



# Session 16: A New Approach to Collaboration, Action and Learning | Codevelopment Action Learning

Global Forum - June 21, 2023 Barcelona (Spain)

Co-create | Accelerate | Grow



Elevate your leaders and  
unite your teams.

Co-create | Accelerate | Grow

© All rights reserved, 2023

Nathalie Sabourin, M.Sc. CRHA  
Ron Cheshire, MBA, CIM, PCC

Maxime Paquet, Ph.D, I/O psy  
Nathalie Lafranchise, Ph.D

*In collaboration with the Global Forum committee*

[www.coleadershipgroup.com](http://www.coleadershipgroup.com)

***“The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.”***

*Marcel Proust*

# OBJECTIVES TODAY :

## Codevelopment Action Learning

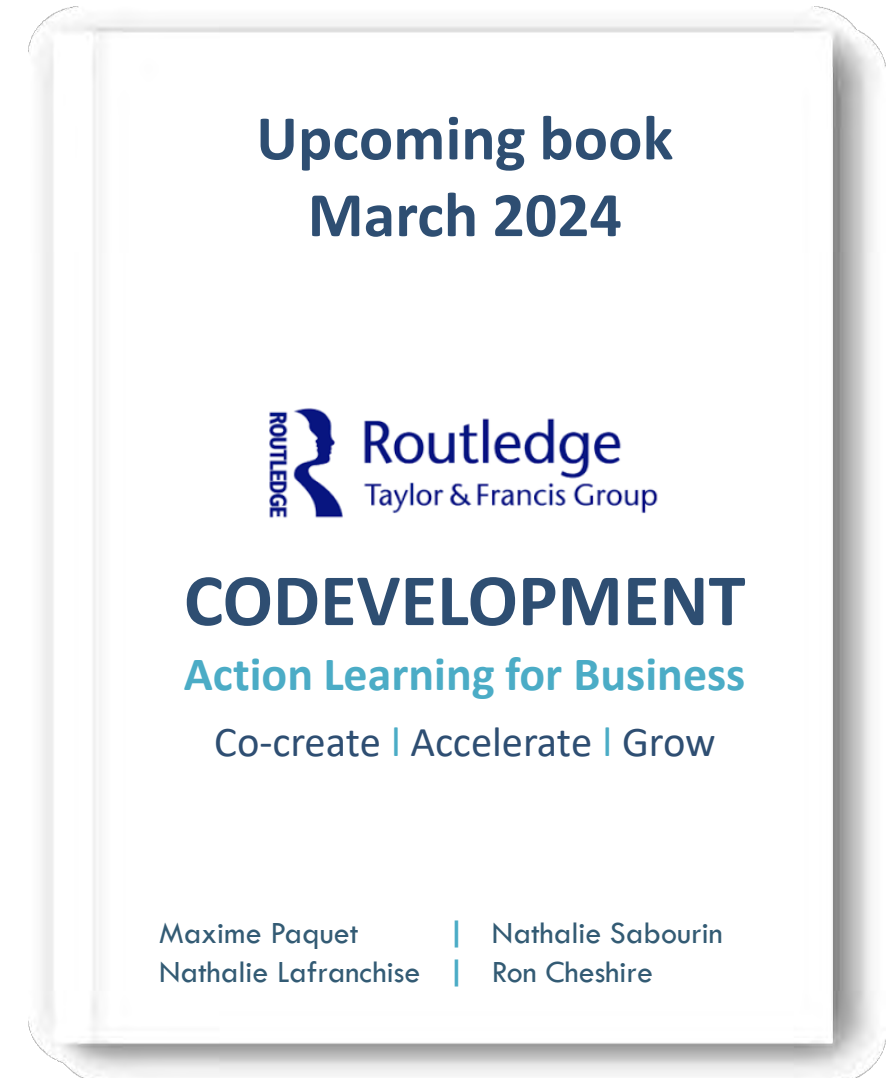
Be **inspired** and open new **possibilities**

