



**FSLI**

# Peer Coaching

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When it comes to leading others, you reap what you sow

## Managing Others

Solve Problems

Give Tasks

Provide Resources

Relationship oriented

Share Vision

Facilitate Problem Solving

## Leading Others

# Do you cultivate problem bringers or problem solvers?

## Create "Problem Bringers"

Time  
Expedient

Done  
My  
Way

I'm  
Valuable



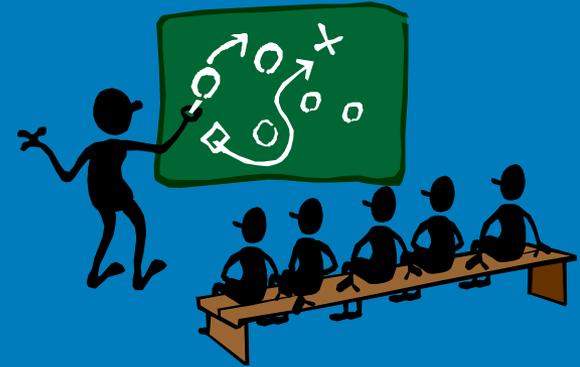
## Cultivating "Problem Solvers"

Empower  
Others

Build the  
Team

THEY'RE  
Valuable!





Mentoring, coaching, and peer coaching are tools to developing defined skill sets in others



# Peer Coaching vs. Curbside Consultation

## Peer Coaching

### As the coach you:

- Ask reflective questions
- Assume the individual knows their situation better than you do
- Believe they must own the process & outcome
- Help the other person to understand the problem
- Avoid trying to solve the other person's problem



# Peer Coaching vs. Curbside Consultation

## Peer Coaching



Asks reflective questions

Assumes the individual knows their situation the best

Believes they must own the process & outcome

Helps the other understand the problem

Does not try to solve the other  
person's problem

Provides strategies and suggestions

Makes connections for the other person

Assumes you know the solution better than  
does your colleague



Curbside  
Consultation



# Peer Coaching shifts the mindset

- from being “the go-to person” (the “delivery boy”) to getting things done through others
- from competition for individual recognition to promoting success across teams
- from solving others’ problems to facilitating problem solving skills
- from a *laissez-faire* culture to one of accountability

# Peer Coaching facilitates teamwork



# Peer Coaching Structure

➤ Groups of 2-4 support and hold one another accountable for growth and learning

➤ Peer coaching teams support goals, they:

Share individual development plans

Ask reflective questions

Meet quarterly to discuss progress

Support one another's growth

Share ideas, contacts & resources

Keep confidences appropriately



# Peer Coaching Skills

➤ Teach how to ask questions rather than give answers and solve others' problems

## ➤ Peer Coaching Training Exercise

Get in groups of 3: the coach, the coach-ee, the recorder

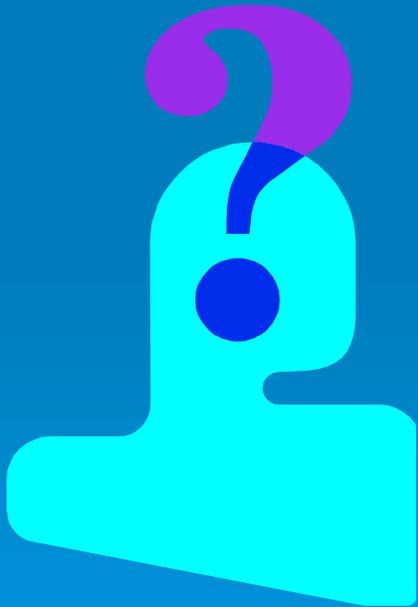
The coach-ee has 10 minutes to describe their situation while the others "listen with the intensity usually reserved for speaking"

The coach asks reflective questions

The recorder keeps time and makes sure the "coach" asks questions rather than slips into problem solving

# Questions to ask...

- Tell me more about that.
- What do you mean by \_\_\_\_\_?
- Can you put that into other words?
  - What do you mean by that?
  - Can you be more specific?
  - How so?
  - In what way?
  - That's helpful, keep going...
  - Hmm, hmmmm



*--John Barkai, Univ of Hawaii, The Barkai Chorus*

# More questions to ask...

- How did you (or X) feel in that situation?
- What else is important about this situation?
- Who else might be a resource?
- How might you engage them?
- What is holding you back from discussing/approaching/negotiating the topic?
- How else can you define success?



# Foretelling the future....



It is helpful to transition the discussion towards future actions...but resist the temptation of *telling* them what to do!

# Future-oriented questions to ask...

- What could X do to help you solve this problem?
- What can you do to help solve this problem?
- What do you think will happen if you can't negotiate a solution?
  - How do you want things to be between the two of you?
  - Is what you are talking about now helpful in reaching a solution?
  - Put yourself in X's shoes. How do you think s/he feels right now?
- If X were to do A, what would you be willing to do?



*--John Barkai, Univ of Hawaii, The Barkai Chrous*

# Keep these tools in your pocket!

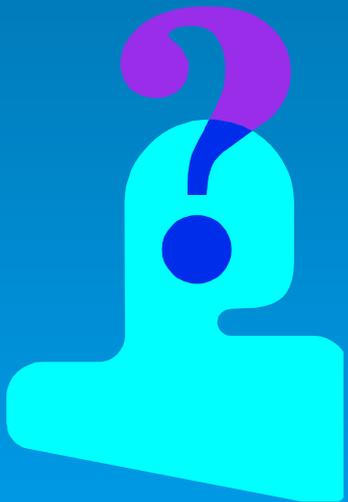


You may not always have the answers



The good news: you don't have to

By asking reflective questions you can help people find their own solution, one that takes the complexity they face into account and one that they own



# Peer Coaching Exercise

Coach-ee



Referee/time  
keeper



Coach

The coach-ee: ~5 minutes to describe situation

Coach asks reflective questions: ~10 min

Referee keeps time and ensures coach doesn't stray into problem solving

Debrief the experience: 5 minutes, then SWITCH  
SWITCH roles, start over until all have a turn