



THE  
**PEER**  
REVOLUTION

GROUP  
COACHING THAT  
IGNITES  
THE POWER OF  
PEOPLE

CHRISTY UFFELMAN, MHCS, BCC

**SB**  
PRESS

*The PEER Revolution:  
Group Coaching that Ignites the Power of People*

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Published by StoryBuilders Press

ISBN: 978-1-954521-01-8. First edition.

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## FOREWORD

$$S = GB + GP + f$$

**S**uccess = Growing the *Business* + Growing the *People* +  
Having *fun* along the way.

This was an equation I made into a logo for my first executive role serving as Director of Corporate Investments for a 45-person department back in the early 1990s. My experiences since then have confirmed that “Growing the People” is a quintessential factor for driving the success of any enterprise. But how do we grow people in a scalable way?

I met Christy Uffelman on Thursday, November 17, 2016, at the Women on Boards 2020 forum held at the Wyndham Grand in downtown Pittsburgh. My first impression? *Wow! What an incredible bundle of positive energy—like lightning in a bottle.*

Since that first meeting, I have had the opportunity to watch Christy command gatherings of more than 300 aspiring executives who envision themselves serving on a corporate board one day. I have also had the privilege of collaborating with Christy on some of her group coaching engagements and witnessing firsthand the PEER approach captured in this book. It was big-time fun, watching seasoned and junior executives

alike lean in, become vulnerable, and allow themselves to access more of their potential for leadership development and upward mobility in their companies. I came away from those PEER Group Coaching sessions having gained way more than I gave and hope to be invited to participate in more sessions soon.

All of these interactions with Christy have helped me in the coaching work I do with diverse groups of people. One group comprises the most senior members of one of the branches of the U.S. Armed Forces, for whom I conduct a leadership series entitled “World Class Performance: The Role of Leadership, Process, and Talent.” Another group comprises company founders seeking to scale their companies to becoming the industry standard bearers in their respective markets. A third group comprises public company board directors seeking to become the best board directors they can possibly be. In all those settings, I have the privilege of working with high-performing people seeking ways to be even better. The power of peer relationships is reflected in each of these settings as leaders learn from one another’s experiences and support one another through the sharing of opportunities, knowledge, and network.

I love that the insights and tenets of *The PEER Revolution* offer a transformational way of thinking about and executing on the construct of coaching. The book codifies the approach Christy has incorporated into the incredibly successful coaching practice she has built with EDGE Leadership. Yet again, I am impressed that Christy has chosen not to build a wall around PEER Group Coaching and treat it as proprietary, but rather to make it “open source” so more people can benefit from the approach.

Getting people to change and grow is difficult. However, *The PEER Revolution* provides a map along with road signs and guardrails to allow more people and companies to unleash the fullness of their talent.

The key observations that I would share are that the PEER Group Coaching works and works better than traditional approaches to coaching, and that it is amazingly scalable. This is a critical enabling feature for organizations that want to broadly affect their most important asset, their people.

Christy's PEER Group Coaching Framework resonates with me and aligns with my own experiences. Creating the **Container**, for example, is foundational and establishes a spirit of trust and cooperation early on in the process. Likewise, **Self-Awareness** makes growth possible. The self-selection that takes place for each of the Forums that African American Director's Forum (AADF) hosts demonstrates that each person must begin by acknowledging their need for growth or desire to help others grow.

Setting personal **Outcomes**, such as obtaining a seat on a for-profit or non-profit Board, always defines the growth experiences and informs the selection of **Relevant Content**. Vertical knowledge transfer is an essential part of the process, and I both bring in guest speakers and have served as a Guest Mentor to activate this part of the process.

The **Practice Arena** is where people begin to apply what they learn, bringing people together to learn best practices and benefit from one another's experiences. Finally, the value of 1:1 Coaching cannot be underestimated. I love that Christy focuses

on teaching cohort members to develop their own 1:1 Coaching skills. In fact, I have had the privilege of doing some 1:1 Coaching with Christy herself. These “coach the coach” sessions have been hugely valuable to me personally and professionally.

For those professional coaches looking for a way to improve their effectiveness, create more satisfied clients, and grow their practices, *The PEER Revolution* is a must-read. It combines a practitioner’s framework with Christy’s personal learning journey in a way that brings the concepts to life and makes the book immensely readable and usable.

