

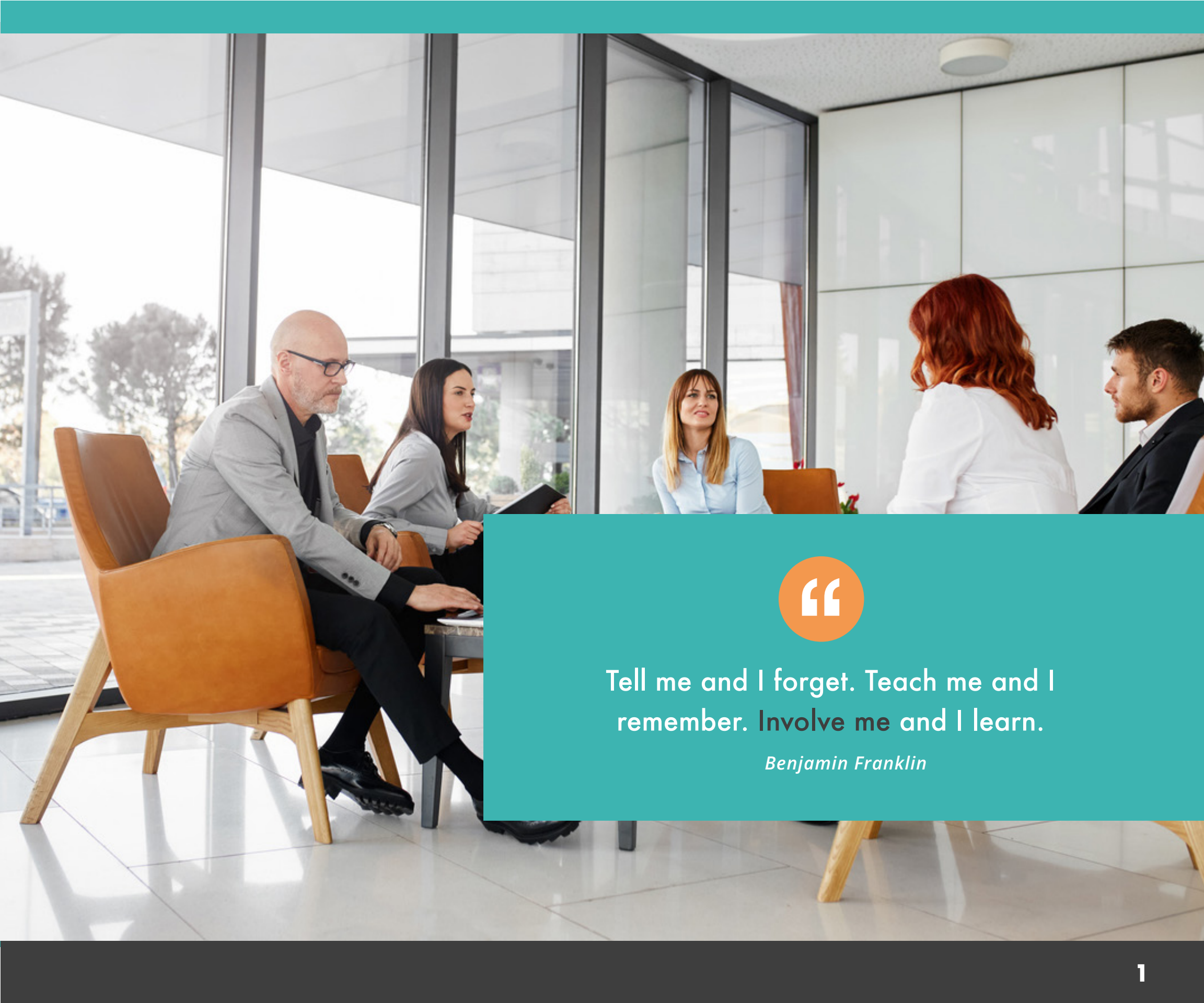


**GUIDE**

## **Peer Learning Circles: Accelerating Development, Increasing Connectivity & Solving Real-World Problems**



**CONTEMPORARY  
LEADERSHIP  
ADVISORS**



Tell me and I forget. Teach me and I remember. **Involve me and I learn.**

*Benjamin Franklin*

# Peer Learning Circles

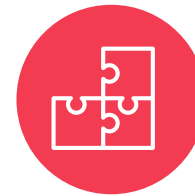
## Solving for Multiple Organizational Challenges