-----

Live and **experiment** an effective  
Action-Learning approach from

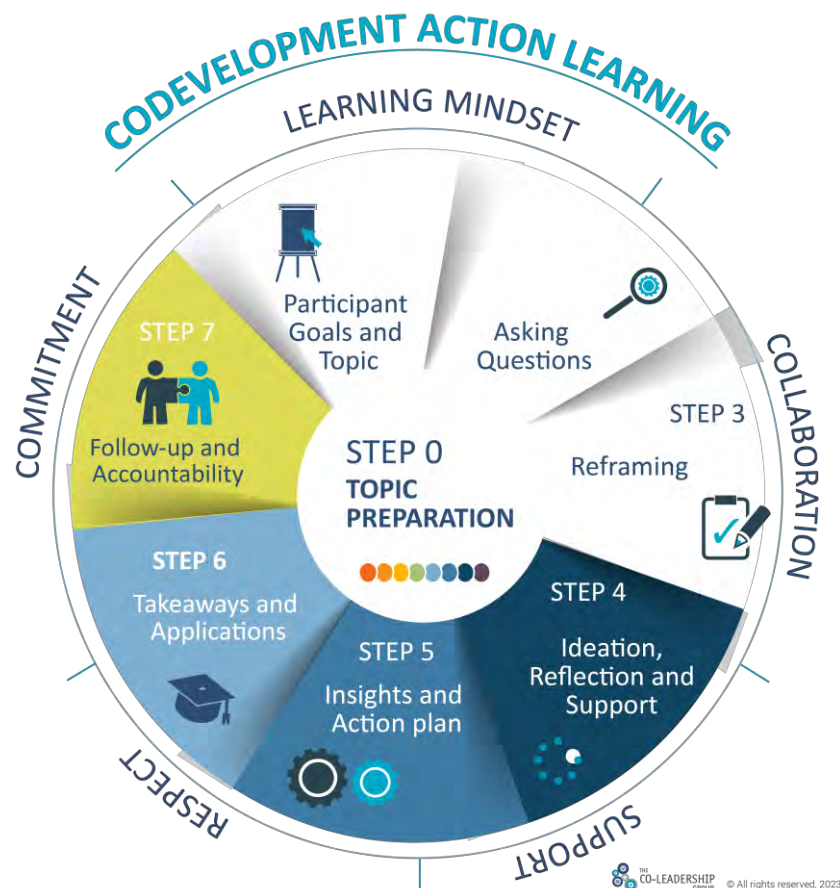
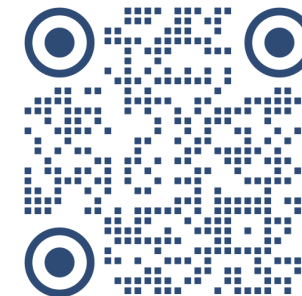
-----

Continue to **learn** and  
**co-create solutions**, together




# WHAT WILL YOU EXPERIMENT?

CAL : Co-create | Accelerate | Grow



[https://youtu.be/mLb\\_LyBGYpo](https://youtu.be/mLb_LyBGYpo)





Co-create | Accelerate | Grow

# Codevelopment Action Learning (CAL)

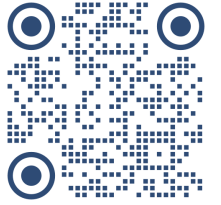


THE  
CO-LEADERSHIP  
GROUP

Elevate your leadership and  
ignite your future.

# THANK YOU TO THE INTERNATIONAL TEAM

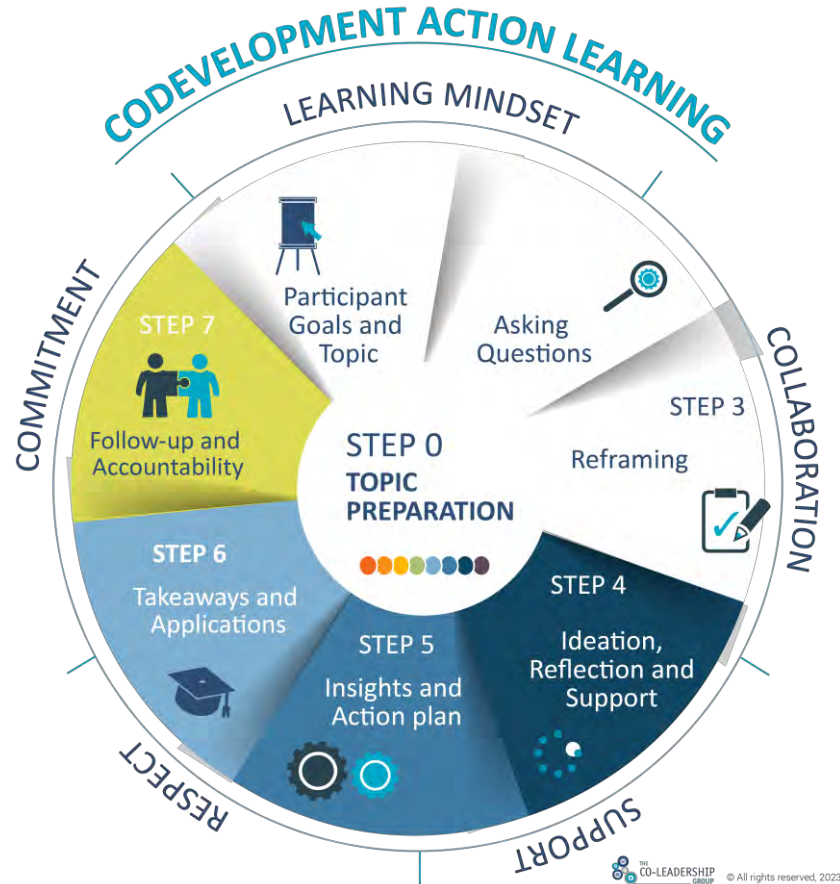
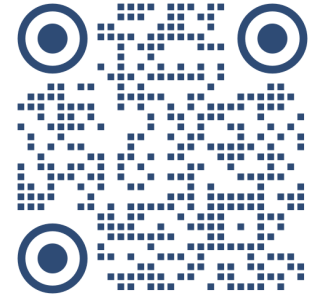
(10 people)!



