Learning and Adapting in Complex Times:
Bringing the Principles and Practices of Emergent Learning into Your Work

The Emergent Learning Community Project is launching a five-month program to offer an introduction to Emergent Learning (EL) principles and practices. It provides foundation, nonprofit and consulting professionals a way to put EL into practice as they confront complex social change environments.

This program, formerly offered through Fourth Quadrant Partners (4QP), is now being offered through the Emergent Learning Community Project (ELCP), a project of the Global Philanthropy Partnership. The project is being co-directed by the former partners of 4QP, who continue to lead *Learning and Adapting in Complex Times.*

This intensive program will introduce you to EL principles and practices designed to strengthen your thinking and accelerate your learning and results. This year's cohort will be divided into up to three sections to accommodate people in different parts of the United States and the world. Each section will have 20-25 participants.

This program has been delivered entirely virtual since 2020. Beginning in 2023, we will have four months of virtual cohort and small-group coaching sessions and conclude the program with an in-person day-and-half meeting. This will provide participants with a chance to make meaningful connections with their colleagues. Our host for the in-person meeting will be the Colorado Health Foundation in Denver. Participants will be responsible for their own travel and accommodation, but other costs are built into the program fee. The Program will include a final coaching session 1-3 months after the program concludes, on dates to be determined by the small-group coach and participants.

Following the June 6 & 7 program sessions, participants will be invited to join the ELCP Learning Summit where you can meet past-program participants and learn from seasoned practitioners.

We are seeking participants to join us in this highly participatory program that will ask you to bring your real work to the table in order to learn how Emergent Learning can help improve the results of your teams, organizations and networks.

Outcomes of the program include:
- Learn the principles and practices of Emergent Learning
- Discover how linking strategy and learning creates opportunities for teams to improve results for themselves and their beneficiaries
- Consider how just-in-time learning can help your teams get better at what they do
- Apply fit-for-purpose, practical approaches to capture learning as it emerges
- Hear how other mission-oriented individuals are confronting challenges and increasing their impact
- Use peer support to think through how to apply Emergent Learning in your unique context

Registration Fee: Amounts listed are in U.S. dollars.
$3,000 for independent consultants
$3,400 for nonprofit organizations with operating budgets under $2.5 million[1]

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[1] Please email a copy of the organization's most recent IRS Form 990 to deanna@emergentlearning.org at registration.

$4,400 for staff of all other organizations

The fee includes:
- Participation in one of the sections of the program,[2] including four two-hour cohort sessions — focused on the principles and the practice of Emergent Learning
- Five 90-minute group coaching sessions – You and three to four other participants will work together with one faculty coach to explore your questions and experiment with new approaches to your immediate work goals and challenges

	Cohort Sessions			Coaching Sessions
	Section A Tuesday 1:00 - 3:00 ET	**Section B** Wednesday 11:00 -1:00 ET	**Section C** Thursday 1:00 - 3:00 ET	**Week of…** Day/Time tbd
Cycle 1	**Feb-14**	**Feb-15**	**Feb-16**	**Feb-27**
Cycle 2	**Mar-14**	**Mar-15**	**Mar-16**	**Mar-27**
Cycle 3	**Apr-11**	**Apr-12**	**Apr-13**	**Apr-24**
Cycle 4	**May-9**	**May-10**	**May-11**	**May-22**
In Person	June 6 Half-Day and June 7 Full Day			
Final Coaching				TBA - July or Sept

- One individual 30-minute call with your prospective coach to think together about your starting point and context
- Day and half in-person session in Denver, CO, June 6 & 7. Accommodations and travel will be at participant's expense
- Access to case studies from practitioners, published articles and unpublished working papers in the Emergent Learning Community Resource Center
- *4QP Guide to Emergent Learning* — A 150-page introduction to the tools and thinking that support Emergent Learning practice
- Access to video resources from the EL Community Project
- A detailed syllabus that supports application of the principles and practices throughout the program

Time Commitment: Participants should expect to devote 1.5 - 2 hours each week to active participation and self-study. Application of the tools and principles in the work you have in *the here and now* will allow you to both practice a tool or see a principle in action, and to see improvement in your thinking and results.

Scholarship Assistance: The ELCP is committed to creating a truly diverse community of practitioners. Thanks to the generosity of our funding partners, we have limited scholarships available to reduce the

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[2] While you will sign up for one section, you are welcome to switch another section for individual sessions.

fee for BIPOC practitioners whose organizations are not able to meet the full registration fee. Please contact Jim Stiles at jim@emergentlearning.org for more information.

Teams Welcome: We welcome registrations of teams either from a single organization or teams of partners working towards similar goals. If you have a colleague with whom you would like to take this program, please share this invitation with them.

This is a time-sensitive request! Registration will be open through January 27. Given the demand for our prior programs and limitations on size, we expect our 2023 program to fill quickly. To participate, please confirm your interest **as soon as possible and no later than January 27** by registering here:

> [Learning and Adapting in Complex Times Registration](#)

For more on Emergent Learning, see *Emergent Learning: A Framework for Whole System Strategy, Learning and Adaptation*, by Marilyn J. Darling, Jillaine S. Smith, Heidi Sparkes Guber, & James E.M. Stiles, Foundation Review, March 2016.

Once you've completed registration and paid for the program, Deanna Sullivan (deanna@emergentlearning.org) will send you the *4QP Guide to Emergent Learning* and Information for the first session.

Questions about the program? Please contact Jim Stiles (jim@emergentlearning.org).