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***Pragmatic Inquiry*® Practice - 12th Leader Learning Lab**

Date: Leader Learning Lab: June 18-19, 2018.

Location: Presidio Graduate School, 1202 Ralston Ave, San Francisco, CA

Invitation

We would like to invite you to join a group of management learning and development professionals and educators to participate in our 12th Leader Lab. The result is for you to learn, by practicing, how to lead a Pragmatic Inquiry using the *PathFinder* Lab Journal. This is a process - uniquely grounded in the scientific method and American Pragmatism - for solving complex management and career problems leading to action driven by values and vision.

The purpose of the Inquiry is for you to learn to lead a Pragmatic Inquiry to **address** a strategic issue, challenge, opportunity, or problem that your executives or students face. The outcome will be to **decide** on the best course of action for them to take – a strategy for them to lead.

Many organizations and business schools find that a major weakness of traditional problem solving approaches is the lack of awareness around the assumptions underlying the issue – or even what the real issue is. This lack of awareness stems from a decision-making process that fails to align the competing views and different data of the participants into a collaborative decision to be acted upon.

And most importantly, management and career decisions need to be based on the **Values and Vision** of the individual and the organization. You will be using the *PathFinder* Lab Journal to put Pragmatic Inquiry into practice. www.PragmaticInquiry.org

The *PathFinder*, as the name implies, helps participants come to a decision – a choice - leading to action, based on the evidence of their experience. Alignment can be achieved through data evaluation from different perspectives and a rigorous and open interpretation of the data where “everyone holds a piece of the truth.” (There will be Pre-work to define your question.)

If you would like to attend, please complete and return the [Application for Attendance](#) form attached. We look forward to having you join us and if you have any questions, please call me.

Sincerely,

A handwritten signature in red ink that reads 'Ron'.

F. Byron Nahser
Executive Director

P.S. Statement of Purpose and Agenda follows.



***PathFinder* Pragmatic Inquiry® Practice – Leader Learning Lab**

Statement of Purpose

INTRODUCTION – “What’s *Really* Going On?”

Every day of our lives, we are confronted with facts, problems, situations, issues, opportunities and challenges that demand our attention. Usually we react to this daily flood of information and events almost automatically by fitting them into our existing patterns and habits of thinking and behaving. That is because we assume we know what is going on and, based on those assumptions, we decide what to do.

Learning begins when some fact, incident, idea, challenge or opportunity comes along that forces us to stop and begin to question or *doubt* what we should do next. If it is a genuine question, this inquiry will challenge executives to stop, treat what they know as *assumptions to be tested* and, through a structured iterative process – based on the practice of Pragmatism - begin to rethink what they know in search of new learning on which to base decisions and actions

And because you will be joined by peers from other organizations, you will also learn from their experiences and perspectives. We have found that this interchange adds greatly to the quality of the Inquiry.

INQUIRY OBJECTIVES:

- Structure a question that, when answered, will have a positive impact on the organization and the individual.
- Understand the impact of your assumptions and values in decision making.
- Gain an understanding of the issue from multiple perspectives.
- Interpret the data intellectually and intuitively
- Answer the question and develop an action plan and “story” to enlist others.

RESULTS OF YOUR INQUIRY – you will be able to lead a Pragmatic Inquiry to:

- Identify the question/issue/opportunity/challenge
- Highlight the key insights that emerge as you proceeded through the steps and exercises of the *PathFinder* (**Begin, Explore, Interpret, Decide, Act**).
- Determine how values, core purpose and goals are impacting decisions.
- Make decisions based on the evidence and interpretation.
- Plan to implement the decisions and lead others – specifically how to communicate the results of an inquiry.

At the conclusion of the Leader Learning Lab, participants will be able to lead individual executives, students and groups in a *Pragmatic Inquiry* Practice, using the *PathFinder* Lab Journal, to make a decision on key Strategic Issues that can be put into action and tested.



Pragmatic Inquiry Leader Lab - Agenda

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Day 1,		
INTRODUCTIONS 10-10:30	WHAT IS PRAGMATIC INQUIRY?	HOW HAS IT BEEN APPLIED?
I. BEGIN 10:30-noon	WHAT IS THE QUESTION?	WHAT IS THE INITIAL ANSWER TO BE TESTED? Baseline.
II. EXPLORE - Stakeholders 1:00pm-5:00pm	GATHER DATA - Facts, memories, etc.	PRESENT, PAST AND FUTURE
	All Afternoon	<i>Personal, Organization, Market, Society, and Environment Bearings and Path</i>
Dinner	6:00-7:00pm	
III. INTERPRET	7:00pm-8:30pm	<i>Begin Interpret: Maps and Images, Conversations</i>
Day 2	8:00am - 8:30am	Breakfast
III. INTERPRET (con't)	WHAT DOES THE DATA MEAN?	USE BOTH REASON AND INTUITION
	8:30 am - 10:30 pm	<i>Maps and Images, Conversations, Habits</i>
IV. HYPOTHESIZE	WHAT IS YOUR BEST ANSWER?	WHAT ARE THE CONSEQUENCES OF YOUR ANSWER?
	10:30-12:00 pm	<i>Hypothesize</i> – Read back entries. Final Question and answer. Compare with Pre-work.
V. ACT	WHAT STEPS WILL YOU TAKE NOW?	HOW WILL YOU ENLIST OTHERS? HOW WILL YOU TEST AND MEASURE RESULTS? HOW WILL YOU FACE THE BARRIERS – C/qs?
	12pm-2pm	
IMPLEMENT QUESTIONS	2pm....	Discussion concerning specific applications, challenges, etc.