	AUDITORIUM	ROOM 1	ROOM 2	ROOM 3	ROOM 4
FACILITATORS	Ron Cheshire (Canada)	Maxime Paquet (Canada)	Chantal Fleuret (France)	Karl-Georg Degenhardt (Germany)	Michellena Jester (USA)
CLIENT- COACHEE	Marilee Adams	Nicolas Hélary	Deanna Grams	Kershini Govender	Sharon Marshall


# A STRUCTURED, YET FLEXIBLE APPROACH

CAL : Co-create | Accelerate | Grow



[https://youtu.be/mLb\\_LyBGYpo](https://youtu.be/mLb_LyBGYpo)





Co-create | Accelerate | Grow

# Codevelopment Action Learning (CAL)



THE  
CO-LEADERSHIP  
GROUP

Elevate your leadership and  
ignite your future.



# TO GET READY FOR OUR SESSION : CAL ThinkSheet



**Codevelopment Action Learning Think Sheet**  
Co-create | Accelerate | Grow

**1. PARTICIPANT GOALS AND TOPIC | ≈ 15-20 min**  
My learning intention/goal for this CAL session is...  
Write down your learning intention/goal for this session. Options: (1) gain a deeper understanding of the topic (2) develop skills related to the CAL method (active listening, asking questions, giving feedback, reflective practice) (3) learn more about the CAL method (4) depending on the theme, acquire a new skill or competency.

**Presentation of the Topic:**

- "Client" : now take approx. 6-10 minutes to present the highlights of your Topic and enhance it with any pertinent information (context, desired outcomes, what has been done, action plans; challenges).
- "Consultants" : listen without interrupting.

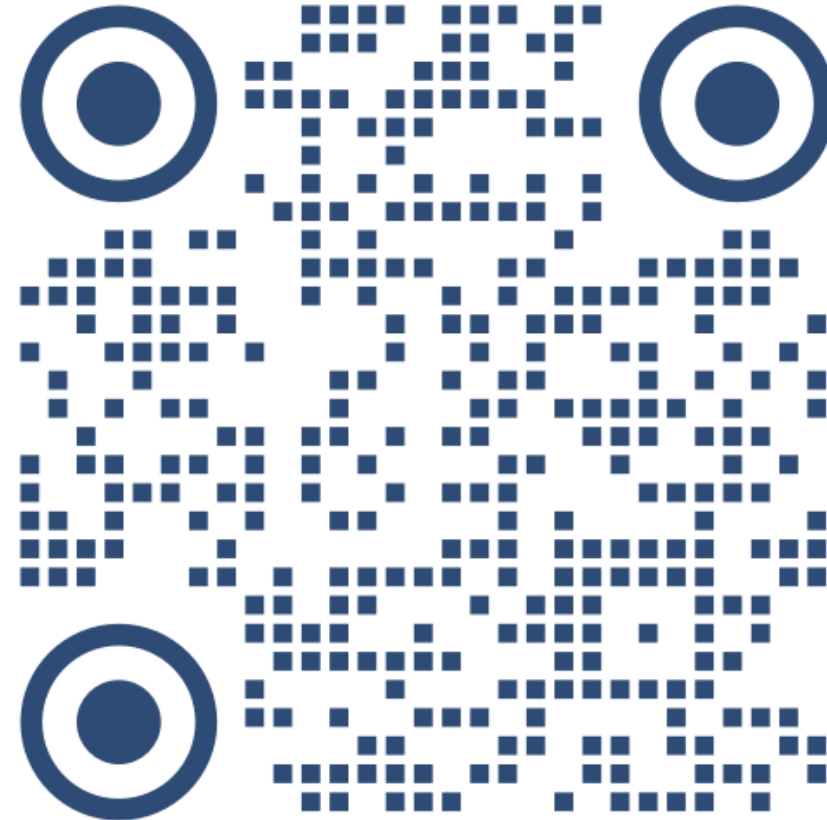
**2. ASKING QUESTIONS | ≈ 16-20 min – To clarify the Topic for the group and stimulate the client's reflection process.**

- "Consultants": ask questions to support the "Client" in exploring the Topic/ goal, in creating new awareness, and in providing new perspectives. It is not the moment to give advice or suggest solutions! See "Sample powerful questions" (page 3).
- "Client" : answer questions as best as possible.

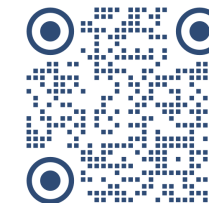
**3A. REFRAMING BY CONSULTANTS | ≈ 10 min - To stimulate reflection on the Topic and openness to new perspectives. Reframing must include the client's goal and their request for support from the group.**  
"Consultants": Take one minute to write down your understanding of the situation. How would you reframe the goal/challenge and need of the "Client". Each of you in turn take one minute to share your perspective. Avoid proposing solutions – this step aims to open new horizons for the "Client".  
• The "Client" : Listen attentively to the reframing of your Topic. This will help you to clarify or realign your goal if required (3B).

I understand... I hear... I feel... I wonder...