Whether you are formally in the role of coaching or are in a position that influences an organization’s approach to coaching, strap in—you are in for an enjoyable and provocative read!

—**DAVID MOTLEY**

Pittsburgh, PA

*David Motley serves on multiple public company boards, has founded companies across several industries, is a Managing Partner of Black Tech Nation Ventures, and lectures at the Navy War College.*



# INTRODUCTION

It is my lifelong mission to ensure that people feel less alone by making connections that matter.

Keeping this in mind, when I reference gender and use pronouns in this book, I do so with an inclusive intention. If I say *women*, or use variations of the pronoun *she*, for example, I am referring to anyone who identifies as female. Likewise, when I say *men* or use variations of the pronoun *he*, I am referring to anyone who identifies as male. Wherever possible, I use the most inclusive pronouns available to us at the writing of this book *they/them*.

With that inclusivity in mind, I often make references that are relevant to the external coach, that is the person who works as a vendor from outside an organization, coming alongside to help the people in the organization grow. However, the internal coach, the person within the organization who also helps people in the organization grow, can tweak the application to make use of those same insights. In some places, I may state how to do so explicitly. In others, I may make suggestions. So when I talk about “clients,” know that I am referring to whoever it is that you serve. Regardless of your position, whether you are an external or internal coach or a people leader who wants to

apply these concepts to curate belonging and connection on your team, I trust your ability to apply what you learn to your specific scenarios in fresh and creative ways.

That being said, any leader can learn from and apply what I share in this book to increase their influence and impact. In fact, every single person reading this book has the power to be a coach. That reality is at the heart of the PEER Revolution.

I also want to be clear that many of the tools and techniques I use within the PEER Group Coaching Framework did not originate with me. They were inspired by a range of diverse experiences with diverse people. Many techniques began with a seed planted by one person, grew as it was watered by input from another, and flourished within experiences with still others. I have tried to give credit where I could discern a distinct source, but also want to be authentic and acknowledge my reliance on a host of creative leaders on whose shoulders I am able to stand.

I picked up many of these nuggets and best practices along my own journey of personal and professional development—both as a student of group coaching and as a teacher of it—and now want to share what has worked for me in my flourishing coaching practice to help you expand your impact as well.

I simply could not offer much value to you here were it not for my business partner and husband Kevin. So whenever I speak of *we* and *our*, know it truly has been a collaborative effort to bring this PEER Revolution to life through our company, EDGE Leadership. In addition to him keeping us financially afloat while I initially started the new enterprise, we were so successful within two years that he came on board to manage

the operations of the company. Because I had been a solopreneur before, I knew what was not in my natural strength zone. Kevin stepped in with expertise as a seasoned manager, team builder, and business leader. We absolutely would not be where we are today if it weren't for him. His excellent management has allowed me to live in my creative research and development space, tinkering, building, playing, and (much to his frustration sometimes) endlessly iterating!

More than anything, I want you to ask yourself, what if there was a way to bring the human experience to new heights, break through the boundaries to success, and create collective personal and professional transformation?

No matter where or how you may do it, I want you to empower yourself to curate connection and belonging and maximize human potential wherever you find opportunity so you can truly make a lasting impact. Using the PEER Technology® Group Coaching Framework in the following pages, you'll discover how to harness the incredible power of connection and ignite the flames of collective success.

My candle has been lit by countless others. Now I bring this PEER Framework and collection of best practices to help you not only light your candle but also ignite the candles of others, because a flame loses nothing in lighting another.

Together we can change the world. This is just the beginning....

Onward.

—CHRISTY UFFELMAN, MHCS, BCC





SECTION ONE:  
**THE REVOLUTION**



A network diagram consisting of numerous grey circles of varying sizes connected by thin grey lines. In the center of the diagram is a larger white circle with a thick grey border, containing the number '1' in a simple black font.

# 1

## THE POWER OF PEER RELATIONSHIPS

*“You cannot teach a man anything. You can only help him discover it within himself.”*

– G A L I L E O

About fifteen years ago, on a rainy Tuesday morning, I pulled into the parking lot at work and I Gave Up. If I’m being really honest, the giving up process actually started about five hours earlier, when my four-year old son woke up in the middle of the night. He couldn’t sleep. As a single mother, that meant neither could I. But I had an important presentation to give that day. So I got him off to daycare that morning (without checking his temperature) because, well, I did what I felt I had to do to make it all work.

