WIAL ACTION LEARNING CLIENT TESTIMONIAL

Interview of Ada Marie Cervo (CALC)
Human Resource Manager Transitions Optical Philippines

● Can you describe how AL is used in your organization ... ?

Action Learning is being used as one of the leadership development and problem solving tools in Transitions Optical Philippines, Inc. It was rolled-out at an opportune time when the organization had undergone a lot of changes over the past couple of years and the plant's management team was in the position for an average of 3 years. The plan was to start an AL program involving management, key positions and high potentials.

A 3-day Foundations Program was rolled-out by WIAL Thailand in December 2013 the core group consisted of the TOPI Management Team and high potential department representatives. During the Foundations Class, the participants were able to practice working on both Multiple Problem Action Learning and Single-Problem Action Learning. The 3 main SPALs were worked on continuously on-site even after the 3-day foundations classes. The focus was on problem solving and at the same time, leadership development.

From the core group, 3 employees were identified to undergo the Coach Certification program under WIAL Thailand last March 2014. Another set of 3 SPALs were used for the coaching certification. The focuses of the challenge were on problem solving and process improvement and at the same time, the Action Learning sessions also aimed to contribute to Leadership Development across levels. The certification process was successful and now, TOPI have 3 internal certified coaches.

In total, 6 problems had been addressed through various Action Learning Teams. Another batch is planned in the 2nd half of 2015.

● Can you give some detail, without disclosing confidential information, of a challenge where the AL team managed to propose and implement breakthrough solutions?

o On the Mispack Problem where a consistent mispack performance of 20 or lower is the target, the Action Learning sessions brought about a significant mindset change in the team members who were part of the AL Mispack

Problem. They agreed and looked into different factors and action plans. Examples are:

- Investigate the Machine Factor and address the root cause of mispacks caused by machine failures.
- Influence the Human Factor by increasing motivation of employees not to commit mispacks.
- Improve on the Process Factor by involving the operators during analysis.
- Re-enforce the System Factor by issuing CAPA for near misses.
- Designate a mispack focal person who will drive accountability.
- Full implementation of the in-line audit which gave way to the following sample action: Resolution of empty envelope issue by strengthening the controls at MCE machine (empty envelope blower is continuously running at low pressure; once an empty envelope is detected, high pressure will be automatically applied).

● What do you think are the critical success factors for the AL program in your organization?

1. Increased level on the quantity and quality of questioning the status quo (shows leadership skill development)

2. Quality of solutions generated from Action Learning sessions

● What do you consider to be the particular contribution of AL, distinguishing it from other approaches, in your organization?

From those who have attended AL sessions, an improvement in the quality of questions being asked is observed especially if they have repeatedly attended various AL sessions.

● Can you share testimonials from participants (team members, coaches, sponsors, senior management) ?

Action Learning allowed the Team to develop good learning and listening attitude and encouraged us to demonstrate total team effort. The approach is different from what we were used to but we were able to identify significant possible root causes simply by asking each other questions. I appreciated that all members of the team are heard because everyone speaks and contributes. It also helped that the Team is cross-functional. – Roy Sabalbaro, Technology Engineering Section Head/Problem Sponsor

Action Learning stimulates the thinking process. It is a different approach on

problem solving and everybody is given equal responsibility and chance to speak. – Zeny Bayanin, Trans-Bonding Production Section Head/Problem Sponsor

I found Action Learning as a very good tool for digging the root cause of the problem. – Adrian Gamboa, Controls Engineer

We can apply the power of questioning even during normal discussions in Operation. – Malou Bontogon, Trans-Bonding Production Supervisor

Action Learning taught me to actively listen and understand other people's concerns and relate it to how I can help other people/departments. – Lovella Ambagan, Customer Planner

Action Learning is a great problem solving technique! – Wilma Magbujos, Line Technician

I learned through Action Learning that I can improve myself and my problem solving skills by asking questions. – Madeline Cusay, Receiving Clerk

Anything can be solved… with the right question and process, we can dig deep down on a problem. With Action Learning, there are no right or wrong questions, we can also strengthen our competencies through the type of questions we ask. – Ariel Mata, Imbibed Production Supervisor

Action Learning is a very useful tool for our mispack investigation. – Rachelle Saban, Packaging Supervisor

As a coach, it is important that we stick to the 2 ground rules and remind the team (if needed) from time to time so that they will not end up making statements rather than throwing questions to the team. – Ronald Santos, HR Training and OD/AL Coach

Action Learning is a powerful tool. When I attended the foundations class, I was hesitant about its effectiveness considering that the Organization is used to brainstorming sessions as opposed to meetings where people can only ask questions. However, as I kept participating in Action Learning sessions especially in those where my role is as an AL coach, I came to see and experience that the process really works! – Ada Marie Cervo, HR Manager/AL Coach

I came to understand the process of solving various problems by asking questions through Action Learning. – Mary Jane Cedeno, Production Operator

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