© The Co-Leadership Group. All Rights Reserved. Source: Paquett, M., Sabourin, N., Chastigny, R., Lefebvre, N. (2023)



# YOUR CAL SESSION



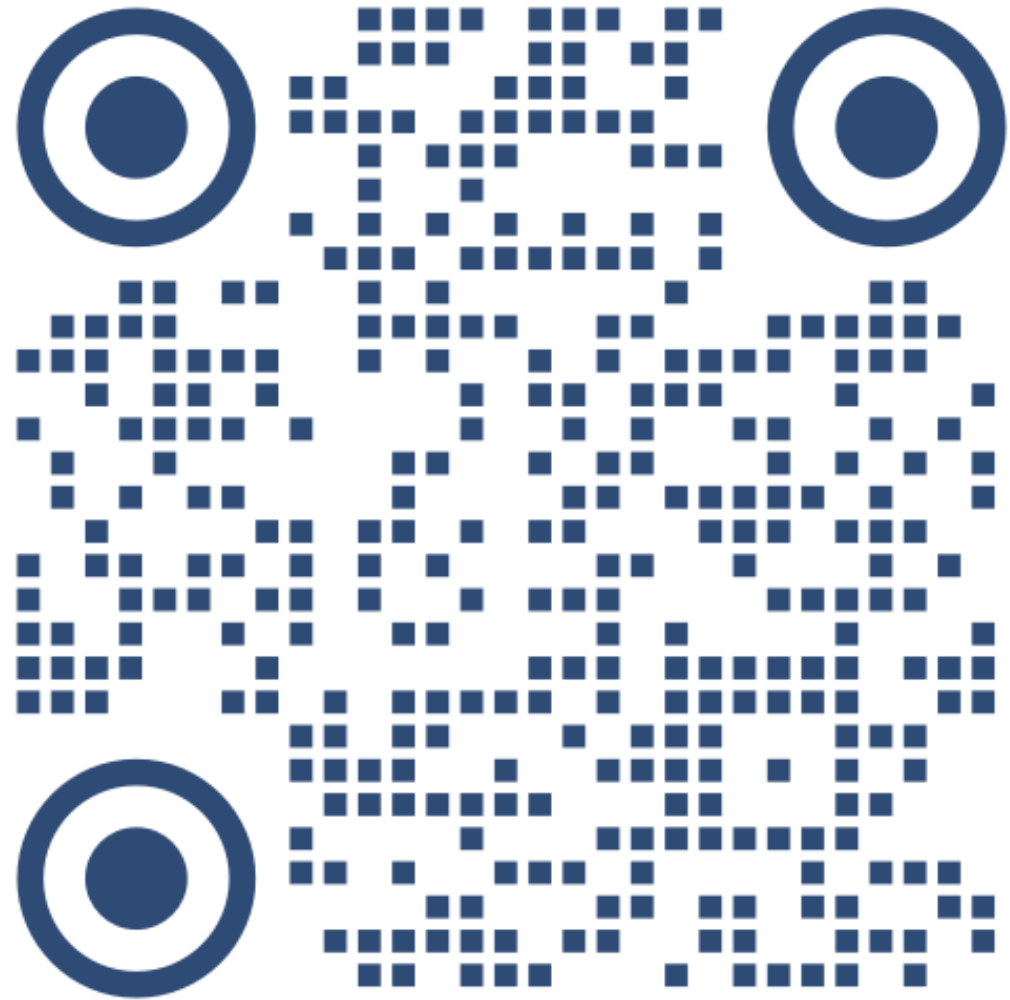
	AUDITORIUM	ROOM 1	ROOM 2	ROOM 3	ROOM 4
<b>FACILITATORS</b>	Ron Cheshire	Maxime Paquet	Chantal Fleuret	Karl-Georg Degenhardt	Michellena Jester
<b>CLIENT-COACHEE</b>	Marilee Adams	Nicolas Hélyary	Deanna Grams	Kershini Govender	Sharon Marshall
<b>THEME (TOPIC) (IN 1 WORD)</b>	Question Thinking™		Culture	High Performance team	
<b>CONSULTANTS-COACHES</b>		<ul style="list-style-type: none"> <li>- Isabel Rimanoczy</li> <li>- Steve Woodward</li> <li>- Birgitte Stjärne</li> <li>- Cornelia Choe</li> </ul>	<ul style="list-style-type: none"> <li>- Valerie Binner</li> <li>- Ekatherina</li> <li>- Marisha</li> <li>- Kenneth Ree</li> </ul>	<ul style="list-style-type: none"> <li>- Fiona Stuart</li> <li>- Jorge Tejeda</li> <li>- Claus Kristofferson</li> <li>- Dan Norenberg</li> </ul>	<ul style="list-style-type: none"> <li>- Benita Bi</li> <li>- Ingeborg Diebold</li> <li>- Alasdair Philip</li> <li>- Tobias Degsel</li> </ul>
<b>OBSERVERS</b>	All others	-	No Topic Confidential	-	-

