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# Introduction

## to the Experiential Learning Activities Section

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Experiential learning activities ensure that lasting learning occurs. They should be selected with a specific learning objective in mind. These objectives are based on the participants' needs and the facilitator's skills. Although the experiential learning activities presented here all vary in goals, group size, time required, and process, they all incorporate one important element: questions that ensure learning has occurred. This discussion, led by the facilitator, assists participants to process the activity, to internalize the learning, and to relate it to their day-to-day situations. It is this element that creates the unique learning experience and learning opportunity that only an experiential learning activity can bring to the group process.

Readers have used the *Annuals'* experiential learning activities for years to enhance their training and consulting events. Each learning experience is complete and includes all lecturettes, handout content, and other written material necessary to facilitate the activity. In addition, many include variations of the design that the facilitator might find useful. If the activity does not fit perfectly with your objective, within your time frame, or to your group size, we encourage you to adapt the activity by adding your own variations. You will find additional experiential learning activities listed in the "Experiential Learning Activities Categories" chart that immediately follows this introduction.

*The 2010 Pfeiffer Annual: Consulting* includes thirteen activities, in the following categories:

### **Individual Development: Self-Disclosure**

Mirror Image: Reflecting on How Our Personal Pursuits Show in Our Professional Practice, by Gary Wagenheim, Robert Clark, and Alexander Crispo

### **Communication: Building Trust**

**\*\*Words of Trust: Building Trust in the Workplace, by David Piltz**

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**\*\*Communication Topic**

**Communication: Conflict**

**\*\*Difficult Conversations: Making Them Easier**, by Beverly J. Bitterman

**Communication: Feedback**

**\*\*Unstructured Coaching Conversations: Coaching the Coach**, by Travis L. Russ

**Communication: Listening**

**\*\*I'd Like You to Meet . . .: Introducing a New Hire**, by Lucille Maddalena

**Problem Solving: Generating Alternatives**

**\*\*Redirect: Achieving Positive Outcomes**, by Devora Zack

**Problem Solving: Action Planning**

**\*\*Team Extreme Challenge: Solving Difficult Tasks**, by Amy Henderson

**Teams: How Groups Work**

**\*\*Puzzling Behavior: Discovering How Teams Work**, by Jo-Ann C. Byrne

**Teams: Problem Solving/Decision Making**

**Beyond the Olympics: Discussing Autocratic vs. Democratic Leadership**,  
by Barbara Pate Glacel

**Consulting, Training and Facilitating: Facilitating: Opening**

**Signatures and Shoes: Breaking the Ice**, by Mahaveer Jain

**Consulting, Training and Facilitating: Facilitating: Skills**

**Facilitation Tools: Using Spectrogram Analysis**, by Elisabeth C. Ayres,  
Catherine Cable, and Sophia Zia

**Leadership: Motivating**

**Follow the Leader: Exploring Trust As a Leadership Requirement**, by Harriet Rifkin

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**\*\*Communication Topic**

**Organizations: Vision, Mission, Values, Strategy**

A Bull's-Eye Every Time: Setting Short-Term Goals, by Linda S. Eck Mills

To further assist you in selecting appropriate ELAs, we provide the following grid that summarizes category, time required, group size, and risk factor for each ELA.

Category	ELA Title	Page	Time Required	Group Size	Risk Factor
Individual Development: Self-Disclosure	Mirror Image: Reflecting on How Our Personal Pursuits Show in Our Professional Practice	13	60 minutes	Any size	Moderate
Communication: Building Trust	Words of Trust: Building Trust in the Workplace	19	Approximately 2 hours	Unlimited, in groups of 4 or 5	Moderate
Communication: Conflict	Difficult Conversations: Making Them Easier	23	1 to 2 weeks	8 to 16 members of an intact work group	Moderate to High
Communication: Feedback	Unstructured Coaching Conversations: Coaching the Coach	35	Approximately 2 hours	3 to 24 managers or supervisors	Moderate
Communication: Listening	I'd Like You to Meet . . . : Introducing a New Hire	45	60 to 90 minutes	10 or fewer	Moderate
Problem Solving: Generating Alternatives	Redirect: Achieving Positive Outcomes	51	70 minutes	3 to 100	Moderate
Problem Solving: Action Planning	Team Extreme Challenge: Solving Difficult Tasks	59	15 to 30 minutes	5 to 15 members of an intact group	Low to Moderate
Teams: How Groups Work	Puzzling Behavior: Discovering How Teams Work	63	40 to 50 minutes	8 to 12 members of a work team	Moderate
Teams: Problem Solving/Decision Making	Beyond the Olympics: Discussing Autocratic vs. Democratic Leadership	67	3 hours	Multiples of 4 or 8	Moderate to High
Consulting, Training and Facilitating: Facilitating: Opening	Signatures and Shoes: Breaking the Ice	77	45 to 60 minutes	15 to 30	High
Consulting, Training and Facilitating: Facilitating: Skills	Facilitation Tools: Using Spectrogram Analysis	81	45 minutes	Up to 30	Low
Leadership: Motivating	Follow the Leader: Exploring Trust As a Leadership Requirement	87	Approximately 90 minutes	8 to 30 managers	High
Organizations: Vision, Mission, Values, Strategy	A Bull's-Eye Every Time: Setting Short-Term Goals	93	1.5 to 4 hours	5 to 20 from the same organization	Low