

“Could it be that . . . ?”

A Peer-to-Peer Consultation Exercise

Compiled and edited by Jorrit de Jong, Lisa Cox, and Sanderijn Cels

Goals for the exercise

- To reflect on a major leadership challenge
- To bring greater clarity and focus to your goals, to strengthen organizational capabilities
- To define success, identify challenges, and begin to formulate next steps for action
- To get feedback and advice from peers

Quick Guide: Session Instructions (Step 1)



Invite the first participant in the group to spend 3 minutes presenting his or her challenge. The participant should end with a question or dilemma.

Quick Guide: Session Instructions (Step 2)



Participants should refrain from giving advice – instead, they should ask clarifying questions about the presented challenge to get just enough detail to be able to respond.

Quick Guide: Session Instructions (Step 3)

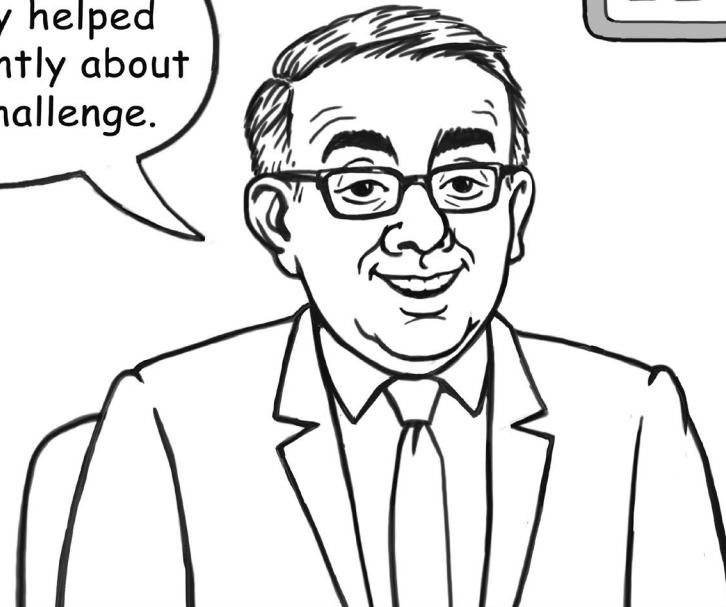


Allow 8 minutes for participants to ask diagnostic questions. Encourage them to start their questions with “Could it be that...?” The presenter should not respond to specific comments or questions but should save their thoughts for the end of their allotted time.

Quick Guide: Session Instructions (Step 4)

Thanks, everyone. This advice has really helped me think differently about my leadership challenge.

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Invite the presenter to take 2 minutes to respond to the feedback they received. Repeat this process for each person in the group.

Good Questions

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- **Clarifying questions**
 - Provide just enough detail to work with.
 - What is the dilemma?
- **Diagnostic questions**
 - Frame the question as “*Could it be that . . . ?*”
- **If you have time to deepen the discussion**
 - What leads you to think so?
 - What is your concern about that?
 - Can you give us an example?
 - Can you explain that further?
 - What do you think might happen if we did X?
- **If you have time to broaden the discussion**
 - What do others think?
 - What are we missing?
 - What other options could we consider?
 - Who has a different perspective?

Source: Inspired by and adapted from the work of Amy Edmondson