Peer Group Coaching: An Introduction

Using Peer Group Coaching as a Developmental Tool

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PDC Winter Meeting – December 2, 2015
Introduction

• Jennifer Rakstad, Career Development Advisor (US) at Mayer Brown LLP
  – Certified Coach through the Hudson Institute of Coaching
  – International Coaching Federation Certification (ACC – Associate Certified Coach)
  – Leads coaching groups at Mayer Brown for senior associates, women associates and income partners
Program Objectives

• Participants will learn:
  – What peer group coaching is (and isn’t)
  – Benefits of and best practices for peer group coaching
  – How peer group coaching can be used at your firms
  – How to use peer group coaching for your own professional development
  – How peer group coaching can help participants reach their goals
Program Objectives

• Participants will take away:
  – Practical experience in a peer group coaching context focused on your own developmental goals
  – Tools to use in peer group coaching
  – The opportunity to continue meeting with your peer group
Agenda

- 2:15 – 2:45: Introduction to Peer Group Coaching
- 2:45 – 2:50: Meditation Break
- 2:50 – 3:20: Practice Peer Group Coaching & Group Debrief
- 3:25 – 3:40: Continue Practice Peer Group Coaching & Discuss Next Steps for Peer Group
- 3:40 – 3:45: Large Group Debrief
Coaching - Definitions

- **ICF Definition of coaching**: “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today’s uncertain and complex environment. . . It is the coach's responsibility is to:”
  - Discover, clarify, and align with what the client wants to achieve
  - Encourage client self-discovery
  - Elicit client-generated solutions and strategies
  - Hold the client responsible and accountable
  - This process helps clients dramatically improve their outlook on work and life, while improving their leadership skills and unlocking their potential.
Peer Group Coaching – What is it?

• Group Coaching definitions:
  – A small group process throughout which there is the application of coaching principles for the purposes of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines. (Jennifer Britton)
  – A facilitated group process that is led by a professional coach and formed with the intention of maximizing the combined energy, experience and wisdom of individuals who choose to join in order to achieve organizational objectives or individual goals. (Ginger Cockerham)

• Group vs. Peer Coaching
Peer Group Coaching – Benefits

• Potential for larger impact than individual coaching
• Reinforce learning from training programs
• Group accountability & metrics
• Sustained change
• Members learn coaching skills
• Practice speaking in groups/enhanced communication skills
• Learn from fellow group members
• Fringe benefits – networking, cross-selling, etc.
• Flexibility – by phone, Skype, video-conference
Peer Group Coaching – Challenges

• Engaging introverts
• Attendance & participation
• Group cohesion & trust
• Group leader/facilitator?
• May feel less accountability in group
• Multitasking & distractions
Peer Group Coaching – Best Practices

- Confidentiality
- Commit to attend meetings & do “homework”
- Ground Rules
  - Designate a facilitator/leader for each meeting
  - No distractions or multi-tasking (phones, etc.)
  - Be respectful of fellow group members
  - Listen to group members and only respond to add value, using coaching questions
  - Keep feedback positive and encouraging and only provide advice if requested
  - If on the phone, announce yourself before speaking and mute phone between speaking
Peer Group Coaching – Practical Applications

• Use for **targeted groups**
  – New partners
  – Senior associates
  – Women or diverse attorneys
  – PD Professionals

• Part of a **broader training program**
  – Group members set individual goals, which are tied to the overall program objectives
  – Reinforce skills and competencies
  – Participants track progress and hold each other accountable
  – Opportunity to go more in-depth into content

• Use as a **tool for professional development**
## PDC 2015 Winter Meeting Peer Coaching Group – SCORECARD

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<th>Name</th>
<th>Action Step</th>
<th>✓ Activity completed for the weeks of:</th>
<th>Results/Notes</th>
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Peer Group Coaching – Practice

• Get into **groups of 4** at your tables

• **Part 1** (2:50 – 3:15 p.m.): **Focus on 2 group members**
  
  – *Brief introductions (All):* Name/Firm/Position, one thing your group should know about how you are in a group
  
  – *Pick 1 group member to start* (rotate clockwise from there)
  
  – *Group member to share one individual goal* as a result of today’s session/pre-work (include LIFO profile results)
  
  • **Explore each group member’s goal**
    
    – Use Powerful Questions (Handout)
    
    – Engage in peer coaching around goals
    
    – End with concrete Action Steps and accountability measures
Peer Group Coaching – Practice

• Large Group Debrief (Part 1)
  – What worked well?
  – What was challenging?
  – Anything to do differently in Part 2?
Peer Group Coaching – Practice

• **Part 2 (3:20 - 3:40 p.m.): Focus on remaining 2 Group Members**
  – *Group member to share one individual goal* as a result of today’s session/pre-work (include LIFO profile results)
    • Explore each group member’s goal
      – Use Powerful Questions (Handout)
      – Engage in peer coaching around goals
      – End with concrete Action Steps and accountability measures

• **Decide on Next Steps for Peer Group**
  – Consider *4 meetings over next 4 months*
    • Set first meeting before you leave today
  – Consider *using Scorecard to track accountability*
    • Confirm “homework” for group/include in scorecard
Peer Group Coaching – Practice

• Large Group Debrief
  – What worked well?
  – What was challenging?
  – Key take-aways

• Outstanding questions?
Further Resources

• Books & Articles
  – Jennifer J. Britton, *Effective Group Coaching: Tried and Tested Tools and Resources for Optimum Group Coaching Results*
  – Ginger Cockerham, *Group Coaching: A Comprehensive Blueprint*

• Handouts
  – Powerful Questions
  – Next Steps for Peer Coaching Group