PSY 368
DEPARTMENT OF PSYCHOLOGY, ELON UNIVERSITY

THE PSYCHOLOGY OF LEADERSHIP

Peer Coaching Module Overview

Due: 11:59pm November 6th

Overview: Perhaps the most important leadership asset today centers on one's ability to coach and develop others. Many people believe they are effective leadership coaches, but few actually are able to create meaningful change in others. However, systems and practices do exist that do lead to effective coaching; students will learn these and have the opportunity to apply them. In conjunction with the Individual Leadership Development Portfolio, students will work in pairs and serve as each other's leadership coach. Through leading a series of discussions and completing follow-up activities, each coach will lead his/her coachee through the coaching process that will ultimately result in the completion of a final development plan.

Below is a summary of the steps you will take:

1. **Facilitate Initial Discussions: FORGE A PARTNERSHIP (~1.0 hour): (~by Oct. 23)**
    a. This is meant to be an opportunity for you to practice active listening skills, and begin to develop a relationship with your partner. Your goal as a coach is simply to facilitate dialogue, and get your partner to talk and share as much information as possible.
    b. To get you started, you can use the following prompts - "What was the best vacation you have taken?" and "What is the thing you are most proud of since being at Elon memory?"
    c. Relatively quickly, other topics will naturally emerge. Your goal at this point is to learn as much about the other person as possible – this will help the coaching process later.
    d. In this process, you are working to 'Forge a Partnership' according to the Coaching Model.
    e. You should spend at least 1 hours having these conversations, 30 minutes for each of you to interview the other.
    f. Remember that everything in these conversations is confidential – you should not share anything with anyone else! You are trying to build trust in order to foster more disclosure.

2. **Facilitate a Leadership Discussion: INSPIRE COMMITMENT (~1.0 hour): (~by Oct 30)**
    a. This process is meant to get the person to think about what his/her development objectives are; in this process, you will facilitate a GAPS analysis for them. Your goal is to employ your active listening skills to facilitate discussion about the person's Goals, Abilities, Perceptions, and Standards; to basically understand them as much as possible.
    b. Don't just ask the person "What are your goals?" You should really be looking to have a conversation with lots of follow-up questions, and helping the person to explore things s/he likely hasn't.
    c. Facilitate discussion around the person's current leadership and future leadership opportunities. The person doesn't have to have a formal leadership role right now, but you should facilitate discussion around even current personal-leadership aspects or future roles.

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d. Talk in general about leadership aspirations, and where you think you might like to see yourself in terms of leadership in the future (could be work, family, church, social group, etc.).
e. You don't necessarily have to go in order of the boxes – you may skip around. Ideally, this should turn into a discussion that meanders and comes back to various themes.
a. You should spend at least 45 minutes per person on this dialogue.
b. You will need to type up and turn in your completed GAPS grid for your partner.

3. Identify Development Objectives: GROW SKILLS (on your own) for your Partner (~by Nov 5)

a. Once you have done the GAPS grid, identify the development objective (competency from FYI or SMH, perhaps) that you think would be best for your partner.
b. Once you identified that objective, identify at least 5 specific development suggestions for your partner.

Deliverables:

1. Before 11:59pm Sunday, November 6th, upload to Moodle the ***Peer Coaching Module Worksheet*** that contains:
a) the GAPS grid you created for your partner,
b) the development objective you selected for them and a brief summary why (<200 words),
c) the five development suggestions you identified,
d) your reactions to the process, including the grade you believe you deserve, and
e) if you so desire, you may provide feedback on your partner

2. Send the GAPS grid and development suggestions to your partner.

*** Below are some general guidelines you should use when assigning yourself a grade.**

A: Engaged in all aspects of peer coaching; made active effort to employ active listening skills; worked through all GAPS sections both as coach and coachee; kept in communication with my partner and didn't leave him/her hanging; took a genuine interest in helping partner identify development needs; took an active coaching role; basically did and put time into these assignments with the integrity and effort that I know Leupold expected
B: Somewhere between A and C
C: Basically went through the motions; did some of peer coaching, but either missed class/skipped parts of it or did do with without really taking it too seriously; basically, did enough on the assignments to say I did them without feeling too much guilt, but deep down not quite at the level Leupold was hoping for
If you rate yourself lower than C, I may have to give you points for honesty