*Small group of colleagues with diverse backgrounds who come together on an ongoing basis and use an inquiry-based approach to foster each other's development and help one another to problem-solve for their current challenges and opportunities*

### Results in:



Accelerated Employee  
Development



Enhanced Ability to  
Problem-Solve Current  
Challenges



Increased Connectivity  
Across the Organization



Organizational Culture  
That Supports Coaching,  
Learning, and Growth

# Why PLCs Work



- Exploration and **application of new capabilities** (i.e., knowledge, skills and mindsets) related to specific use case
- Participants support and hold each other **accountable for development**
- Breaks down silos, **develops cross-enterprise relationships**, and fosters an enterprise-wide mindset
- Solves for current, real-world challenges so that participants can **instantly apply their learnings** in ways that are meaningful to them
- Participants **develop coaching skills** (e.g., curiosity, presence, active listening, question skills, reframing)
- Participants share their experiences and **learn from one another** what specifically works and doesn't work within their organization
- Facilitator creates a safe space and cultivates psychological safety, which **enables participants to be vulnerable** with one another
- Creates a **communities of practice** around chosen learning topics

# Sample Outcomes



*Networking with other participants across divisions has been great and allowed for exponential learning*

Director-Level Participant



**Increase in Cross-Enterprise Collaboration**



**My participation in my Peer Learning Circle will expand my impact as a leader**



**The investment of 1:1 executive coaching**



**Brandon Hall 2020 Gold Award for Excellence in Executive Education**



# Typical PLC Architecture

- Participants at same level (e.g., individual contributor, manager, executive) but selected to maximize diversity of experience, background and expertise
- Group size ranges from 5 – 12
- PLCs conduct one 90-minute session a month for six months
- PLC sessions led by expert facilitator (external or internal)
- 30 min. of pre-work (e.g., article, podcast, video) prior to each PLC session
- PLCs can be used to deliver learning across a wide range of topics

# PLC Themes

Peer Learning Circles are used as a vehicle for developing a wide range of capabilities. Below are a list of example themes organized around three different use cases: Leadership Development, Culture Transformation, & Organizational Change.

## Leadership Development

- Expanding the impact of top talent
- Upskilling front-line managers
- Leading high-performance teams in hybrid work environments

## Cultural Transformation

- Fostering an organizational culture of diversity, equity, inclusion, and belonging (DEIB)
- Championing your organization's cultural values
- Strengthening collaboration networks across silos

