

Peer Coaching Reference

by Marilyn McLeod

Quick Reference

- 5 minute check-in with your coach
- Be respectful of their time
- Say thank you



FeedForward

Giving FeedForward:

- Be honest and fair
- Be a positive, supportive coach
- Offer ideas for the future



Receiving FeedForward:

- Take careful notes of ideas
- Suspend judgment and any need to defend or explain
- Just say thank you!



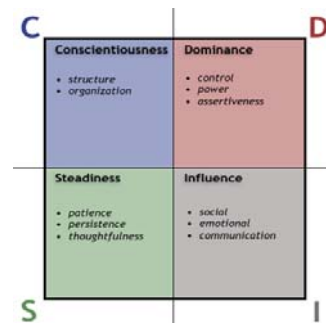
Daily Questions

- Make a manageable list of behaviors you'd like to improve
- Write each one as a question that can be answered either yes/no, or with a number
- Decide with your peer coach how often you'll check in, and the most convenient time
- Optional: each coach keeps a spreadsheet for the other to track progress, and sends it to their peer coach at the end of each week or month

Daily Questions							
	M	T	W	Th	F	S	S
1							
2							
3							
4							
5							

Assessments

- Be careful about labeling yourself with any static ideas.
- Use any assessment results only as a tool for looking at yourself in a new way.
- Judgments of others or ourselves rarely help. Focus on the positive!
- You're an evolving human being, with a great capacity to become a better new you!
- What ideas do you have for yourself for your future improvement?!



Why a Coach?

Can you identify a behavior or habit you have that limits you, so if you made a positive change, would improve your life? Do you care enough to make an effort to change?

This is the foundation of being coachable. If you're not interested in changing, this is not the process for you. If you are, a coach can make the difference between years of saying 'I should do something about this' to 'Well, that wasn't so difficult! What's next?!'.

The Coaching Method Behind Peer Coaching

In Marshall Goldsmith's FeedForward coaching method, each person being coached agrees to involve key stakeholders in their coaching process. The stakeholders are chosen by the person being coached (the client) with approval by their manager. The coach interviews each stakeholder, asking what the client is doing well, and what could be improved. The coach creates an anonymous list of comments received, presents this to the client, and helps the client to choose one behavior to focus on for the year-long coaching engagement.

This means the client chooses their own behavioral goal and their key stakeholders. The coach screens stakeholders initially to assure they are willing to let go of the past become a positive coach for future improvement.

The coach then helps the stakeholders to become coaches to the client, and helps the client follow up on a regular basis and apply ideas generated through the process. This is accomplished through monthly 5-minute conversations between the client and stakeholders using FeedForward.

The result is an entire team enjoys the benefits of coaching. Stakeholders may choose a behavior to improve as well, so the 5-minute session may become a two-way FeedForward session.

A unique component of Marshall Goldsmith's coaching is a pay-for-results model. Periodic mini-surveys are sent to stakeholders to monitor progress toward the goal. The coach receives payment only when stakeholders determine the client has achieved measurable improvement in the target behavior.

What is FeedForward?

FeedForward involves asking key stakeholders to provide suggestions for the future that might help the client to achieve a positive change in their selected behavior. No discussion of the past is allowed, and no attempt to defend or explain past perceptions is permitted. The client simply takes verbatim notes documenting the stakeholder's suggestions for the future, and the only acceptable response to these suggestions is "Thank you!".



What is Peer Coaching?

In Peer Coaching, each participant acts as both the coach and the client. Each chooses a behavior to improve, and they meet regularly for support.

Once an organization has learned to implement the coaching process, they are able to continue following up by helping each other. This is a cost-effective way to implement a coaching initiative which allows more people within the organization to enjoy the benefits of coaching.

Our model of implementation is:

- 1) Participants complete some form of assessment. Find inexpensive online assessments at www.CoachMarilyn.com.
- 2) Group seminar introducing the principles of the Marshall Goldsmith FeedForward coaching method, with an exercise to practice feedforward and peer coaching with each other.
- 3) Each participant is paired with a peer coach.
- 4) Each participant chooses a behavior to improve, using assessment results as a reference as needed.
- 5) Peer coaches decide between themselves how often they will check in with each other (daily or weekly), and how they will connect (in person, by phone or email). This is intended to be a 5-minute session.
- 6) We provide follow up support to the organization as needed.

