

Advice Looking Back

Part 1: Who Has Supported Me?*

1. Think of the people who have helped you the most in your life and career—who you would say: “Without this person, I could not have achieved as much as I have or I would not be the person I am today.”
2. Write out the names on a piece of paper. Next to each name, jot down a few descriptors that describe a particular time/event/moment that you remember that had a lasting impact on you. Write down what they did or said.
3. Next to each description of those moments, write down what you learned or took away from them and the feelings that are evoked in you as you remember.

Part 2: Applying Those Learnings As a Mentor

Make believe it is 10 years from now. You are in a completely different position and in a more senior role. A man comes to your office and tells you his situation, one that is nearly the same as the one that you experienced ten years ago (that currently, you are in now). In responding to him, actively apply what you learned from those who made a lasting impact on you (from Part 1 above).

1. What is his purpose for coming to you? Why did he choose you?
2. What are you sensing he needs from you right now?
3. What does he trigger in you?
4. What might you say to provide what he needs?
5. What do you want him to understand?
6. Are there any questions you might ask? Which ones?
7. Is there another perspective you might provide? What is that?
8. What might you do or say to show him your most compassionate self?

*This part was adapted from: Boyatzis, R and McKee, A. Resonant Leadership. Harvard Business School Press. 2005