

Courageous Leader 360 Feedback Tool Guidelines for Mentors and Coaches

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

Why a Courageous Leader 360 Feedback Tool-based Mentoring/Coaching Program? Stephen Covey, widely viewed as one of the most influential business consultants, summarized a 3-step process of leadership development in his statement *SEE/SPEAK/BEHAVE*:

SEE (Self Awareness)--Reflecting on information which surfaces in one's *Courageous Leader 360 Feedback Tool* personal report, especially blind spots.

SPEAK--Completing a *Leadership Development Plan Worksheet* using one's *Courageous Leader 360 Feedback Tool* personal report and *Growth Suggestions* handout.

BEHAVE—Implementing one's *Leadership Development Plan* with the help of a mentor/coach.

How the Courageous Leader 360 Feedback Tool Mentoring/Coaching Program works:

- *Participant is mentored/coached for 3 months by a more experienced leader.
- *2 hours mentoring per month (30 min a week or 60 min twice a month, etc.) total 6 hours.
- *After receiving one's *Courageous Leader 360 Feedback Tool* and completing the two sections of the *Leadership Development Plan Worksheet*, a participant voluntarily shares these with a mentor/coach. The materials help guide the mentoring/coaching (see “How to use...” section below).
- *A *Courageous Leader 360 Feedback Tool* re-evaluation occurs after the 3 months of mentoring/coaching has been completed.
- *Mentors/Coaches complete their own *Courageous Leader 360 Feedback Tool* and *Leadership Development Plan Worksheet* before mentoring/coaching so they are more connected to the process.

Best Practice includes Mentors/Coaches doing the following:

- *Meet the needs of the person you are helping--“What would you like to have happen during our 3 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.
- *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 2 hours per month for 3 months.
- *Assign simple homework (no more than 2 hours per month) and confirm completion.
- *Let them know that they can contact you between sessions if necessary.

How the Mentor/Coach Uses the Courageous Feedback Tool Report and Materials:

- *Look for: a) *Feedback scores lower than 4.0* b) *Variance column for larger negative variances*. What do you suggest to improve scores? What does the *Growth Suggestions* handout suggest?
- *Discuss the answers to the three text questions: 1. *What am I doing well?* 2. *What is one thing I could do more of?* 3. *What is one thing I could do less of?*
- *Update progress monthly on the *Leadership Development Plan Worksheet*.