BREAKOUT SESSION
MAKING IT HAPPEN
THE LEARNING-DOING CYCLE

Source: Mumford & Honey

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THE LEARNING-DOING CYCLE

Theorist

„I like to make up new ideas: talking and writing about them, also dreaming what could be done.“

Reflector

„I like to check up on whether we hit our targets and report on performance“

Pragmatist

„I like to make project plans and guidelines and budgets“

Activist

„I like to be out there and just get it done – NOW“

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Consider the four different preferences in the Learning-Doing cycle?

1. Theorist
2. Pragmatist
3. Activist
4. Reflector

Which is your strongest preference?

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If there is a concentration in one particular profile in the cycle, what is the impact on an organization?

1. Theorist
2. Pragmatist
3. Activist
4. Reflector

What could we do to balance out these forces?

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GROUPWORK
TO REPORT BACK

Break into groups and discuss the following:

1. List the most important change initiatives your organization is working on at present.

2. Discuss how well these projects are doing compared to plan.

3. Identify some of the root causes for their performance (success / failure?)

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GROUPWORK TO REPORT BACK

2. Fill out the project data sheet for your project.

1. Can you answer all the questions on the sheet?

2. What are the potential consequences of the gaps (for your project, plan, organizational strategy…)?

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