I pulled into the parking lot of the industrial company I was working for at the time and paused to take a deep breath. As

I did, the sky opened up, and sheets of rain—we're talking *torrential downpour*—started falling. It was right about then that I realized I had taken my umbrella into the office a few days ago, and it was still there *in my office, inside the building*.

Did I mention I had spent an hour on my hair and makeup that morning for the presentation I was about to give to the CEO (my boss) and the executive team—with a fussy toddler on the floor next to me? I sat in my car watching guy after guy hop out of pickup trucks and run into the glass-enclosed lobby, barely pausing to shake off the water. Finally, when the rain showed no sign of stopping, I took off my suit jacket and grabbed my briefcase, determined to use it as a makeshift umbrella. I clutched it over my head as I jumped from the car and dashed for the safety of the dry lobby.

As I skidded into the lobby, the kind receptionist's eye met mine. Without a word, I could feel her pity. She knew my situation better than anyone. I was the first female manager the company ever had. While I was grateful to work for a family of truly great men who saw the value I brought to their business, I had a long road ahead when it came to earning credibility with my peers—all men with stay-at-home wives running their households.

I am sure the receptionist knew the questions that were, no doubt, being asked about me, a twenty-something single mom who joined the company with zero experience in that industry and who spent most of her days having private coaching conversations behind closed doors with male managers. I put an encouraging smile on my face, trying to assure her (and myself)



that I was totally fine, shook off as much water as I could, and headed to my office, where I shut the door behind me and promptly burst into tears.

I almost quit eight times in the first two years. Things that I never expected to be difficult were incredibly so. And the week prior, I had just received the promotion to become the first female on the executive team. My presentation that day would be my first to a room full of new peers.

I was trying to push forward without acknowledging the struggles I faced. I thought I could somehow, some way, find a way to do it all. I could meet every expectation and overcome any barriers. I could grit my teeth, try harder, and figure it out. But in that office at that moment, I ran into reality and felt like I had done a faceplant.

I had refused to acknowledge all the challenges I faced and had unconsciously let those challenges define me. Only by retaking control of my story could I rewrite the ending. So yes, I gave up that day.

I gave up thinking I had to do it all myself.

## IT ALL STARTS WITH CONNECTION

One thing I knew for sure—I needed to find someone who had been there, done that. I needed to connect with some women leaders who knew how to navigate this challenge. I started looking around the region. The first thing I learned seems rather obvious now: you can't ask a stranger to be your mentor. The answer is almost always going to be *no*, or at least it was in my case.

So I did the next best thing—I started going anywhere professional women met, hopping from group to group all over the city. Although those meetings were mostly enjoyable, they often felt inauthentic and networky. What I was really craving was genuine connection within a peer group.

Seeking genuine connection was so purposeful for me because I believe in the awesome power of human potential. Everyone boldly starts in their careers as if we're on a path of personal achievement. We try; we fail; we overcome. We learn, work hard, and receive accolades for a job well done *as individuals*. We each tend to view the world as if we're in the spotlight alone—especially early in our careers—with all the attention and responsibility resting on one set of shoulders. And yet as we grow, somehow achieving great results simply isn't enough any more. It doesn't fan our flames the way it once did. We begin to feel stuck.

It is in this crucial pivot point where the focus must shift from seeking personal achievements to searching for ways to contribute to others. It's the difference between one match burning alone in the darkness and many flames burning together to light the world.

I began to learn this truth quite inadvertently. As I went from one women's event to the next, I started finding amazing women from whom I wanted to learn. In fact, the man who would later become my husband, Kevin, told me during that time it was as if I were collecting women like jewels on a crown. I had found relationship and connection, but I had not yet discovered the space of learning I needed.

What I wanted was development alongside other women, a space to learn what was working for them, what wasn't working

so well, and why. And to apply those best practices in my life. I needed an intentional learning framework with those critical relationships built into it. When I couldn't find the peer learning I wanted, I realized I would need to create it.

I was also looking for accountability. After all, if I was going to be big and bold, and the first female VP this company had ever seen, what responsibility did I have to every other woman in that company? Even at twenty-nine years of age, these women would look to me. But the truth was, I had no clue how to inspire and bring value to them. Plus, the story I had been telling myself was that I couldn't because I just wasn't good enough.

