

Norm Smookler & Associates **Leadership and Organizational Development**

360-Based Internal Mentoring—Guidelines for Mentors

“The person I am mentoring could be a future Senior Leader”

Why a 360-Based Internal Mentoring Program? Stephen Covey, widely viewed as one of the most influential business consultants of the past few decades, summarized a 3-step process of leadership development in his statement *See/Speak/Behave*:

See (Self Awareness)--Reflecting on information which surfaces in a 360, especially blind spots.

Speak--Preparing Personal Leadership Development Plan (using Self-Guided Debrief, Video, Growth Map and Worksheet).

Behave--Implementing the Leadership Development Plan with the help of a mentor.

How the 360-Based Internal Mentoring Program works:

*Participant is mentored for 6 months by a more experienced leader who is not in their direct chain of command.

*1 hour mentoring per month (15 min a week or 60 min once a month, etc.) total 6 hours.

*After receiving a 360 report and completing the three sections of the Leadership Development Plan Worksheet, a participant voluntarily shares these with a mentor. The materials help guide the mentoring (see “How to use...” section below).

*A 360 re-evaluation occurs after the 6 months of mentoring has been completed.

*Mentors complete their own 360 and Leadership Development Plan before mentoring.

Best Practice includes Mentors doing the following for the Mentees:

*Meet their needs--“What would you like to have happen during our 6 months?” and ask monthly--“How’s this going for you, is there anything I could be doing differently?”

*Build trust by sharing your own personal stories including about family, hobbies, etc.

*Share experiences from your career--What went well and what did not, and your insights.

*Start each session with a leisurely check in before jumping to tasks. No rush. Make it fun!

*Ask open-ended questions (no “yes/no” answers) and patiently listen to responses.

*“Find the good and praise it” much more often than “Find the fault and name it.” Please read:

www.ypo.org/2020/10/5-tips-to-motivate-your-workforce-with-praise/

*Master the art and science of giving and receiving feedback Please read:

www.ypo.org/2019/04/16-tips-for-giving-and-receiving-feedback/

*Schedule a minimum of 1 hour per month for 6 months.

*Assign simple homework (no more than 1 hour per month) and confirm completion.

*Let them know that they can contact you between sessions if necessary.

How to Use the “Exceptional Leader 360 Feedback Tool” Report and Materials from Mentee:

*Look for: a) 360 column feedback scores lower than 4.0 b) Variance column for larger negative variances. What do you suggest to improve scores? What does the 360 “Growth Path” suggest?

*Discuss the answers to “Please name one thing I can do to be a better leader?” (Question 21)

*Update progress monthly on the Leadership Development Plan (Section 2 of the Worksheet).

*Converse thoroughly about the Self Reflection answers (Section 3 of the Worksheet).