
Peer Consultation methodology



Case Presentation : 5 minutes

- What is the Adaptive Challenge?
- Who are the major players?
- What are their perspectives and interests?
- What action have you taken or are thinking about taking in relation to the challenge?
- What are your real interests?
- Are there any hidden issues?

Goal: Case Presenter to present Leadership Challenge

Remember to be clear about the Adaptive Challenge



Data Gathering: 7 minutes

- Who are the major players? What are their formal and informal relationships?
- Where is the authority in the issue?
- What has the presenter done so far to work the problem? What has the presenter decided not to do?
- What would success look like to the Presenter?

Goal for the Group: Understand the Adaptive Challenge and the complexities surrounding it. To gather information to help the group conduct diagnostic brainstorming



Diagnostic Brainstorming: 10 minutes

- What is\are the case presenter's interest\s?
- What are the hidden issues? What are the value choices each has to make?
- How does the situation look to the other players? What is the story they are telling themselves?
- What has the presenter contributed to the problem? What is his/her piece of mess?
- What would success look like to the other players?
- ****Case presenter does not speak!**

Goal for the Group: To interpret what is happening; offer alternative interpretation, and illuminate new ways to understand the case



Action Step Brainstorming: 5 minutes

- What possible initiatives should be undertaken?
- What are the low risk tests of some of the ideas discussed?
- What courageous conversations need to take place?
- What new relationship shift need to happen?
- What are the specific and possible goals over the next month to achieve?

Goal for the Group: To offer possible new initiatives, smart risks, and experiments for the Case Presenter to try and move the challenge forward



Case Presenter Reflection: 3 minutes

- Comment on what has been heard
- Identify any action steps you may undertake in the next few weeks

Goal for the Presenter: Not to resolve the case! This time is intended for the Presenter to share initial reactions to the process and ask specific questions that he/she is now pondering

This tool has been reproduced courtesy of Cambridge Leadership Associates (CLA).

