



THE *Endeavour*™

LEADERSHIP MENTORING

Leadership Mentoring – Definition



LEADERSHIP MENTORING¹

Facilitation and Support of Leadership Skills Development

Face-to-face sessions during a sustained period of time, between a mentee and a mentor holding relevant knowledge, wisdom or experience

¹Mythological Athena (goddess of wisdom) disguised as Mentor a friend of Odysseus left in charge of his son when he left for the Trojan War.

LEADER

Exhibitor of preference based accountability by inspiring implementation efforts of oneself, a companion or a team



MANAGER

Deliverer of incentive based utility by motivating performance efforts of oneself, an operator or a group





ENLIST beliefs in necessity, urgency and agency to initiate change effort

ENVISION change outcome while inspiring relevant stakeholders

ENGAGE companions' sense of shared commitment to a vision

ENACT change while balancing short term needs against long term impact

ENLIGHTEN companions regarding strengths and development needs

ENFORCE companions recognition of commitments/promises

ENTER search for additional change based on insights during program

Leadership Mentoring – Program Overview

PROGRAM(S)

Enlist Meeting (2h)

Self & Direct Leadership (5x2h)

Indirect Leadership (5x2h)

Collective Leadership (5x2h)

CONTENT

- Self-assess leadership aptitude and current abilities
- Outline personal leadership goal(s)/vision in current role
- Indicate immediate actions to realize leadership vision
- Decide whether to proceed with program (GO/NO-GO)
- **Envision, Engage, Enact, Enlighten & Enforce** meetings
- Aspects Covered; Leader as: Guide, Instructor, Model & Explorer
- Self-assess leadership tendencies in current context
- Develop/execute plan for realizing personal leadership vision
- **Encourage, Evolve, Embody, Enter & Empower** meetings
- Aspects Covered; Leader as: Mentor, Model & Witness
- 360° feedback/assessment on leadership effectiveness
- Refine verbal and non-verbal leadership communication
- **Embark, Expand, Exercise, Embrace & Emerge** meetings
- How to develop and deepen collective cohesion of a Team

Program vs. Mentee Profile

PROGRAM(S)

MENTEE PROFILE

Enlist Meeting (2h)

- All potential participants – ensure *mentee – mentor* fit
- All potential participants – clarify mutual expectations

Self & Direct Leadership (5x2h)

- New/larger leadership challenges/role
- Role requires new behaviours/beliefs and interpersonal skills
- Eager to accept/seek new/expanded leadership responsibilities

Indirect Leadership (5x2h)

- Prior to promotion/early in expanded indirect leadership role
- Role requires Mentoring, Modeling & Witnessing skills
- Inexperienced about how to handle tasks through others

Collective Leadership (5x2h)

- Getting ready for/early in senior leadership role
- Role requires aggregation and cohesion aptitude
- Systemic awareness regarding magnitude of challenge

Session 1: Enlist – Secure Change Effort Rationale

CONTENT



Gap Analysis

SELF-ASSESS LEADERSHIP APTITUDE

Leaders typically overuse historically successful behaviours/ strategies, regardless of situational requirements. To resolve this mentees self-assess their current abilities in new or expanded context.

Vision 1.0

OUTLINE LEADERSHIP GOAL(s)/VISION

Leaders exhibit accountability through championship of preference based promises while implementing change – hence mentee explores principles & outline tentative leadership goal(s) /vision in current role.

Impact Activities I

INDICATE IMMEDIATE ACTIONS

Focus mentee on short-term/ high impact activities and no-regret behavioural change priorities.

Go/No-Go Decision

SHARED AGREEMENT WHETHER TO PROCEED

Sessions 2-6: Self & Direct Leadership

CONTENT



**Fundamental
Faculties of
Leadership
Accountability**

FUNDAMENTAL FACULTIES MEETINGS

ENVISION – *how to* imagine change outcome

ENGAGE – *how to* earn shared implementation commitment

ENACT – *how to* prioritize and execute implementation activities

ENLIGHTEN – *how to* generate shared developmental insights

ENFORCE – *how to* uphold shared implementation commitment

**Increased
Self-Awareness I**

SELF-ASSESS LEADERSHIP TENDENCIES

Mentee identifies ability, drivers and preferences for change.

