



Peer-to-Peer Coaching: Asking for Help and Leveraging Shared Wisdom to Solve Problems

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Welcome and thanks for taking advantage of another CBHL member benefit. We'll get started in just a few moments. In the meantime, feel free to use the chat box to share information your colleagues might appreciate or just to say hello!

Today in Virtual-Land

- Say hello via chat
- Basics of Zoom – mute, group chat, private chat, breakout groups
- The Plan for Today
 - Orient + Liftoff - Full group
 - Reflect on key challenges - Individual journaling
 - Peer consultation #1 - Triads
 - Peer consultation #2 - Triads; questions only!
 - Debrief peer consultation - Full group via Chat
 - Close
- Our first time together in Virtual-Land: Expect Clunkiness!



How do I use Zoom?

To mute, click on the “mic” button on the bottom left of your Zoom window or hover over your video in the main Zoom screen and click the “mute” button when it appears.

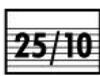
To use chat, click on the “chat” icon at the bottom of the Zoom window and type your comment. When you’re ready for everyone to see it, hit your return key on your keyboard. (If you don’t see the chat icon, click on the three dots that say “more”, and it should appear. You can also click the dropdown menu to send a private message to a facilitator.

Once you’re in a breakout room, remember to use the “Ask for Help” button in the bottom right corner if you have questions.

That’s all you need to know today!

What are Liberating Structures?

- Simple social technologies that distribute participation more widely while drawing out greater difference and variation within groups
- A repertoire of techniques that productively include and engage everyone in generating novelty
- Novel patterns for organizing people to collaborate and mutually shape their work together
- Tiny methods that make it possible to benefit from complexity instead of flattening, ignoring, and pushing it away

LS Menu 	Wicked questions 	What ³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

Some common ways LS are used

- To transform everyday meetings into something generative, purposeful, and seriously playful
- To bring structural rigor, interactional specificity, and methodological precision to larger approaches like Appreciative Inquiry, Design Thinking, Positive Deviance, Design Sprints, Transition Design, Organizational Development and other innovation processes
- To engage more people in shaping strategy, contributing to future options, and participating more widely in large initiatives or movements
- To make big projects imaginative, anti-fragile, and easier to organise & execute with large numbers of people

Different Structures for Different Purposes

Conventional

Liberating

Presentation

Same micro-elements & DNA

Menu of 33+ alternate ways of organizing that make it possible to include & engage more people

Managed Discussion

Inherited

Invented

Status Update

Brainstorming

Seriously Dreadful

Seriously Playful

Open Discussion

Expected Results

Novel Results

LS Memos	Wicked questions	What? debris	Min specs	Heard, seen respected	What I need from you	Integrated autonomy
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Conventional organizing structures



PRESENTATION



MANAGED
DISCUSSION



STATUS UPDATE



BRAINSTORMING



OPEN DISCUSSION

OVER-controlled

under-CONTROLLED



Spiral Journal

Calmly prepare for the work ahead while sharpening observational precision.
Inspired by Lynda Barry