# *CAL demo*

## *in the auditorium*

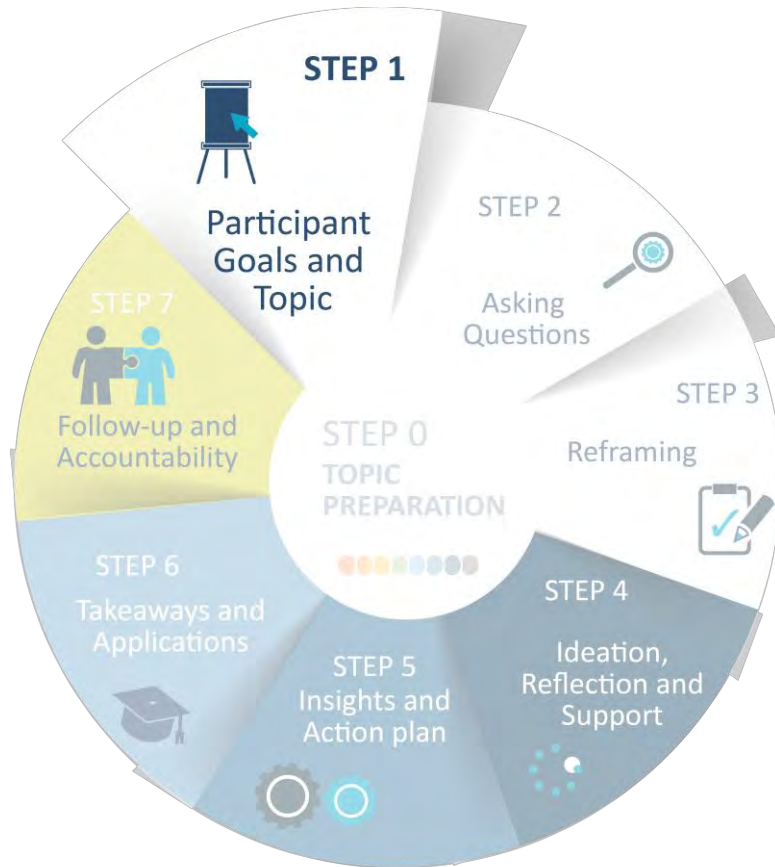
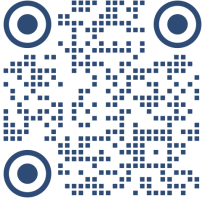
*Your role as a  
« Reflective - Observer »*

“How do we integrate  
Question Thinking™ in the hearts, the  
minds, and the behaviors of Learning  
Organizations?” M. Adams



# 1. PARTICIPANT GOALS AND TOPIC | ≈ 15-20 min

To set a learning intention/goal for this CAL session



## 1.1 Learning intention:

**All participants** write down their learning intention/goal for this session.

Options:

1. Gain a deeper understanding of the topic
2. Develop skills related to the CAL method (active listening, asking questions, giving feedback, reflective practice)
3. Learn more about the CAL method
4. Depending on the theme, acquire a new skill or competency.

## 1.2 Presentation of the Topic:

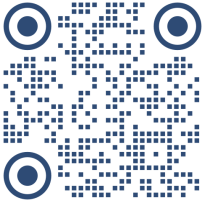
- **“Client”**: now take approx. 6-10 minutes to present the highlights of your Topic
- **“Consultants”**: listen without interrupting.

**REFLECTIVE - OBSERVER:** What do you want to learn today? Set yourself a learning intention



## 2. ASKING QUESTIONS | ≈ 16-20 min

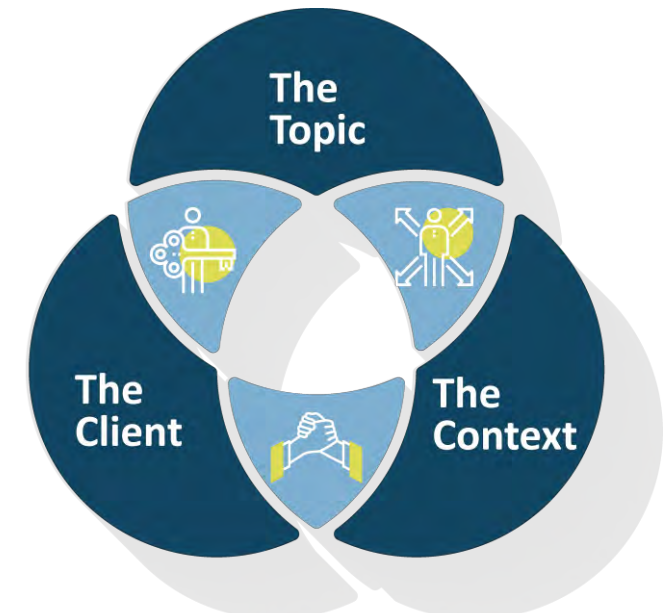
To clarify the Topic for the group and stimulate the Client's reflection process



**“Consultants”:** ask questions to support the “Client”.

**“Client”:** answer questions as best as possible.

**REFLECTIVE - OBSERVER:**  
What questions would you want to ask the « Client »?  
(p.4 – Think Sheet)



© The Co-Leadership Group - All Rights Reserved, 2023

# 3A. REFRAMING BY CONSULTANTS | ≈ 10 min



To stimulate reflection on the Topic and openness to new perspectives



**“Consultants”**: Take one minute to write down your understanding of the situation.  
**I understand... I hear... I feel... I wonder...**

