

## **The Great Reversal Peer Coaching Guidelines**

As your peer shares the feedback they received with you, as if you were them, consider the following:

- Listen intently and take notes as the person speaks.
- Your role is to help the other gain a thorough and balanced understanding of the feedback data they received.
- Look for patterns of behavior that the other person doesn't necessarily see. Note skills and behaviors that are effective and less effective.
- Avoid criticism, judgment, analysis and blame. Your role is to ask probing and clarifying questions that will help your partner understand the significance of the data for their leadership.
- Help the person see both the positive and the negative. Look for the nuggets and see the good news embedded in the information.
- Share your insights around what you heard at the end of the session.