

Figures and Tables

Figures

- | | | |
|-----|---|---|
| I.1 | Framework for Understanding the Structure of the Book | 3 |
|-----|---|---|

Tables

- | | | |
|------|---|-----|
| 1.1 | Comparison of Adaptation, Goal Attainment, Integration, and Legacy Problems | 15 |
| 1.2 | Problem-Solving Methods | 19 |
| 2.1 | Organizational Conditions and Systems Thinking | 43 |
| II.1 | An Overview of the Action Learning Cases | 61 |
| 3.1 | Factors Enabling Breakthroughs at Nationwide Insurance | 67 |
| 3.2 | Factors Enabling Breakthroughs at Lexus | 69 |
| 3.3 | Factors Enabling Breakthroughs at Bristol-Myers Squibb | 72 |
| 3.4 | Factors Enabling Breakthroughs at PepsiCo | 80 |
| 4.1 | Factors Enabling Breakthroughs at Goodrich | 85 |
| 4.2 | Factors Enabling Breakthroughs at Kirin | 88 |
| 4.3 | Krones Leadership Development Program | 89 |
| 4.4 | Factors Enabling Breakthroughs at Krones | 92 |
| 5.1 | Factors Enabling Breakthroughs at DuPont | 98 |
| 5.2 | Factors Enabling Breakthroughs in the Caribbean | 105 |
| 5.3 | Factors Enabling Breakthroughs at Downer | 107 |

5.4	Factors Enabling Breakthroughs by the United Nations Environment Programme	110
6.1	Factors Enabling Breakthroughs in the Cook Islands	116
6.2	Factors Enabling Breakthroughs in Maroochy Shire	119
6.3	Factors Enabling Breakthroughs at Kenya HFG	123
6.4	Factors Enabling Breakthroughs in Wales	127
7.1	Factors Enabling Breakthroughs by Morgans Hotel Group	131
7.2	Toyota's Application of Action Learning to New Product Development	134
7.3	Factors Enabling Breakthroughs at Toyota	137
7.4	Factors Enabling Breakthroughs at Just Born Candy	139
8.1	Factors Enabling Breakthroughs at Panasonic	145
8.2	Factors Enabling Breakthroughs at Anglo American Mining	151
8.3	Factors Enabling Breakthroughs at Union Church Hong Kong	152
9.1	Factors Enabling Breakthroughs at Microsoft	159
9.2	Factors Enabling Breakthroughs at the National Bank of Dominica	162
9.3	Factors Enabling Breakthroughs at Boeing	169
10.1	Factors Enabling Breakthroughs at Kanbay-Capgemini	176
10.2	Factors Enabling Breakthroughs at Hewlett-Packard	180
10.3	Factors Enabling Breakthroughs at Virtual City	182
10.4	Factors Enabling Breakthroughs at George Washington University	186
11.1	Factors Enabling Breakthroughs at Constellation Energy	192
11.2	Factors Enabling Breakthroughs at Deutsche Bank	193
11.3	Factors Enabling Breakthroughs at Kentz Engineers & Constructors	198
12.1	How to Select and Address an Action Learning Problem	202
12.2	Questions and Reflection	204
12.3	Mindset, Value, and Attitudes of Action Learning Members	206
12.4	Skilled Coaching and Facilitation of the Action Learning Team	208

12.5	Integration of Learning into Action Learning Projects	209
12.6	Establishing and Enforcing Clear Norms	211
12.7	Formulating Explicit Timelines and Expectations	212
12.8	Allocating Power and Responsibility to the Action Learning Teams	213
12.9	Diversity of Membership on Action Learning Teams	214
12.10	Commitment and Support of Top Leadership	215
12.11	Breakthrough Elements, Common Challenges, and Corrective Actions for Breakthrough Problem Solving	218
12.12	Developing Breakthrough Problem Solving through Action Learning	222