The very first peer group I created in 2007 was a cohort of working mothers just like me, because honestly, that was where I felt I needed the most support at the time. We had mothers across the generations, with children in kindergarten (like mine), middle school, high school, and even college. We had married moms and single moms, new moms and seasoned ones. We got together on a monthly basis and followed a simple peer-learning, Mastermind format (yes, I'll explain how we did that in the pages to come).

We quickly became a part of a circle of contribution, celebrating each other's successes, supporting one another in our challenges, and giving each member space to practice asking for help. No doubt you've heard the expression, "Two heads are better than one." This universal truth describes in the simplest terms how collective thinking can produce greater results than any one individual's thought or idea. When each of our individual and unique perspectives work in harmony with others, we get collective engagement, empowerment, and change. We

learn that everyone, especially those we may not have expected, has something to contribute, because each voice carries with it a lifetime of experience, education, wisdom, and insights.

This early group experience was the spark that soon began to burn brightly. Although I didn't set out to do it when I began that first peer group, the journey ultimately led me to create an innovative approach to group coaching in 2013 called PEER Technology®. It stands for Partnership, Experience, Exposure, and Reflection.

P

**Partnership:** The idea that it's not all about me. Instead, it's about me in partnership with another. We show up together, as partners, contributing to and holding one other accountable.

E

**Experience:** It unfolds based on an individual's personal Outcomes, as well as the Outcomes of the peer group as a whole.

E

**Exposure:** This is about practicing vulnerability and embracing new ideas through mentoring and coaching. It's about exposure to innovation, contributing to and receiving an infinite flow of knowledge.

R

**Reflection:** It is vital for people to look at how we are currently showing up, how we are getting in our own way, and what we are going to choose to do differently. It's a space of learning and growth.

At the heart of this revolutionary PEER Framework of group coaching are intentional, developmental cohorts that leverage peer-centered coaching in an environment of equity, and inclusion. These intentional peer groups (developmental cohorts) focus on cooperative personal and professional development. They leverage the intrinsically collaborative nature of the human spirit.

*“These intentional peer groups (developmental cohorts) focus on cooperative personal and professional development. They leverage the intrinsically collaborative nature of the human spirit.”*

Although I didn’t fully realize it at the time I was developing the Framework (selfishly, to serve my own needs), as I look back now, more than fifteen years later, I see I was tapping into something powerful. The global community seeks diversity and inclusion. Above all else, each person wants to offer something unique as part of the whole. This Framework has proven to be truly transformative, but it didn’t happen immediately.

## THE FLAMES OF COOPERATIVE THINKING

What was unique about the initial working mothers group was that we had mothers from all across the spectrum. It was amazingly powerful (and yet invisible to me at the time) that this first peer group experience included women from different places and spaces in life. As a result of the rich diversity of experiences,

we all benefited from both vertical and horizontal knowledge transfer taking place at exactly the same time.

When I, as the mother of a kindergartner, bemoaned what was happening in my life and made myself feel guilty about struggling, a more seasoned mother stepped up to say, “I hear you. I’ve been there. But what you’re worrying about isn’t actually super important. And I think what you said earlier about what happened on the playground last week may be more critical to focus on. Here’s why.” That level of honest, experienced insight might not have happened if we hadn’t had a safe space to be vulnerable with a diverse group of women.

The success of that first group spawned a high-potential women’s group in the Pittsburgh, Pennsylvania region. Young women across companies and industries gathered in my kitchen on a monthly basis to share best practices. Because we were truly a peer group based on career-experience level (all in our late 20s to mid 30s), we quickly found out that peer learning has an inherent limitation. We don’t know what we don’t know! We had to give ourselves permission to become vulnerable and ask for help outside the cohort.

As I reflected on what made the working mother’s group so successful, I saw the concept of “vertical knowledge transfer” clearly for the first time. I knew we needed to add an additional layer. By leveraging the power of our collective networks, the participants themselves amplified our ranks with executives from across the region who came to share their best practices with us. We chose topics we were stuck on, and these Guest Mentors, as I came to call them, met our vulnerability with vulnerability

by engaging in an authentic dialogue with us. Our little cohort blossomed and started to get visibility with executive leaders working in both corporate and not-for-profit organizations across industries. Soon, we had a waiting list of executives who wanted to engage with our cohort. (I'll definitely share more about how these Guest Mentors work!)