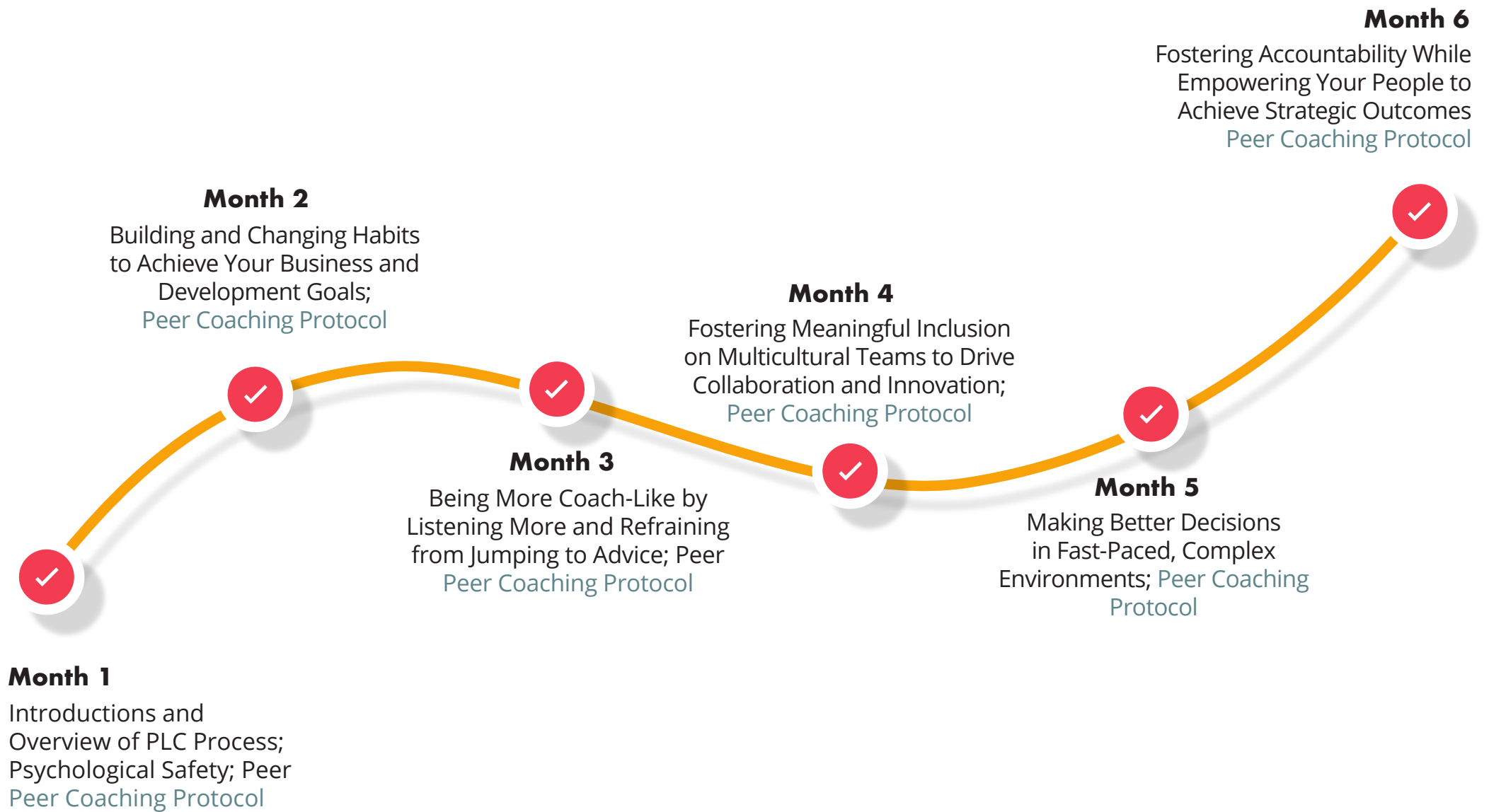
## Organizational Change

- Leveraging digital transformation
- New ways of working in hybrid environments
- Building adaptive organizations

*We will work with you to define the PLC theme that addresses the most significant learning needs of your organization*

# Example Theme for Leadership Development Use Case

## Accelerating the Impact of Top Talent





# Model Session

Each of the six PLC sessions uses the same 3-part, 90 Minute Agenda

## Part 1: Check- In

*15 mins*

- Participants share their answers to a prompt related to the PLC session topic
- Example:
  - PLC session topic is "Giving Feedback"
  - Participants respond to: "What is the best piece of feedback you recently received?"

## Part 2: Insight Discussion

*30 mins*

- Participants discuss assigned prework
  - Article, podcast, video, or tool related to topic
- Participants share key takeaways, questions, alternative views, and thoughts on how to apply the learning at work

## Part 3: Peer Coaching Protocol

*45 mins*

- One participant volunteers a challenge or opportunity related to the topic
- Remaining participants coach the volunteer using a structured process

# Model Session

- 1 Challenge:** Volunteer briefly shares a development or business challenge they are facing and where they need help from peers
- 2 Inquiry:** Peers ask open-ended questions to help “peel the onion”, generate insight, and better understand the nature of the challenge
- 3 Reframe:** Peers coach use multidimensional thinking to suggest an alternative perspective or way of considering the challenge
- 4 Advice:** With a more informed understanding of the challenge, peers share a specific piece of advice and/or encouragement
- 5 Commitment:** The volunteer shares what specific next steps they will take