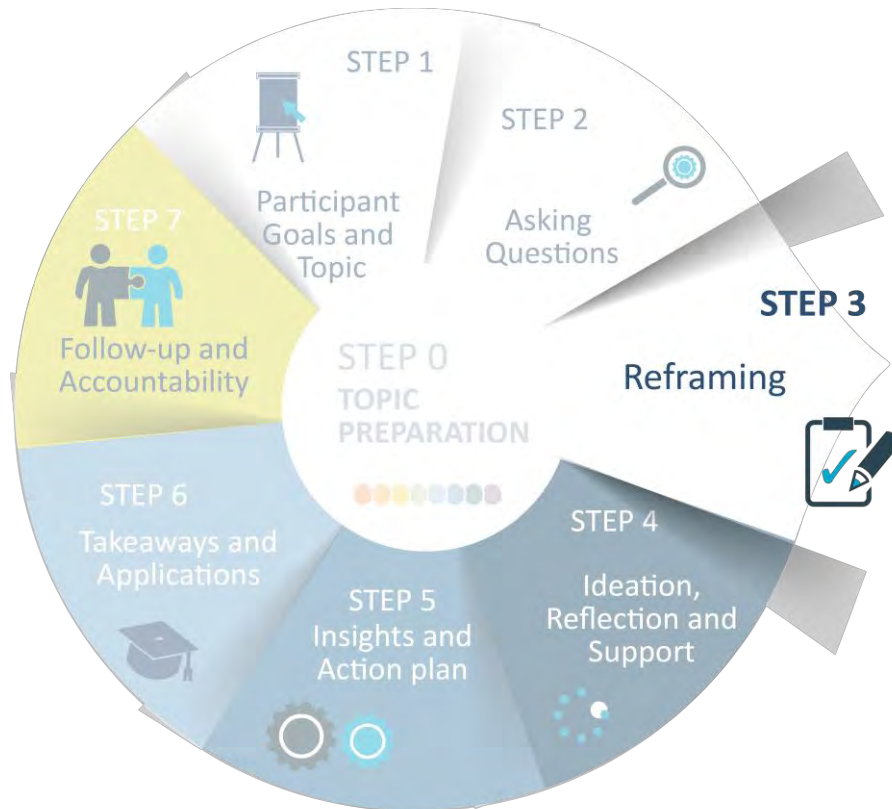
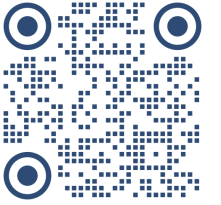
-----

**“Client”**: Listen attentively to help you to clarify or realign your goal, if required (3B).

**REFLECTIVE - OBSERVER**: How would you reframe the « Client’s » Topic and Need?

## 3B. REFRAMING BY THE CLIENT | ≈ 5 min

The “Client” clarifies, or realigns the Topic (if needed).



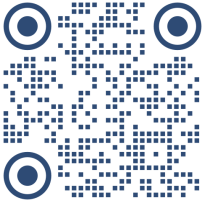
**“Client”:** Considering what was shared in step 3A, the Client takes one minute to clarify, or realign your Topic.

**“Facilitator”:** Help the “Client” to clarify the goal/need. Note: This is a great time for a quick break for the consultants.

**My goal is..... I need help from the group...**

**REFLECTIVE - OBSERVER:**  
**What surprises you?**

## 4. IDEATION, REFLECTION AND SUPPORT | ≈ 20 min



Use post-its, chat or white board – To help the “Client” find new ways of seeing and thinking about their topic and offer support.



“**Consultants**” and “**Facilitator**”: This the time to share diverse perspectives.

“**Client**”: Listen attentively and be open to all the ideas presented to you. No need to ask for detailed questions at this stage.

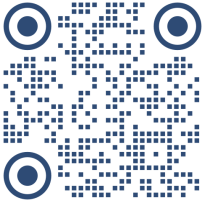
“**Facilitator**”: Collect the collective intelligence that emerged from the group (ex : take a photo of post-its, save the chat/white board).

**REFLECTIVE - OBSERVER:** What would you like to share to the « Client » ?



## 5. INSIGHTS AND ACTION PLAN | ≈ 10 min

Identify concrete, short- and medium-term, achievable actions.



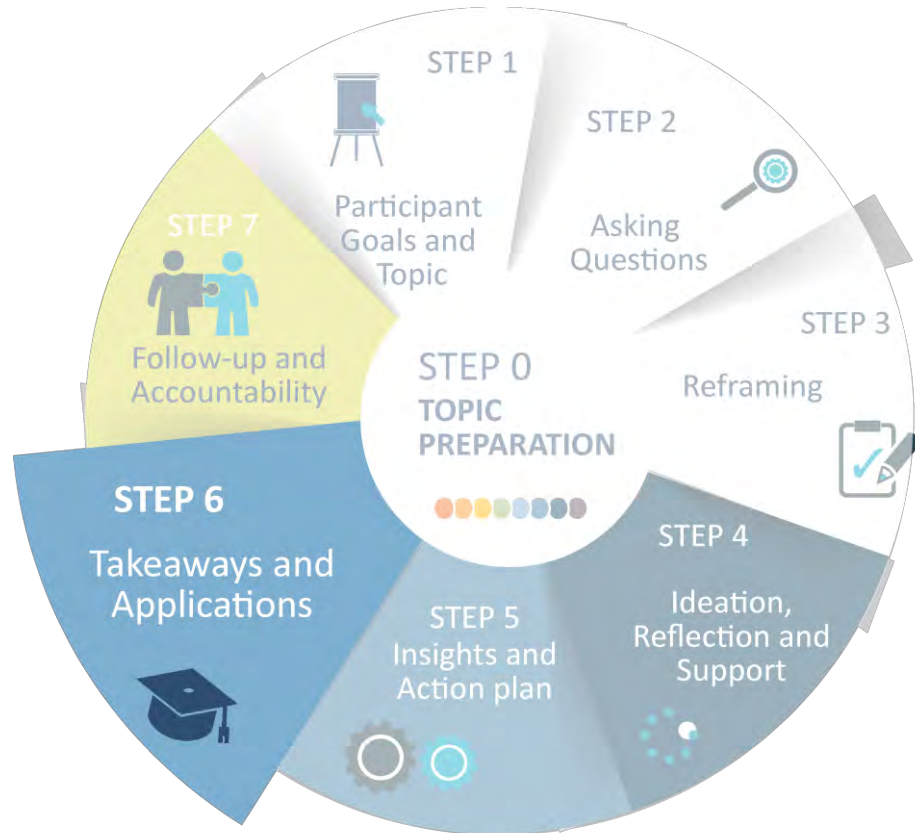
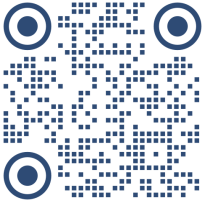
**“Client”**: Take one minute to review the proposed ideas. Then present your preliminary plan of action, reflections, or first steps.