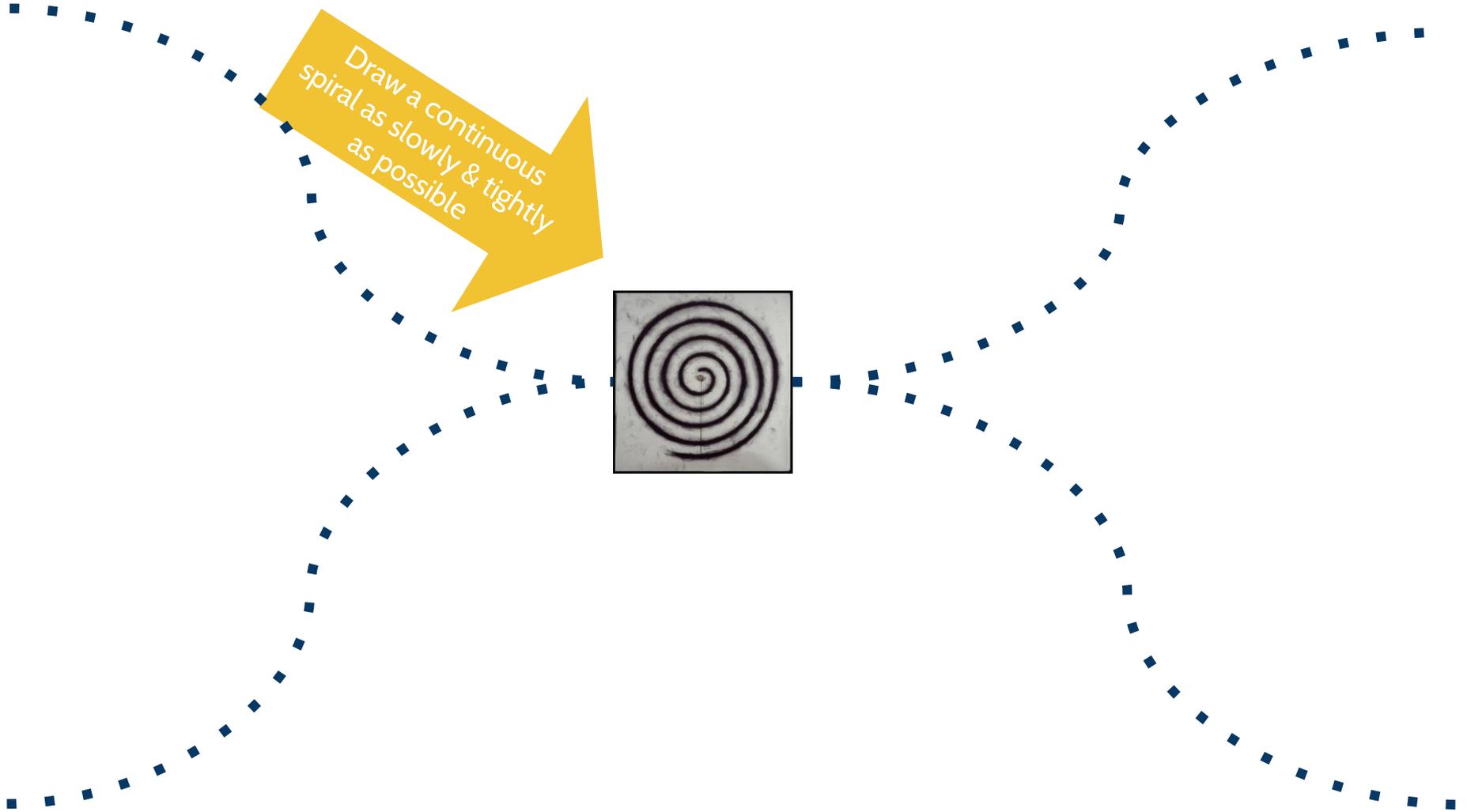
Instructions & Steps

1. Divide a page into quarters and start drawing the slowest, tightest spiral that you can (1 min)
2. Respond to the prompt in the first quadrant. Try to generate multiple items for each question or statement. (1 min)
3. Repeat with every subsequent quadrant (4 mins total)

Note: this exercise is meant to invite you to reflect alone before going into a group discussion. You won't be asked to share your writing with anyone, but you'll build on this reflection in the next exercise.



Draw a continuous spiral as slowly & tightly as possible



***An acute challenge I am facing right
now...***

***An achingly long complexity I would
like some outside perspective on...***

A frustrating situation I can't get out of...

If only I could get some help on...



Troika Consulting

Get Practical and Imaginative Help from Colleagues Immediately



Instructions & Steps

1. Breakout room trios (1 min)
2. First 'client':
 - a) Describe challenge (2 mins)
 - b) Consultants ask clarifying questions (2 mins)
 - c) Client "*turns back*" on consultants (actually turns around on video or turns video off, with mic off) and listens as they *talk to each other* about suggestions, ideas or ways to reframe the challenge (4 mins)
 - d) Client faces consultants and thanks them or follows-up on key items (1 min)
3. Repeat with a different person getting a consultation (9 mins). This time the consultants **ONLY** generate questions about the challenge or the client's relationship to it. These might be phrased as speculations or wonderings about the challenge.
4. Third round, chose either approach (suggestions or questions from consultants) (9 mins)



What is a challenge/obstacle or opportunity that you want to get help on?

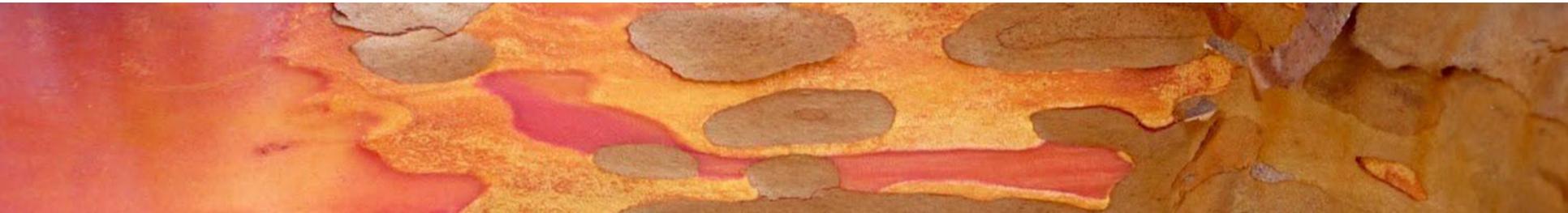
This will be a chance to tap into the imaginations of your colleagues, so be bold!

Debrief (via Chat)

What did Troika make possible? How did the organization and structure affect the outcome?

How was it different when the consultants just asked questions rather than giving advice?

Where could you use this?



Upcoming CBHL Events

Leadership Huddles | Leading Through Crisis (Members Only Series)

- **Empowering and Inspiring Staff, Managers and Teams in Times of Crisis** -Thursday, May 21, 2020
- **Creating Sustainable Opportunities for Change During a Crisis** - Thursday, May 28, 2020
- **Managing Key Leadership Challenges for the Next 18 Months** - Thursday, June 4, 2020

Leadership in the Time of COVID-19

- Monthly interactive webinar series
- 6 months
- Save the Date:
 - **Integrated Care in the Time of COVID-19** | June 25, 2020

