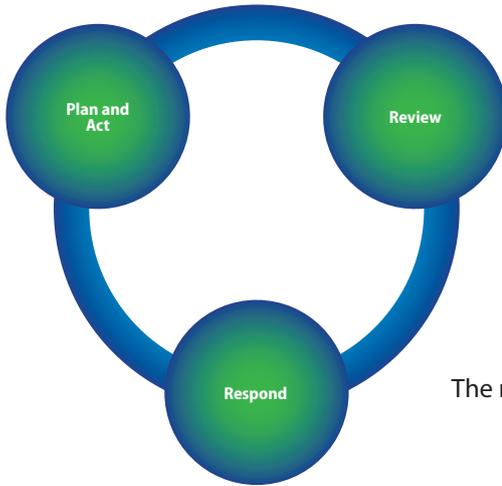


Model of Professional Practice

- Develop strategy
- Align resources
- Implement plan

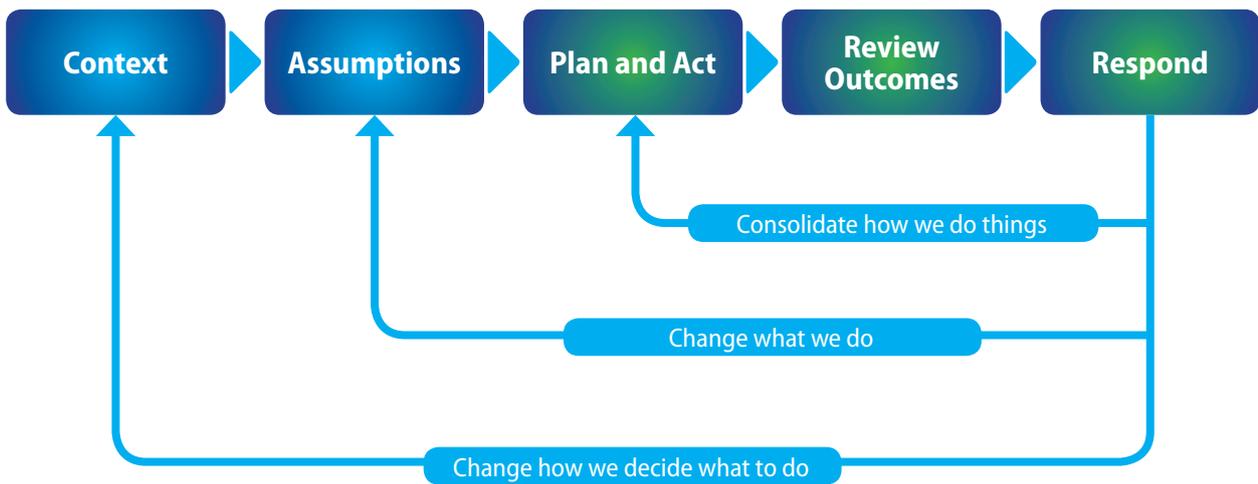
- Gather information
- Analyse data
- Make decision



- Consolidate how we do things
- Change what we do
- Change how we decide what to do

Model of Professional Practice

The model captures the concept of continuous improvement as well as the idea of different levels of learning - single, double and triple loop.



Change how we do things

At the simplest level, problems and their solutions are close to each other in time and space. Small changes are made to specific practices or behaviours, based on what has or has not worked in the past. This involves doing things better without necessarily examining or challenging our underlying beliefs and assumptions. The goal is improvements that often take the form of procedures or rules.

Change what we do

At the next level, our insights are about why a solution works. We consider our actions in the light of our operating assumptions. At this level people ask themselves, 'What is going on here? What are the patterns?' We change the way we make decisions and deepen the understanding of our assumptions.

Change how we decide what to do

At this deeper level, we are looking at principles. We go beyond insight and patterns to context. The result creates a shift in understanding of our context or point of view. We produce new commitments and ways of learning. This challenges us to understand how problems and solutions are related. It also challenges us to understand how our previous actions created the conditions that led to our current problems. The results of this include enhancing ways to comprehend and change our purpose and deepening our comprehension of why we choose to do things we do.