## Part 3: Peer Coaching Protocol

*45 mins*

- One participant volunteers a challenge or opportunity related to the topic
- Remaining participants coach the volunteer using a structured process:
  1. Develop new insight into the issue
  2. Reframe the issue from different perspectives
  3. Commit to specific actions

# Highly Configurable

	Example 1	Example 2	Your Customized Version
<b>Theme</b>	Digital Transformation	Developing Leaders of Color	<b>Configurable based on organizational needs</b>
<b>Level</b>	VPs & SVPs	Directors	
<b>Topic</b>	Evolving digital strategy, broadening machine capabilities, building a common digital language, etc.	A systems approach to equity; Embracing connections to power, leveraging networks to enhance influence, etc.	
<b>Duration</b>	1.5 hours	2 hours	
<b>Number of PLC Groups</b>	10	6	
<b>Number of PLC Sessions</b>	6	6	
<b>Broader Context</b>	Used as part of a broader organizational change initiative	Used as a stand-alone development program	

# Highly Scalable

- > 10 – 20% of PLC participants express interest in becoming facilitators
- > Train-the-trainer process to skill up internal facilitators
- > Process enables significant scale

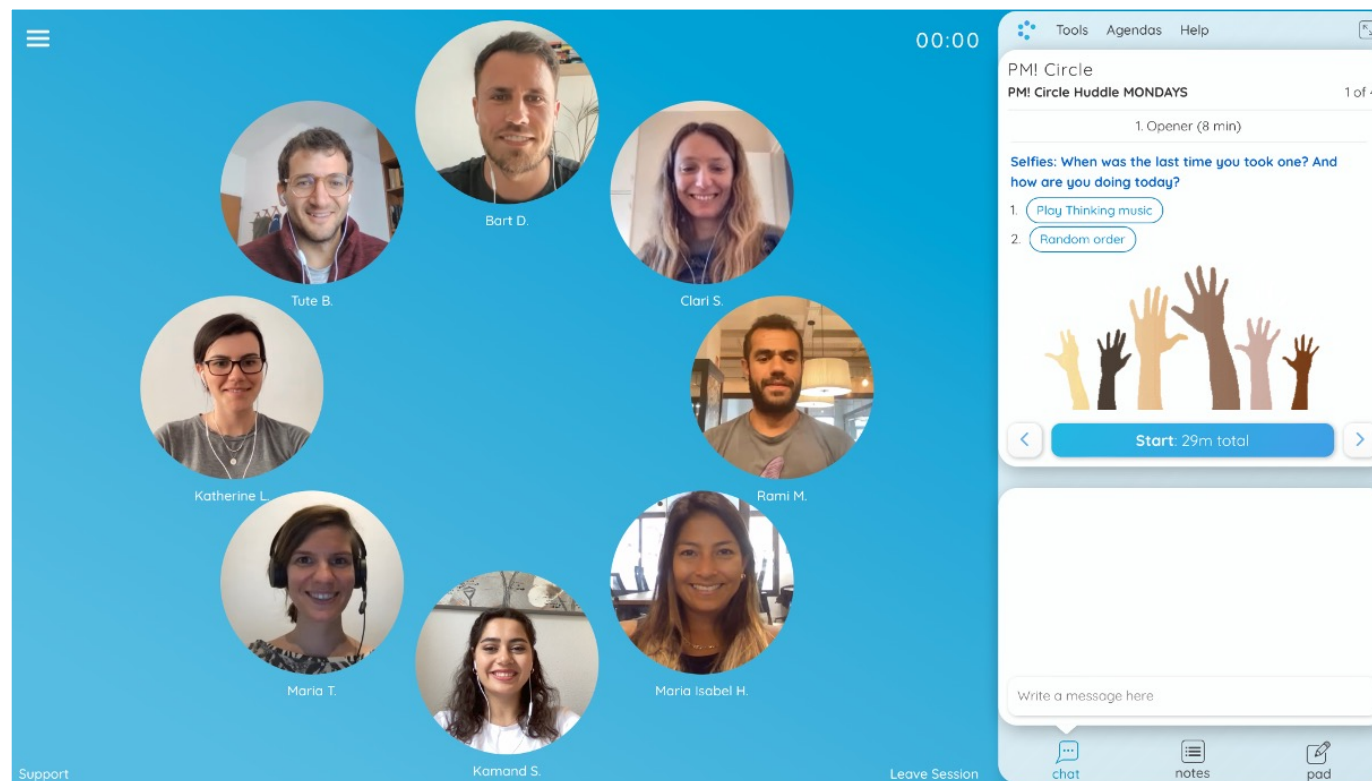


# Technology Enabled

## We Leverage the Innovative Circles Video Space



- Built to foster connection, growth, belonging, safety, and inclusion
- Enhances the peer coaching process with more intuitive visual spacing and cues
- Offers a break from the monotony of more traditional videoconferencing platforms



# Meet Some of Our Facilitators



**Dan Fisher**  
Managing Partner, CLA

Co-founder of CLA; former Director in AlixPartners' Leadership and Organizational Effectiveness practice; Ph.D. in Clinical Psychology from the University of California, Santa Barbara



**Mazher Ahmad**  
Senior Advisor, CLA

Senior Advisor at CLA; former Chief Talent Officer at Regeneron Pharmaceuticals; MBA from the University of Chicago Booth School of Business



**Glory DeSimone**  
Senior Advisor, CLA

Senior Advisor at CLA; former Managing Director at JPMorgan Chase, and CHRO for E\*TRADE and Brown Brothers Harriman & Co; MBA from Fairleigh Dickinson University.



**Stephen Garcia**  
Managing Partner, CLA

Co-founder of CLA; former Director in AlixPartners' Leadership and Organizational Effectiveness practice; MBA from the University of Virginia and EdD from N.C State.