**“Consultants” and “Facilitator”**: Listen to the **“Client”** (no need to further comment)”. Assist only if the “Client” really needs help to identify first steps or needs help to move forward.

**REFLECTIVE - OBSERVER**: What ideas, experience, réflexion inspires your practice / work?

## 6. TAKEAWAYS AND APPLICATIONS (3AG) | ≈ 20 min

Share your learnings, takeaways and actions to move forward



### EVERYONE

**Acquired learning & takeaways:** What did I learn about the topic? What did I learn about myself or my abilities? What did I learn about the group?

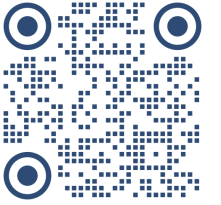
**Actions:** Ideas I will integrate into my daily routine (ex : from step 4). New methods I will try at work. Things I will do differently.

**Assessment:** What inspired me. What I especially liked and/or was surprised by.

**Growth/Intention/Goals:** How I am progressing (outlook on initial learning intention and/or goal)?

## 7. FOLLOW-UP AND ACCOUNTABILITY | ≈15 min.

Follow-up on how the client implemented their action plan.  
Sharing of the group's individual and collective learning,  
and on the actions taken.



Since the last CAL session, my insights and key take-away are....

-----

Our collective learnings that have emerged from our sessions are...

# TO LEARN MORE:

**Maxime Paquet, Ph. D., I/O psy.**

[maxime.paquet.8@umontreal.ca](mailto:maxime.paquet.8@umontreal.ca)

[www.codev-action.com](http://www.codev-action.com)

**Nathalie Sabourin, M.Sc, CHRP**

[nsabourin@coleadershipgroup.com](mailto:nsabourin@coleadershipgroup.com)

[www.coleadershipgroup.com](http://www.coleadershipgroup.com)

**Nathalie Lafranchise, Ph. D.**

[Lafranchise.nathalie@umontreal.ca](mailto:Lafranchise.nathalie@umontreal.ca)

[www.codev-action.com](http://www.codev-action.com)

**Ron Cheshire, MBA, CIM, PCC**

[rcheshire@coleadershipgroup.com](mailto:rcheshire@coleadershipgroup.com)

[www.coleadershipgroup.com](http://www.coleadershipgroup.com)

**Upcoming book  
March 2024**



## **CODEVELOPMENT**

**Action Learning for Business**

Co-create | Accelerate | Grow

Maxime Paquet

Nathalie Lafranchise

Nathalie Sabourin

Ron Cheshire



# CAL, it's 5 to 8 people coming together over a set period with a common purpose to:

- Co-create solutions
- Accelerate their goals
- Grow through mutual learning

In an increasingly fast-paced world, CAL opens new possibilities to move forward and learn from each other.

## Three roles:

Client | Consultant | Facilitator

**Three roles are distributed during a CAL session:** 1 client, consultants and 1 facilitator. **The client** presents a real situation that needs new ways of thinking in order to be resolved. Possible topics include achieving a goal, fast-tracking a project, making an important decision or overcoming a challenge. **The client's topic becomes the learning opportunity for the Group and the goal to accelerate.**

Once the client has been chosen by the group, the other participants take on the role of consultants. **Consultants** come to a CAL session to grow and learn as well as support the client.

The **facilitator** guides the group, encourages learning and co-creation guided by mutual goodwill.



© The Co-Leadership Group - All Rights Reserved, 2023

## CAL:

A flexible yet structured 7-step method

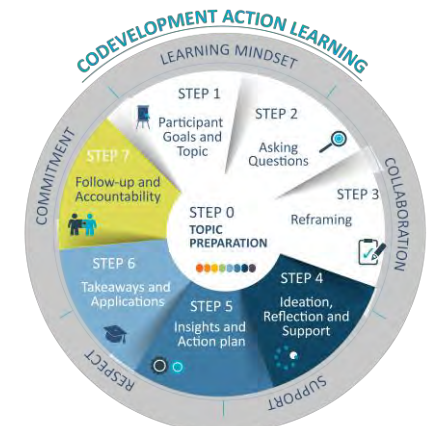
**The CAL session will be structured with a method that has the benefit of being both structured and flexible.** As shown below, there are 7 steps, plus a preparation phrase called Step 0.

