

Peer coaching begins with a healthy balance of inquiry, that is asking relevant and provocative questions, and “advocacy”, offering experiential-based reflections (not advice) of what worked in similar situations. It is based on a foundation of trust and is focused on individual growth. As Felicia Gefvert, leadership development program manager at Intuit, has said, “With peer coaching, both individuals are actively coaching and learning at the same time, so both sides get value and practice.”

When you are in the **peer coach** role, your job is to:

- Ask clarifying and provocative questions
- Offer experience based perspectives
- Ask about progress being made
- Not offer advice
- Provide emotional support

When you are in the **peer client** role, your job is to:

- Describe the results you want to achieve
- Identify the obstacles that are blocking your goals
- Separate facts from assumptions and hypotheses
- Be honest about the role you play in your progress
- Actively listen
- Answer questions
- Refrain from defending past behaviors—stick with explanations
- Take notes (or ask someone to help with that)
- Develop an action plan
- Hold yourself accountable for reporting on progress
- Say “Thank you”

In the peer coaching process **all participants** learn how to:

- Expand their perspectives on issues and challenges
- Assess the advantages and disadvantages of alternative plans of action
- Increase their confidence in their ability to solve problems and make decisions
- Provide encouragement to others
- Celebrate successes with others