Thank you for being here to help person x to solve an urgent and important problem. We will be using a process called action learning in which we will be learning while we work together to solve this problem. Thus, we have two objectives: (1) develop a breakthrough strategy on the problem and (2) develop our individual leadership competencies. There is one simple ground rule in action learning; statements can be made only in response to a question. Anyone can ask a question of anyone at any time. A question may generate many responses from members of the group or, if it is a great question, may not attain any response deep reflection is needed. Also, listen carefully to each question and answer only what is being asked. There are three reasons why questions are emphasized in action learning: (1) they will help us be more creative and able to achieve breakthrough thinking and problem-solving, (2) they will keep us focused and productive, and (3) questions will help us develop our leadership skills. Does everyone understand the ground rule?

Let me also identify my role in action learning. I will be serving as the action learning coach, and will not be directly involved in solving the problem. Rather, I will be focused on improving the performance of the group and helping you to develop your leadership skills. I will only ask questions, and I will manage the time so that we complete the actions and the learnings by the end of the session. Does everyone understand my role?

So let identify the leadership skill that we would like to practice and develop during this session. (Skills written on flip chart). At the end of the session, I will ask each of you how you did on the leadership skill you identified, and I will then ask other members of the group to provide examples of how you demonstrated that leadership skill.

**Question to begin action learning session**

*(To Problem Presenter)* Could you take a minute or so to tell us the problem or task that you would like the group to help you with? …. Thank you. Now who has the first question?

**Questions at first intervention (10-12 minutes into session)**

Okay, we have been working for xx minutes, how do you feel we are we doing as a group thus far on a scale of 1-10? *(Ask each member)*

What are we doing well? *(Direct question to the group as a whole)* Anything else?

What could we do better? *(Direct question to the group as a whole)* Anything else?

Let’s write it down to see if we do have any agreement. What did each of you write? Do we have agreement on the problem? Yes or no or are we close?

Okay, let’s continue. And, in another 20 minutes, I will be asking xx what actions she/he is going to take as a result of this session. So who has the next question?

**5 and/or 10 minute warning**: In another 5 (10) minutes, I will ask what action you (or the group) is going to take as a result of this session.

**Questions at conclusion of session**

*(To problem presenter)* What action are you going to take as a result of this session? Were you helped? How?

*To Group*: What did we do best as a group? Let’s explore how we did on each of our leadership competencies. *(For each person) XX, you were working on xxx – how do you think you did? (To other group members) Any examples of when XX demonstrated his/her skill? Impact of applying that leadership skill? What did we learn that we could apply to our lives/organizations?