To achieve the maximum benefits to learning, creativity and action, these steps must be followed in the exact order, from 0 to 7.

While these deceptively simple steps are easy to follow, when put into practice, they yield surprisingly strong results, and these results are enhanced by the group's synergy.

The structure and time limit of each step makes for a more effective group discussion.

**Each CAL session are between 90 to 120 minutes.**



© The Co-Leadership Group - All Rights Reserved, 2023

## How does it work?

The group works as a team to explore new possibilities and initiate change, guided by a learning mindset (collaboration, support, respect and a commitment to each other). More importantly, everyone builds their capacities by learning from each of the real-life situations brought by and to the group.

**CAL acts as a springboard** for people, groups, teams and organizations. The group leverages the strengths and expertise of each participant to create innovative solutions and give them the confidence to move forward.

Since CAL groups usually meet several times, participants reflect on the actions they took between sessions, assess the outcomes, learn from them and find new ways to grow.

## Results?

**Participants are often surprised** that they managed to resolve a complicated issue in such a short period of time, as well as learning together and gaining insights they can apply to their own work.

The speed at which changes occur today means we must constantly be ready to **innovate** in order to stay **competitive**. This means businesses, organizations, leaders and teams must be creative and ready to learn, unlearn and relearn, continuously and together.

**CAL is an effective and pragmatic new way of working together and engaging with others to accelerate results and learning.**

*"CAL helped **accelerate** the process of finding **solutions** and solving problems."*

*"CAL helped us **break down silos** and create real interdepartmental collaboration [...] we also developed long-term relationships with our co-workers."*

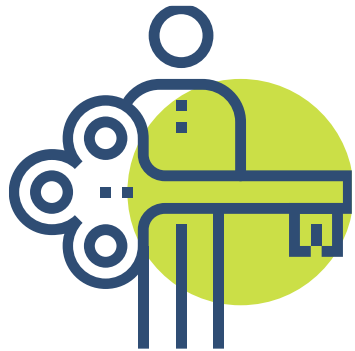
*"CAL gave me time to think about what I do, and that helped me **grow as a leader**."*

Feedback from participating managers in a CAL group

**For more information:** The Co-Leadership Group at  
[www.coleadershipgroup.com](http://www.coleadershipgroup.com)

# SAMPLE QUESTIONS | STEP 2

In a CAL group, you are encouraged to ask questions that focus on three areas of interest: the topic itself, the context, and the client's actions, thoughts, and emotional experiences. The goal is to open new possibilities to move forward.



## TOPIC

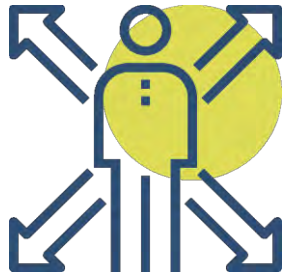
- Who is involved? Who are the stakeholders?
- What is going well?
- What has already been done or implemented?  
What are the solutions you have considered? What are the impacts or effects?
- What options do you have? Which is the riskiest, the most innovative, the safest?
- What is the risk of doing nothing?
- What challenges are you facing?
- What do we know so far and what do we still have to learn about your situation?

# SAMPLE QUESTIONS | STEP 2

In a CAL group, you are encouraged to ask questions that focus on three areas of interest: the topic itself, the context, and the client's actions, thoughts, and emotional experiences. The goal is to open new possibilities to move forward.



## CONTEXT



- What are the obstacles and hurdles around you?
- Who are your allies, your opponents?
- Tell me about your organization's culture.
- What are the levels of power of the various actors?
- What is the organizational structure's impact on your situation?
- What is the impact of the status quo?
- How can you relate the issue to the current context/ circumstances?
- What could happen to help you feel completely committed to, and energized by, your situation?
- What can be done and for whom is it important? (Rather than "What isn't working and who is responsible?")
- What would trigger a change in the way this situation is perceived?



# SAMPLE QUESTIONS | STEP 2

In a CAL group, you are encouraged to ask questions that focus on three areas of interest: the topic itself, the context, and the client's actions, thoughts, and emotional experiences. The goal is to open new possibilities to move forward.



## THE CLIENT

- What concerns you genuinely? How is this really important to you (scale of 1 to 10)?
- What is your key objective in 6-12 months? What are your expectations and those of your Manager?
- What strengths will you use to succeed?
- What do you have control over? What is out of your control?
- How do you feel about this situation? How do you experience this?
- What are your needs? How does this situation speak to your own values?
- What makes you hesitate? What do you fear?
- If you were in someone else's shoes...
- In relation to this situation: What is your energy level? What is your motivation? What is your timeline?
- What is the most important thing you have learned, understood or discovered up until now?
- What do you take away from the different opinions presented?





Elevate your leaders and  
unite your teams.

**Co-create | Accelerate | Grow**

Montreal, Canada is our home. The world is our scope. We offer collaborative, strength-based coaching journeys for Leaders and their Teams. These journeys are aligned with their business reality and their needs for concrete and meaningful results.

**Subscribe to the newsletter: <https://coleadershipgroup.com>**

