

One Year Mentor Guide

WELCOME!

This guide provides a program to guide both mentor and protégé through a year-long leadership development and mentoring partnership. Through that time, you will use:

- *The books and resources listed within*
- *The discussion and application guide for each book*
- *The Monthly Results Journal to track your personal leadership growth*
 - *Please feel free to copy this page and save it as your own journal so you can expand the spaces as needed.*

We hope that you find it a rewarding journey and look forward to hearing how it works for you.

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Marjorie Cochran

The One Year Mentor Guide

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The One Year Mentor Guide

WELCOME to the One Year Mentor Program!

CONGRATULATIONS! You are taking off on a One Year Mentoring Program that will, if followed, expand you, your knowledge and leadership skills and will add value to your life.

Name	Mentor	Start Date	Projected end date

Through the year, you will read and study twelve key leadership books, discuss your learnings and plans with your mentor, and get his or her guidance in the process.

THE GUIDE:

- offers questions to help move you from reading “the good stuff” to personal growth and application
- helps you and your mentor as you move through the process together
- provides a place to document your learning, plans and results as you move through this process

GOAL: To develop effective, life-changing leadership skills in the lives of individuals

PROCEDURES:

- The individual being mentored identifies her/his goals for the program and reviews with mentor
- The mentor may recommend adjustments
- Both partners agree on process, goals, meeting frequency and timeline
- Goals are documented below
- Application and follow-up plans are documented and reviewed throughout the program

Goals and Agreements	Projected date

Books:

1. Leading with Confidence – Bobb Biehl	Basic Reminders – Build The Basics
2. Management Challenges For The 21 st Century – Peter Drucker	Do You Know Your Team
3. Leadership & Self Deception – The Arbing Institute	What Is Your Blind Spot
4. Leadership Is An Art – Max DePree	Some Style & Theory
5. Fred Factor – Mark Sanborn	Do You Know Your Customer (Team)
6. It's Not How Good You Are, It's How Good You Want To Be – Paul Arden	Just For Fun!
7. Team Profile – Bobb Biehl	How Do <u>You</u> Relate
8. Miscellaneous Articles	Who Is Your Favorite Leader
9. Focus By Asking – Bobb Biehl	Keep Your Focus
10. Trust Me – Potter & Hastings	The <u>Real</u> Soft Side
11. The 21 Irrefutable Laws Of Leadership Work Book – John C. Maxwell	Review Basics
12. Indomitable Spirit – Chuck Ferguson & Steve Duin	How is <u>Your</u> Attitude?
Extra Credit:	
• Mentoring – Bobb Biehl	Who's Next
• Dream Energy – Bobb Biehl	Why are You Doing What You are Doing?

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1 – *Leading with Confidence*

by Bobb Biehl

Basic Reminders Build the Basics

Questions to consider and discuss:

What is Bobb Biehl's definition of leadership?

Of the 30 characteristics of confident leaders, what do you believe are your top 3 strengths?
Your 3 greatest areas for improvement?

Strengths:

Areas for improvement:

PLAN: What steps will you take to strengthen your weak areas?

What will you do to develop these leadership skills in others?

Teammates?

Employees?

Customers?

Follow up Agreements

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2 - Management Challenges For The 21st Century by Peter Drucker

Do You Know Your Team?

Questions to consider and discuss:

What do these issues and challenges mean for you and for our organization?

What action should you take to make the challenges into opportunities for yourself and your organization?

PLAN: What are you going to do?

For yourself?

For your team or employees?

For your organization?

For your customers?

Follow up Agreements

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3 - Leadership and Self-Deception

by The Arbinger Institute

What are your blind spots?

Questions to consider and discuss:

How can self-deception cripple a leader? An organization? (Principles of self-betrayal are on page 102.)

How do you resolve self-betrayal and develop a new way of thinking?

PLAN: In what areas or relationships do you need to change your approach?

At work?

At home?

What will you do to:

Be more helpful to others?

To pass these principles on to others?

Follow up Agreements

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4 - *Leadership Is An Art* by Max DePree

Leadership Style & Theory

Questions to consider and discuss:

Max DePree discusses essential themes and principles of leadership. Which do you believe are most essential? Why?