E.g. information processing, energy replenishing, decision making strategies and preferred structure regarding timing of activities

Aspects covered; Leader as: Guide, Instructor, Model & Explorer

**Impact
Activities II**

IMPLEMENT LONG-TERM EFFORT

Mentee keeps momentum going through activities with clear deliverables extending beyond program

Fundamental Faculties of Leadership Accountability



ENLIST

SECURE CHANGE
EFFORT RATIONALE

Intrapersonal Mentoring Principles

- Display unwavering personal integrity
- Commit fully to intended outcome

Why do I want change?



ENVISION

IMAGINEER
CHANGE OUTCOME

Interpersonal Guiding Principles

- Adopt intermediary goals to match capacity
- Secure intermediary goals outcome congruency

What change am I aiming for?



ENGAGE

EARN SHARED IMPLEMENTATION
COMMITMENT

Interpersonal Instructing Principles

- Relate respectfully to development needs
- Increase relationship depth through openness & trust

How will I secure companion's commitment?



ENACT

PRIORITIZE & EXECUTE
IMPLEMENTATION
ACTIVITIES

Intrapersonal Instructing Principles

- Clarify implementation effort upfront
- Invite novel ways to implement tasks

Which tasks do I need to perform?



ENLIGHTEN

GENERATE SHARED
DEVELOPMENTAL
INSIGHTS

Interpersonal Witnessing Principles

- Recognize strengths and progress
- Expect and explore mistakes

How can I secure development?



ENFORCE

UPHOLD SHARED
IMPLEMENTATION
COMMITMENT

Interpersonal Progressing Principles

- Acknowledge violations of promises
- Conduct deviations dialogues

How can I secure accountability?

Sessions 7-11: Indirect Leadership

CONTENT



**Indirect
Faculties of
Leadership
Accountability**

INDIRECT FACULTIES MEETINGS

ENCOURAGE – *how to* challenge and support change efforts

EVOLVE – *how to* realize authenticity expansion

EMBODY – *how to* represent change commitment

ENTERTAIN – *how to* generate change options

ENTITLE – *how to* increase change effort availability

**Increased
Self-Awareness II**

360° FEEDBACK ON LEADERSHIP

Based on input from companions and mentee
acquire further behavioral options and
apply new cognitive/emotional capabilities

**Impact
Activities III**

VERBAL & NON-VERBAL COMMUNICATION

Feedback on verbal and non-verbal communication,
covers semantic content, body postures, voice
patterns and meta communication

Indirect Faculties of Leadership Accountability



ENCOURAGE

SUPPORT
& CHALLENGE
CHANGE EFFORT

Interpersonal Mentoring Principles

- Establish shared agency and urgency
- Identify and challenge limiting beliefs

Why do companions want to change?



EVOLVE

SECURE
DEVELOPMENTAL
CONTINUATION

Intrapersonal Witnessing Principles

- Commit developmental effort across tasks & time
- Uncover contradictions within personal identities

How do I develop my identity?



EMBODY

REPRESENT
IMPLEMENTATION
COMMITMENT

Interpersonal Modelling Principles

- Assess tasks requirements vs. personal beliefs
- Display conviction by enduring necessary risks

Which behaviours do I need to model?



ENTERTAIN

GENERATE
CHANGE EFFORT
OPTIONS

Intrapersonal Progressing Principles

- Seek personal passion opportunities
- Assess feasibility of responsibilities

Which options are available?



ENTITLE

ENHANCE
CHANGE EFFORT
AGENCY

Interpersonal Progressing Principles

- Delegate decision mandates broadly
- Enable communal sense of local autonomy

How to increase change effort resilience?