About eighteen months later, a national mentoring organization called Strong Women, Strong Girls (SWSG) asked if I would be interested in building a leadership development experience pro bono for them based on what I had learned in these group coaching sessions. An executive on their board of directors had served as a Guest Mentor. They wanted to get more young, Millennial women volunteering with the organization in a way that would create sustainable corporate giving for their nonprofit.

So, with two cohorts under my belt, I built my first “official” group coaching experience in Pittsburgh, layering in peer learning, Guest Mentors, and coaching. At the time, in 2009, the SWSG framework included professional women mentoring college women, and college women mentoring at-risk girls in grades three through five. I decided to challenge the status quo a bit. Rather than expecting these women to have it all together and tell others what to do (that's often how we define mentoring, but as I mentioned earlier, I was struggling to do that myself as a twenty-something), I wanted to teach them *how to coach*. We built a leadership development experience where companies would sponsor a high-potential woman to become a part of this unique group coaching experience (creating annual revenue

flow for SWSG). Not only would the young leader herself gain valuable coaching skills, but her team and the company would also benefit.

We had so much success in Pittsburgh that SWSG asked me to expand my volunteer work, sit on their national board of directors, and help them to launch another high-potential women's cohort in Boston—and another in Miami! I could see this peer-centered group-coaching dynamic was both unique and powerful. I knew I had to figure out how to bring it into more people's lives. While my day job as the head of HR and L&D certainly challenged my brain, I realized this group coaching work was filling my soul in a way I never could have imagined.

I have always been someone who was driven to explore new possibilities and eagerly tackled challenges. Prior to accepting the position in the industrial company, I had explored the entrepreneurial world in my mid-twenties as well, gaining valuable real-world experience. My experiences accelerated my learning curve (and bumps and bruises). I knew organizations around the world needed this group coaching approach to take success to the next level. Plus, this new PEER Framework created a space for organizational knowledge transfer, meeting a critical need in the marketplace in advance of the impending Boomer retirement. I realized that, in thinking of how I could become a better leader personally, I had unwittingly sparked a coaching revolution to ignite a power in people unlike anything else out there.



## COLORING IN COAL MINES

After launching EDGE Leadership in 2013, I knew the PEER Framework was successful for groups of women, but I needed to know how it could work for other demographics of people. That's when I met internal coach Michelle. Michelle Buczkowski grew up in a small town outside of Pittsburgh. As a first-generation college educated person with a blue-collar upbringing, she thought she was going to be a wedding planner, but ended up getting into the staffing industry in a recruiting position. From there, she moved on to succession planning and building a Talent Management department.

Sometimes the bigger (and faster) your career growth is, the more it feels like life is hitting you. The big transformation happened for Michelle when, thanks to her PEER experience, she realized the world was not coming at her, she was coming at the world. This realization changed her entire perspective and opened her eyes to the fact that she was in control of what her life and work could look like.

At the age of twenty-six, Michelle sat in a lonely office on the third floor in a male-dominated industry. The CEO and executives sat on the fourth floor. With both metaphorical and literal distance between them, she felt invisible. She did not project any validity or credibility behind her voice, but that was about to change.

The energy company she was working for at the time was in a growth mode, but they had a very traditional mentality. Advancements in technology led the company (and the industry as a whole) to hire very few people for nearly twenty years, then everyone started retiring all at the same time. Looking at the

age demographics, they had a lot of highly experienced people from an older generation, along with a lot of fresh new recruits to replace them, but few people in the middle.

With so many senior staff retiring, they had to pipeline talent into senior level positions very quickly. But the energy industry is highly-regulated. To effectively fill empty seats, new hires needed certain training and certifications. The hard part was figuring out how to find shift supervisors and well-paid managers from a pool of twenty-somethings with engineering degrees coming straight out of school. How would they replace the fifty-five-year-old with all the institutional knowledge who is taking a well-deserved retirement package and benefits early and heading off to the beach?

When I first met Michelle in 2013, she invited me into the windowless basement of the company's headquarters. We sat across the table from one another as she told the story of how the company got as far as it did. We worked together to get a plan in motion. The plan was to create a cohort-based leadership program and have a meeting every month, with a goal to turn supervisors and directors into vice presidents. The only problem was, she didn't have a strong enough pool of talent a layer below that to turn into supervisors or directors. In order to have a pipeline, it's vital to actually have the pipe.