Which of these do you believe are your strengths, and how do you want to expand them?

PLAN: Which themes or principles did you identify that you need to strengthen or grow?

List them below, with specific ideas for application. Don't try to work on more than 3 at a time.

1.

2.

3.

How can you develop or strengthen these themes in others?

In your team?

In individuals?

Follow up Agreements

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5 - *The Fred Factor* by Mark Sanborn

Do you really care about others?

Questions to consider and discuss:

Did any examples of “Freds” or Fred behaviors in those you know come to mind?

What kind of a difference do you want to make in the lives of others?

PLAN:

What do you plan to do to become more like Fred?

With your teammates?

With your employees?

With your customers?

What do you plan to do to develop other Freds?

To encourage?

To reward?

Follow up Agreements

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6 - *It's Not How Good You Are, It's How Good You Want To Be* by Paul Arden
Brief, direct, creative ideas!

Questions to consider and discuss:

What were a few of your favorite quotes or ideas? Why?

To which did you say to yourself, "Yes, this is what I need," or "I'll remember this!"

PLAN: What do you want to take from this book to improve your own performance and leadership?

For your own performance?

For your colleagues?

For your customers?

Follow up Agreements

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7 - *Team Profile* – by Bobb Biehl

How do **you** relate?

Questions to consider and discuss:

Why is the use of Team Profile important?

Based on the Team Profile, what are your preferences?

Phase?

Level?

What answers to the questions on pg. 17 gave you new insight? Discuss these with your mentor.

Are there changes you'd like to make in your own roles with this new knowledge?

PLAN: Would you like to use the Team Profile in your team?

How? What are your plans?

Follow up Agreements

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8 - *Miscellaneous Articles*

Who Is Your Favorite Leader?

For consideration and discussion:

"Peter Drucker's Legacy Includes Simple Advice: It's All About the People," "Conversation With a Giant," and "Sell the Mailroom"

Which of Drucker's insights, qualities or advice do you want to apply to yourself?

"The Education of Andy Grove" – He's called "the best model." What did you learn from him?

"10 Top Leaders Tell Their Secrets" – Which "secrets" did you find most meaningful, and why?

Which principles, strengths or ideas from these leaders do you want to implement or develop?

Which do you want to develop in others as you role-model, lead and coach?

Follow up Agreements

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9 - *Focus By Asking* by Bobb Biehl

Get focused and stay focused

Questions to consider and discuss:

Good questions = wise decisions = maturity.

Questions before decisions. Collect good questions. Carry questions with you.

What are your plans to develop good questioning?

Question Action Plan:

FOCUS - There are 3 keys to staying focused: 1. Time away for yourself. 2. Schedule 2 ½% of time to keep the 97 ½% focused. 3. Spend 60% of your time doing one thing.

What are your plans to implement these?

Focus Action Plan:

REPORTING QUESTIONS - Key questions to ask your staff are:

- What decisions do we need to make?
- What problems are you having that you need my help on?
- What plans have you made that I need to be aware of?
- What progress are we making that I should know about?
- How are you doing personally, from 1 to 10?

Question Action Plan:

LEADERSHIP: Knowing what to do next, why that's important, and bringing resources together to accomplish it. Which of the seven key concepts do you plan to apply, and how?

Leadership Action Plans:

Follow up Agreements

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10 - Trust Me by Potter & Hastings

Leadership = Character = Leadership

Using the application work at the end of each chapter as a guide, record briefly your key learnings, applications and questions.

HUMILITY – open and teachable
DEVELOPMENT – letting go and a long term commitment to growth and improvement
COMMITMENT – be sure of where you are going and the attitudes and actions that will get you there
FOCUS – doing the right things at the right time in the right way
COMPASSION – serving the needs of everyone in your organization
INTEGRITY - holding high moral values regardless of personal cost
PEACEMAKING – keeping steady in storms and building teams that stick together
ENDURANCE – overcoming personal doubts and setbacks to bravely stay the course
Follow up Agreements

The One Year Mentor Guide

11 – The 21 Irrefutable Laws of Leadership Workbook by John Maxwell

Leadership Essentials

Complete each law and complete the Observe, Learn, Discuss and Action questions.