Sessions 12-16: Collective Leadership Faculties

CONTENT



**Collective
Faculties of
Leadership
Accountability**

COLLECTIVE FACULTIES MEETINGS

ENROLL – *how to secure change effort rationale collectively*

ENRICH – *how to imagineer change outcome collectively*

EXECUTE – *how to implementation activities collectively*

EMBRACE – *how to represent implementation commitment collectively*

EMERGE – *how to secure developmental continuation collectively*

**Increased
Self-Awareness III**

REAL TIME COLLECTIVE FEEDBACK

Based on input from team members in real life setting the mentee leverages feedback by exploring behavioral options to deepen team cohesion while employing new cognitive/emotional capabilities

**Outcome
Activities IV**

DEVELOP LEADERSHIP MISSION

Identify a compelling leadership mission and necessary platform for the mentee to initiate collective change effort

Collective Faculties of Leadership Accountability



ENROLL

SECURE
COLLECTIVE CHANGE EFFORT
RATIONALE

Multi Personal Mentoring Principles

- Establish climate of integrity and trust
- Share individual views on joint challenges

Why does
collective want
to change?



ENRICH

IMAGINEER
COLLECTIVE CHANGE
OUTCOME

Multi Personal Guiding Principles

- Secure mutual intended outcome congruency
- Leverage good intentions behind deviations

What change
does collective
aim for?



EXECUTE

PRIORITIZE & EXECUTE
COLLECTIVE
IMPLEMENTATION
ACTIVITIES

Multi Personal Instructing Principles

- Explore joint behavioural solutions
- Recognize complimentary skillsets

Which behaviours
does collective
change require?



EMBRACE

REPRESENT
COLLECTIVE IMPLEMENTATION
COMMITMENT

Multi Personal Modelling Principles

- Remain committed to envisioned outcome
- Extinguish favouritism and free-riding

Which behaviours does
collective need to model?



EMERGE

SECURE COLLECTIVE
DEVELOPMENTAL CONTINUATION

Multi Personal Progressing Principles

- Nurture openness and trust
- Establish and safeguard diversity

How do we
develop a collective
identity?

Next Step / Material and Preparation



- Agree on appropriate level of support
- Provide mentee(s) start-up material
- Individual sessions at mentor's premises
- Material is provided by Encourage AB¹



ENCOURAGE

from Latin cor (heart) – to support and challenge (founded 2004)

OUR VISION

We believe in a world of continuous adult development, where humans are sponsored in accessing and acting upon necessary resources

OUR MISSION

Identify, initiate and develop high performers, professionally and personally, while simultaneously contributor to organizational health

OUR CLIENTS

+100 public/private organizations and top law/consulting firms
+3000 individuals of which +300 C-level executives
Located in the Nordics, Europe and US

for testimonials and more information www.encourage.se.

OUR METHOD

Leadership and Talent Development System
THE Endeavour™ www.the-endeavour.com

ENCOURAGE

MATS EKLUND

*Founder & CEO
(born 1970)*

EXPERIENCE

McKinsey & Company, Manager of Professional Development, Sweden
McKinsey & Company, Consultant, Recruiting & Integration Manager
and Manager responsible for Trainings in the Scandinavian offices
Alumni AB, executive search and talent management
Stockholm School of Economics, lecturer on talent development
SSE Executive Education, director of leadership programs

EDUCATION

M.Sc. in Business & Administration from Stockholm School of Economics
M.Sc. in Forestry from SLU and Psychology at Stockholm University
Integrative Conversational Therapist by Ravi Welch
NLP Trainer and Master Practitioner by Robert Dilts
NLP Master Practitioner by Richard Bandler
Certified Coach by CoachU
Group Mastery by Michel Grinder
Generative Change by Stephen Gilligan

OTHER MERITS

Certified in LDF, MBTI, Firo-B, IDI, HAS, Ravens & LAB Profile
Group leader of minor field hospital and only soldier ever to graduate
with perfect score 10:10:10 from military medical school at A4/I5
McKinsey Colleague of the year 2000:
"for his enormous devotion to make new and old feel welcome"



ENCOURAGE

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