We co-created what a PEER Group Coaching experience would look like for them, and launched it with a cohort made up of twenty- to thirty-year-old Millennial men. We met the cohort where they were, in their environment, 800 feet below the Earth's surface, literally in a coal mine. It became our underground

cohort classroom. There would be a few challenges along the way. For example, Michelle had to convince the superintendent of the mine to let her take yarn and construction paper underground to use for creative expressions in one of the cohort activities. (It could not have been easy to explain they were going to be coloring in his coal mine that day.)

The reality is, cohort members in the PEER experience have to come to it on their own. As a coach, you can't force people to become vulnerable and fully invested in the experience.

Michelle watched the men tentatively start joining in. She watched them getting closer and closer to opening up and being more vulnerable. Soon, the entire experience became an exciting journey, watching when the different parts of the model clicked with each cohort member.

What was the result of the experience? When Michelle surveyed them after the full experience ended, the data showed exactly how much the men in the cohort had changed as a result of the experience. Self-admittedly, they became better husbands, fathers, partners, sons, and brothers. As the men gave themselves permission to become vulnerable, offered and received support, and discovered their Outcomes, they transformed.

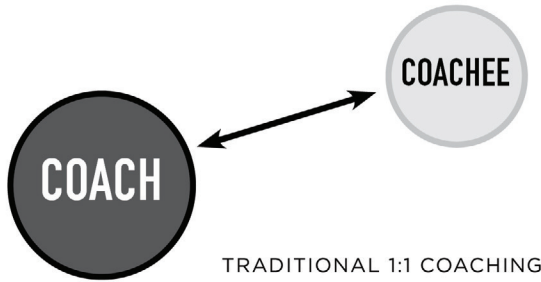
Men sat right in front of Michelle with tears running down their faces. One told her the story of how he adopted a child and the struggles they had gone through with infertility. Another spoke about his family life growing up, and why being so hard on his crew at work was just ingrained into who he was and what had been modeled for him. He realized that abandoning that negative energy almost felt like abandoning part of his heritage.

Really quickly, Michelle saw that by growing as a complete person, the men in the cohort started to show up differently as leaders. And as so often happens for coaches using the PEER Framework, she realized how much she was growing through the process as well. They leaned on one another and admitted they didn't have all the answers. They asked for help. They were on the radar for promotions sooner than expected. And she went from feeling alone in her third-floor office to feeling like she had the entire city of Pittsburgh rooting for her in a few short years.

## EXPANDING HUMAN POTENTIAL

When it comes to maximizing potential, there's a paradox. On one hand, it's natural for people to feel the need to prove credibility and competence in the workplace, to look as though they know what they're doing and deserve to be there. If you have coached for any length of time, you've encountered many people who mistakenly think vulnerability demonstrates weakness or exposes inadequacy. But in reality, there exists a true need for a safe space, a place for people to practice the kind of vulnerability that fosters genuine growth and improvement.

I have a question for you: whether you coach corporate leaders 1:1 in-house (as an internal coach within an organization or as a people leader with your team) or provide those coaching services and training to businesses as an external vendor, can your coaching framework routinely help people foster real growth in a way that is *not* dependent on you?



Don't get me wrong. There is a valid and important place for 1:1 Coaching, even within the PEER Framework. But if all of your coaching depends on you being present, you can only be in so many places at once. There are only so many coaching time slots on your calendar. And you can only share what is in *your* knowledge bank.

But what if you could add to your coaching services the ability to coach many people all at once—by empowering them to coach one another and themselves? Interested? I hope so, because that is only the beginning of the benefits of this revolution in PEER Group Coaching.

I invite you to ask yourself: are a lot of your coaching clients in similar developmental spaces, but within a diverse peer group? How could you structure a tested-and-true coaching experience for them?

Could you use an effective way to leverage a wide range of skill sets to achieve a common goal in an organization or industry, all while maximizing the company's coaching and training budget to create win-win scenarios?

How can you integrate experience and create intentional space for vertical knowledge transfer without trying to turn

seasoned executives and internal subject matter experts into “trainers” wielding PowerPoints and worksheets?