Which principles do you see that you are already practicing? What are your strengths here, and which of those do you want to further develop?

What areas of weakness have you recognized in yourself? As you have identified these, which principles are your first priorities to strengthen?

PLAN: How will you strengthen your leadership with your:

Teammates?

Employees?

Customers?

Follow up Agreements

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12 - Indomitable Spirit by Chuck
Ferguson & Steve Duin

The *nature* of true leadership

Questions to consider and discuss:

What inspired you about this book? What was most helpful?

Which of these leadership characteristics do you want to develop? Which are easier for you?
Which are harder?

What challenges do you feel that you face in developing and living those? (These might be
environmental or personal.)

PLAN: Which of these leadership qualities do you want to develop in yourself, and what do
you plan to do to develop these qualities?

What is your development plan?

How can I help you?

Follow up Agreements

Extra Credit: Mentoring by Bobb Beihl

Who's next?

The One Year Mentor Guide

Have an open discussion with your mentor effective mentorship, or use these questions.

This book contains many practical helps for mentoring. Which did you find most helpful as the protégé? As the mentor?

As a protégé, what mentorship qualities do you feel are most essential?

What are your goals for becoming a mentor?

Why?

Who would you mentor?

When?

What challenges do you anticipate and how will you manage those?

How can your mentor help you as you mentor someone?

Follow up Agreements

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Extra credit: ***Dream Energy*** by Bobb
Beihl

Why are you doing what you are doing?

You can have an open discussion with your mentor, or use these questions:

What is your life long dream?	
Does your dream have the ability to stretch you?	
PLAN:	
What do you plan to do with:	
Teammates?	
Employees?	
Customers?	
What do you plan to do to develop others:	
To encourage?	To reward?
Follow up Agreements	

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EVALUATION - To be completed by both mentor and protégé. Please complete this evaluation of the One Year Mentor Guide and return it to your mentor or to Dave Hewett.	
Name (optional)	Circle role: [mentor] [protégé]
Organization	
Which books were most helpful to you, and why?	
Was the discussion and application guide helpful? How or how not?	
Did the reading, discussion and application process work for you? [Yes] [No] If yes, what parts were the most practical and/or beneficial?	
What improvement suggestions do you have regarding the books or the guide?	
Would you recommend this program to others? [Yes] [No] Why or why not?	
Do you plan to use this guide again? [Yes] [No] Why or why not?	

THANK YOU.

Your evaluation may be returned to your mentor or to Dave Hewett at
dave@davidwhewett.com

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Monthly Results Journal

Document the results of your mentorship program.

- What personal growth, changes, or applications have you made?
- What are your plans for future growth and action?

My results from the mentoring program:

Book / Author / Motivation
Results:
Book / Author / Motivation
Results:
Book / Author / Motivation
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Where to find the resources

Most of the books listed can be found on Amazon.com or in many bookstores. Below we have noted additional resource locations for each publication.

Title	Website
Leading with Confidence – Bobb Biehl	www.masterplanning.com
Management Challenges For The 21 st Century – Peter Drucker	www.amazon.com
Leadership & Self Deception – The Arbinger Institute	www.arbinger.com
Leadership Is An Art – Max DePree	www.amazon.com
Fred Factor – Mark Sanborn	www.marksanborn.com
It's Not How Good You Are, It's How Good You Want To Be – Paul Arden	www.amazon.com
Team Profile – Bobb Biehl	www.masterplanning.com
Miscellaneous Articles	
Focus By Asking – Bobb Biehl	www.masterplanning.com
Trust Me: Developing A Leadership Style People Will Follow – Potter & Hastings	www.amazon.com
The 21 Irrefutable Laws Of Leadership Work Book – John C. Maxwell	www.amazon.com
Indomitable Spirit: Life-Changing Lessons in Leadership – Chuck Ferguson & Steve Duin	www.amazon.com
EXTRA CREDIT:	
Mentoring – Bobb Biehl	www.masterplanning.com
Dream Energy – Bobb Biehl	www.masterplanning.com

Please visit Dave's website below for the latest thoughts on leadership:

www.davidwhewett.com

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