OUR PREMIER LEADERSHIP PROGRAM

Action Learning

High-potential leaders learn to lead by working on a problem the business actually has.

Most leadership development asks leaders to step away from the work and study leadership in the abstract. Action learning reverses that. A cohort of high-potential leaders, working in small facilitated groups, takes on one live, bounded challenge facing the organization — and develops as leaders by doing the work well.

The challenge is real, so the learning is real. Inquiry, collaboration, judgment, and follow-through are not course topics; they are what the work demands, week after week.

HOW THE METHOD WORKS

1

Frame the challenge

With senior leadership, we define one practical, bounded challenge — specific enough to work on, significant enough to matter.

2

Explore in small groups

Groups of five, drawn from across the business, examine the issue through facilitated conversation and disciplined inquiry.

3

Bring the learning together

The cohort develops practical observations, sharper questions, and possible tools for leadership to consider.

> **What the groups are — and are not.** The groups contribute perspective and practical learning. They do not make operating decisions or redesign how the organization runs. Decision rights stay with leadership.

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THE WIDER PROGRAM

One program, four working parts

The shared challenge is the spine of the year, not the whole of it.

Confidential 360 feedback

A clear view of each leader's strengths, impact, and how others experience them — and one or two practical priorities for growth.

Small-group peer learning

Candid discussion with peers from across the business — honest perspective, and relationships that outlast the program.

Individual coaching

Regular one-on-one coaching grounded in live work: current decisions, difficult relationships, and the goals set for the year.

Interactive leadership cases

Realistic leadership situations examined in discussion, so leaders test their judgment before the stakes are real.

WHAT PARTICIPANTS CAN EXPECT

1 **Understand your leadership impact**
Confidential 360-degree feedback, followed by a private debrief with your coach.

2 **Work on real leadership challenges**
Coaching focused on current situations, decisions, relationships, and goals.

3 **Learn with peers**
Small-group discussion, leadership cases, and perspective from across the business.

4 **Apply learning where it counts**
A shared action-learning challenge connected to an issue that matters to the organization.

12	5	6	3–4	1
Months in the program	Leaders per small group	Facilitated small-group sessions	Hours per month, all in	Shared business challenge

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AN ILLUSTRATION

What a challenge can look like

Each program's challenge is chosen with the organization. Recent examples:

- A team at an Am Law 100 firm developed a new process for assessing the cultural fit of rainmaker partners being considered for hire.
- A team at a PE-sponsored healthcare company created cross-functional teams to drive cost efficiencies.
- A small team at a professional services firm built a process to help its analytically minded associates develop emotional intelligence and softer skills.
- A team at a national hospice company worked on redesigning how referrals become admissions, so patients are taken on sooner and fewer referrals are lost.
- A team at a healthcare company defined the leadership transitions every manager in the business goes through, and built a common approach — including a mentor pool — to support them.

BOUNDARIES

Confidential by design

Action learning only works if leaders can speak candidly — about the business and about themselves.

WHAT THE FEEDBACK PROVIDES

— A clearer view of strengths and impact

— Perspective on how others experience you

— One or two practical priorities for growth

WHAT STAYS PRIVATE

— Feedback sources and comments

— Coaching conversations and notes

— Personal goals and reflections

THE POINT

Leaders grow by leading — on real problems, with honest feedback, among peers who will tell them the truth.

Meet your team leaders



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STRATEGIC LEADERSHIP AND CAREER ADVICE

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Dr. Carrie Muchow

COACHING AND BEHAVIOR CHANGE

An executive coach and professional assessor with a master's and Ph.D. from Teachers College, Columbia University, and advanced training in neuropsychology. She helps high-performing professionals manage pressure, uncertainty, and the personal barriers that can limit growth.

Coaching topics she specializes in: having difficult conversations, delegating and building a stronger bench, prioritizing time, learning to say no, and embracing a new leadership mindset.

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