**Toni Booker**  
Senior Advisor, CLA

Senior Advisor at CLA; former CHRO at Kaleida Heath and HR executive with Time Warner Inc, the Worth Collection, Citigroup, Bankers Trust, and Electronic Data Systems.



**Tony Susa**  
Partner, CLA

Partner at CLA; former consultant (e.g., Ferguson Partners, YSC, and Right Management) and HR leader (American List Counsel, Applied Underwriters); PhD in I/O Psychology from the University of Nebraska.



**Greg Pennington,**  
Senior Advisor, CLA

Senior Advisor at CLA; former VP of HR & Executive Development at Johnson Controls and Leadership & Talent Practice leader at Hay Group (now Korn Ferry); PhD in Clinical Psychology from UNC



**Ann Bowers-Evangelista,**  
Senior Advisor, CLA

Senior Advisor at CLA; former Principal with Green Peak Partners and Managing Director at TalentQuest; PsyD in Clinical Psychology and an MBA from Widener University.



# Why CLA Is the Right Partner

- > Out-of-the-box Solution
- > Configurable Approach
- > Best-in-class Facilitators
- > Technology Enabled
- > Research-backed & Field-tested
- > Demonstrated Results
- > Scalable Methodology
- > Guiding the Future of Leadership

# Investment






# of Peer Learning Circles	Between 1 – 4	Between 5 – 20	20+
# of participants	8 – 32 total participants	40 – 160 total participants	To be determined
Investment	\$18k per PLC	\$16k per PLC	\$15k per PLC

## What is Included

- Configuration of the content to address most pressing learning needs
- Simple tools and frameworks for participants to apply their learnings more easily on the job
- Help with composing the groups to standardize the participant experience
- Facilitation of monthly 90-minute sessions by a certified executive coach
- A well-defined and high-impact peer-coaching process
- Pre-work, agendas, and follow-up communications for each session
- Custom surveys to measure impact on participants and on the business



# Companies We've Helped

**For more information,  
please email us**

[inquiries@contemporaryleadership.com](mailto:inquiries@contemporaryleadership.com)



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Contemporary Leadership Advisors  
New York, NY  
[www.contemporaryleadership.com](http://www.contemporaryleadership.com)