

10 Timed Steps

1. Set up



2 minutes

Get set up, comfortable and select the time keeper.

2. Reflect

Take a moment to reflect on your roles.

Head of Service as Case Giver. Team members to consider their levels of listening (head, heart, will or facts, feelings and fortitude).

3. Host



15 minutes

The host HoS gives their case and team members listen deeply.

4. Questions & Answers

Team members may ask clarifying questions (don't give advice!)

Questions might be around:

- **Current situation:**

What are the key challenges or questions the HoS is up against?

- **Stakeholders:**

How might others view this situation?

- **Intention:**

What future is the HoS trying to create?

- **Learning threshold:**

Does the HoS know what they need to learn or let-go of?

- **Help:**

Where does the HoS feel most help is needed?

5. Stillness



3 minutes

- Listen to how you are feeling about what you heard.

- **Listen to what resonates:**

What images and feelings come up for you that capture the essence of what you heard?
What does the story sound like to you?

6. Mirroring



10 minutes

- Each team member shares the images, feelings and metaphors that came up in the silence or while listening to the case/story.
- Having listened to all team members, the HoS reflects back on what s/he heard.

7. Generative Dialogue



20 minutes

- All reflect on remarks by the HoS and move into a generative dialogue on how these observations can offer new perspectives on the HoS situation and the peer review.
- Go with the flow of the dialogue. Build on each other's ideas. Stay in service of what the review needs to face without pressure to fix or resolve issues at this time.

8. Closing remarks



8 minutes

Closing remarks by:

- **Team members:**

What insights do I have now for the peer review?

- **HoS:**

How do I now see my situation in the peer review process?

9. Thanks & acknowledgments

An expression of genuine appreciation to each other.

10. Note taking



2 minutes

To write down and capture the learning points.

Case Clinics

Case clinics can help to define the scope of the peer review. They should not be used in isolation but as part of the early evidence gathering.

Case Clinic Overview

Case Clinics guide a team or a group of peers through a process in which a case giver presents a case, and a group of 3-4 peers or team members help as consultants.

Case Clinics allow participants to:

- Generate new ways to look at a challenge or question.
- Develop new approaches for responding to the challenge or question.

For our peer review induction, the case giver will be the host Head of Service (HoS) and the review team the peers. Case clinics can be used at any other time in the peer review process e.g. the team leader could be the case giver if grappling with something in the review or another stakeholder could be the case giver if the review team is trying to understand their perspective better.

Purpose

To access the wisdom and experience of peers and to help a peer respond to an important and immediate leadership challenge in a better and more innovative way.

For our peer review induction, the case clinic will help team members understand the perspective of the host HoS, the challenges they have and what their intention is. It should enable new ideas to emerge for the peer review. It should enable the HoS to feel supported as well as challenged constructively.

Principles

- The case should be a leadership challenge that is current and concrete.
- The case giver needs to be a key player in the case.
- The participants in the case clinics are peers, so there is no hierarchical relationship among them.
- Don't give advice; instead listen deeply.

For our peer review induction, the case giver will be the host HoS.

Uses & Outcomes

- Concrete and innovative ideas for how to respond to a pressing leadership challenge.
- High level of trust and positive energy among the peer group.
- Use with listening practices.

Roles & Sequence

HOST Head of Service: Share your story of the service being reviewed, drawing on:

- The current situation;
- what future you'd like to see for the service being reviewed, your personal aspiration and the leadership challenge you have;
- how stakeholders view the issues;
- what you feel you need to learn or let-go of; and
- where you feel you need input or help.

Refer to the relevant issues from the HoS Topic Guide.

You should be able to present the case in 15 minutes and the case should stand to benefit from the feedback of your peers.

Review team members:

Listen deeply - do not try to "fix" the problem, but listen deeply to the HoS. Pay attention to the images, feelings and what their story sounds like.

Timekeeper:

One of the team members manages the time.