4 set meetings are facilitated by an experienced doctoral level faculty team member. 2 of these meetings are face to face, hosted at the location of a participants' organisation, 2 are conducted online using online conferencing.
Online Knowledge Sharing	<ul style="list-style-type: none"> Online system to build a bank of shared learning and knowledge. Access to online libraries, articles and materials relevant to your organisational question.
Supervisor Support	<ul style="list-style-type: none"> Personal support over the 10 months of the programme from an experienced doctoral level supervisor providing academic and professional guidance.
SEAL-Q Template & Reflective Diary	<ul style="list-style-type: none"> Providing a structure and practical tools to support personal reflection and learning.
Presentation Workshop	<ul style="list-style-type: none"> Supportive feedback and critique of your doctoral level work, thinking and contribution.