

Mentoring for Change

executive mentoring, life coaching, and values management

Welcome to the April edition of the Mentoring for Change newsletter. In this issue:

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Values Coaching

In the last issue of the newsletter, I introduced the Values framework and described some of the important distinctions it is necessary to make in working with values. Since then we have run a very successful workshop to train participants to interpret the VMI values profiles and coach people on their personal value systems. The next values training will be held in the Autumn/Fall. If you are interested in attending, please let me know. If you are interested in having a personal values profile prepared and being coached to clarity about your core value priorities, please contact me for pricing and other information.

The 4 Stage Model - 2: Envisioning

In an earlier issue I outlined the 4 stage Mentoring for Change model (the four stages being Freeing Up, Envisioning, Implementing and Attracting).

In this issue we are looking at the second of these stages - **Envisioning**. Envisioning involves helping the mentee create a compelling and attractive vision of how they would like their life to be, and commit to realising it. The mentor's role is to inspire the mentee and to enable them embrace the future that is already emerging for them by helping them with the following tasks:

See who you are Becoming

- notice the patterns and rhythms in your life, what gives you energy, what gives you meaning, and what is emerging
- notice how your life has been a perfect preparation for the future that is unfolding
- see the trajectory you are on and where it is taking you to

Uncover your Purpose

- purpose is about who you want to be rather than what you want to have or achieve
- to distinguish purpose from goals use the Tombstone Test. "What would I like my epitaph to be?"
- what kind of person will I have to become in order to achieve all that I want? What character traits, skills, abilities, attitudes, beliefs, values, etc will I need to develop?

Get clear about your Values

- distinguish between your Goal/End values and your Means values
- discern your Future values - those values that are motivating you to grow into the future
- choose your value priorities

Get clear about your Wants

- how would your life be different if you were doing what you (not your ego) wanted to do?
- want much more than you ever had before

Create a Compelling Vision

- a vision will only be compelling if it describes a future made up of those things that are important to us - that is if it embodies values
- ask yourself "What would I do if I knew I couldn't fail? What motivates and enthuses me and gives me joy? What makes my life/work meaningful? What have I always dreamed of doing?"
- do what it takes to get to the point where you can choose to fulfil your destiny

Develop your Intent

- evoke mental intent by asking "How would my life be if I were fulfilling my Vision?"

Values Case Study

Corporate Identity for the next Millennium

The Issue

Siemens, the global engineering and manufacturing giant was planning to celebrate 150 years of growth and innovation with a leadership conference for 2000 managers. They were searching for ways to measure their culture and define their corporate leadership principles across diverse business units operation in multiple languages and cultures.

The Plan

The Values Management Inventory was used to survey 2000 leaders and 6000 employees across 50 countries in three languages (English, Spanish and German).

Detailed information about their specific value priorities was available within one month and formed the base line for an internal team to clarify the seven leadership principles that now define the corporate identity for the future.

The results were presented at the leadership conference to acclaim and accepted as the basis for corporate identity in the next millennium.

The Results

Values alignment is ongoing with a full time corporate team to provide direction and support to business units. The renewed core values and leadership principles were communicated globally. Simplified computer based surveys were developed by Values Technology to allow individuals and groups to assess their own values and compare them to the corporate leadership principles. The seven principles now drive the corporate transformation initiative.

- evoke emotional and physical intent by asking "How would it feel to have my Vision already part of my life?"

Develop the Will

- the 4 stages of Willing: 1) No Will/Victim 2) Understanding there is a Will 3) Having a Will 4) Being Will
- the 3 aspects of the Will; Strong Will; Skilful Will; and Good Will

Tell new Stories

- we are, to a great extent, the stories that we tell
- tell new stories about who you are, how you came to be, and what the future holds – and create a new more meaningful future

Current Reality - Telling the Truth

One of the most empowering things you can do for a client is to help them see their reality clearly. We are all very skilled in creating convincing delusions about the world – "Nothing I do ever works", "People keep letting me down", "He rejected me", "I couldn't do that", "I handled that meeting badly".

Willis Harman expresses it elegantly: "we humans have an awesome ability to deceive ourselves, once we have settled on one perception of 'reality' all evidence to the contrary tends to become invisible. All hints or suggestions that our picture may be wrong or even seriously incomplete are warded off like flies on a Summer's day."

A key task for the coach or mentor is to continually be alert to the client making assumptions about their reality and to be willing to challenge those assumptions. For example – "Has there ever been a time when something you did worked?", "Who keeps letting you down?", "How

did he reject you?", "What would happen if you did?", "How do you know?"

How we describe our experience to ourselves becomes our experience - if we say "I can't do that" then we probably won't. We have to take great care with what we say about ourselves and how we see ourselves because it has a habit of becoming true. As Henry Ford said "Whether you think you can or whether you think you can't - you are right!".

Events

27-30 September 1999. The 2nd Annual Coaching & Mentoring Conference, London. Linkage International, Email: conferences@linkage-international.co.uk, Tel: +44 (0)181 943 3763

14-16 October 1999. 4th Annual ICF Conference, Orlando, Florida, USA. International Coach Federation. Email: ICFconfreg@amtec.com, Tel: +1 800-237-9549.

25-26 November 1999. 4th Annual European Mentoring Conference, Cambridge, England. EMC/ AMED. Email: amed@management.org.uk, Tel: +44(0) 171 235 3505.

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