Two Peer Coaching Approaches:

- 1) FeedForward
- 2) Daily Questions

FeedForward works the same in peer coaching as it does with stakeholders as described above.

The Daily Questions approach involves each person making a list of behaviors they would like to improve, and sharing the list with their peer coach. Each item on the list is written in such a way that it can be answered using 'yes', 'no', or with a number. Example: 'How many minutes did you spend exercising today?' During the 5-minute check-in, each coach reads the list for each other to answer. If the peer coaching sessions are weekly, this means each person will ask themselves their own questions each day, and provide the weekly total to their peer coach during the check-in session.



Personal Goals or Company Goals:

Some behavioral improvement goals span both personal and professional. Some may be very personal. If your peer coach is a co-worker and you don't want to advertise your personal goal at work, you may want to establish a peer coaching relationship with a friend to get support for your personal goals.

Keys to Success:

- Be consistent.
- Keep the length of your behavioral improvement list to something that motivates you, and doesn't feel overwhelming.
- Remember, you don't have to do everything on your list, and you don't have to do it perfectly. If you think you do, then please add to your list, "How many times today did I take a deep breath and allow myself and others to be human?!"
- Also remember you don't have to implement every suggestion you receive through feedforward. Enjoy the myriad ideas you write down as you're receiving feedforward, implement the one(s) that make sense to you now, and tuck the rest away in your treasure chest for the future.
- Be respectful of each other's time. Don't just call your peer coach and launch into a twenty-minute description of your issues before they've had a chance to say whether it's a good time for them. Stay honest with each other about what's working in your relationship, and what's not. If you're sincerely distressed by difficulties working with your peer coach, write down specifically what's not working (keep the list in case it helps you look at yourself through future relationships), and ask the person in your organization who manages the peer coaching initiative if you can be assigned a new peer coach.

For More Information

Find more information and resources at: www.CoachMarilyn.com

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20 Workplace Habits You Need to Break

How successful people become even more successful

from

“What Got You Here Won’t Get You There”

by Marshall Goldsmith, with Mark Reiter

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The 20 Annoying Habits That Are Holding You Back from the Top - And How to Stop Them

1. **Winning too much:** *the need to win at all costs and in all situations – when it matters, when it doesn’t, and when it’s totally beside the point.*
2. **Adding value:** *the overwhelming desire to add our two cents to every discussion.*
3. **Passing judgment:** *the need to rate others and impose our standards on them.*
4. **Making destructive comments:** *the needless sarcasms and cutting remarks that we think make us sound sharp and witty.*
5. **Starting with “No,” “But,” or “However”:** *the overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong.”*
6. **Telling the world how smart you are:** *the need to show people we’re smarter than they think we are.*
7. **Speaking when angry:** *using emotional volatility as a management tool.*
8. **Negativity, or “Let me explain why that won’t work”:** *the need to share our negative thoughts even when we weren’t asked.*
9. **Withholding information:** *the refusal to share information in order to maintain an advantage over others.*
10. **Failing to give proper recognition:** *the inability to praise and reward.*
11. **Claiming credit that we don’t deserve:** *the most annoying way to overestimate our contribution to any success.*
12. **Making excuses:** *the need to reposition our annoying behavior as a permanent fixture so people excuse us for it.*
13. **Clinging to the past:** *the need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.*
14. **Playing favorites:** *failing to see that we are treating someone unfairly.*
15. **Refusing to express regret:** *the inability to take responsibility for our actions, admit we’re wrong, or recognize how our actions affect others.*
16. **Not listening:** *the most passive-aggressive form of disrespect for colleagues.*
17. **Failing to express gratitude:** *the most basic form of bad manners.*
18. **Punishing the messenger:** *the misguided need to attack the innocent who are usually only trying to help us.*
19. **Passing the buck:** *the need to blame everyone but ourselves.*
20. **An excessive need to be “me”:** *exalting our faults as virtues simply because they’re who we are.*



The Nine Environments of YOU!



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Use the chart above to help you think of personal goals!

