

# “Could it be that . . . ?”

## *A Peer-to-Peer Consultation Exercise*

### **Tool Kit Overview**

The goal of this exercise is to elicit feedback and advice from peers in an open and psychologically safe environment, inviting greater clarity and focus to leadership challenges that peers face. The exercise may be held on its own or within a larger program such as a leadership retreat, as part of strategic planning, or in a variety of other contexts.

During the session, participants will bring their own leadership challenges to a small group of peers where confidentiality is agreed upon. Peers will help each other define success, identify problems, and begin to formulate next steps for action. They will also strengthen their diagnostic and coaching skills by asking questions that help probe problems, question assumptions, and identify action alternatives.

#### *Toolkit Contents*

- Facilitator Instructions
- Leadership Challenge Instructions
- Consultation Session Instructions
- A slide deck to support the session
- A worksheet for presenters to note feedback on the leadership challenge

#### *Summary of Resources and Responsibilities*

To facilitate this exercise, one or more people should take charge of the following elements:

#### **Resources Needed**

- A space such as a conference room to convene one or more groups
- A projector or printer for slides and/or handouts of the instructions (especially helpful when facilitating several groups concurrently)
- A timer for each group (a cell phone is fine) and an assigned timekeeper

#### **Facilitator’s Responsibilities**

- Schedule the session; reserve the room; select the peer participants (in one or more groups of four to five people); send “Leadership Challenge Instructions” prior to the session; share the leadership challenges among each group; convene group(s); establish norms; distribute “Session Instructions”; support participants and process; and wrap-up.

#### **Peers’ Responsibilities**

- Set aside thirty to sixty minutes several days before the session to identify, write up, and reflect on your own leadership challenge and to read and reflect on group members’ leadership challenges.