If any of these scenarios interest you, stay tuned. And that’s not even counting the passive revenue cycle for external coaches using this PEER Group Coaching Framework. (If you like making money while making an impact, you’re going to *love* that!)

Plus, if you’re like most coaches I know, you would prefer not to focus on selling. You may even see sales as a necessary evil. So when I tell you this PEER Framework is easier to sell to companies (and for more than you are likely getting for your services now) do your ears perk up? Good. Because I’ll not only show you how to do it, step-by-step, but also reveal secrets to doing it well, and a few mistakes I’ve made (so you don’t have to).

If you are an internal coach within an organization, these experiences will help you magnify your impact to your CHRO and have greater influence in building a sustainable pipeline of talent to the top. For you, it will have the additional benefit of saving the organization money by not needing to bring in external coaches and, like Michelle did, creating an organic space for mentoring and sponsorship to take root—all while vertical and horizontal knowledge transfer fuels your talent pipeline. A healthy pipeline has never been more important for HR professionals and coaches pivoting in response to crises like a global pandemic, confronting related workforce challenges, and learning to leverage virtual technologies to sustain culture.

Perhaps you are a corporate leader trying to devise the growth path for people in your organization. You may be a leader in HR

or Talent Management who has done a good bit of coaching yourself, and now the company is looking to you to help coach other team members to success. You already know how hard it is to increase employee retention and drive engagement. You have to be concerned about employee mobility, how to promote people with confidence, and how to fully develop and engage coworkers. You may have executives who want to contribute but don't know how. They're stuck in old-school "mentoring programs" that feel like Match.com-gone-wrong and leave them feeling drained and inauthentic. The good news: you can use the PEER Framework to elevate and expand human potential no matter how busy your leaders are.

Another critical piece of good news: this PEER Framework is perfectly suited for virtual environments to bring people together across diverse life experiences, viewpoints, and geography. More than ever, as many leaders lead remote teams, we have to be able to connect people in ways never possible before.

But now you can do just that.

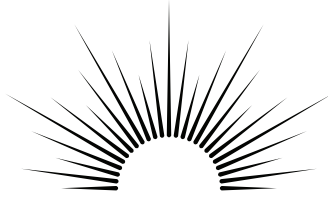


## **IGNITE: BEST PRACTICES**

- ✓ Acknowledging challenges in life is important. When people refuse to do this, we unconsciously let those challenges define us.
- ✓ A shift must take place from seeking individual achievements to searching for ways to contribute to others. It's the difference between one match burning alone in the darkness and many flames burning together to light the world.
- ✓ When each of our individual and unique perspectives work in harmony with others, we get collective engagement, empowerment, and change.
- ✓ A safe space is necessary for vulnerability. Ideally, a place for people to practice opening up, a place that fosters real growth and development.
- ✓ You can add to your coaching services the ability to coach many people all at once—by empowering them to coach one another and themselves.



- ✓ You can use the PEER Framework to elevate and expand human potential no matter how busy your leaders are.
- ✓ The PEER Framework is perfectly suited for virtual environments. As many leaders lead remote teams, it's important to connect people using innovative and alternative means.

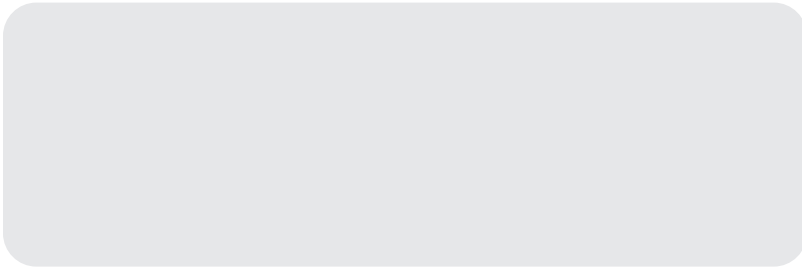


## **THOUGHT SPARKS**

1. *Can you think of a time when collective thinking increased productivity or success in your business or organization? What made it so powerful?*

2. *How have you intentionally developed a safe space within your current coaching program that promotes vulnerability? What's worked well for you? What hasn't so much?*

3. *How effectively do you currently employ group coaching? Where do you see that it could improve? What's the benefit you could gain from layering it in with what you already do? With whom? Why?*



4. *In what ways might your coaching benefit from being able to impact many people all at once—by empowering them to coach one another and themselves?*

