



How you can stop being the expert by providing insightful feedback, coaching and mentoring in order to bring people up to your level

EXERCISE ONE

ASKING FOR FEEDBACK

- ~ Be brave and go and ask some people you know to give you feedback on how you are at work. Ask this person to use the feedback formula: 'what worked?', 'what didn't work?', and 'what they would like you to do in the future?' Remember not to get defensive as you receive the feedback.

EXERCISE TWO

CATCH SOMEONE DOING SOMETHING RIGHT

- ~ As you go about your day, be on the lookout for someone doing his or her job well. It may be someone you work with, or it may be someone outside of your place of work. Pay him or her a compliment on what it is that this person is doing well. Be specific. Do not give any negative feedback, only positive. See the reaction this has.

EXERCISE THREE

USE THE FORMULA

- ~ If you manage people or if you have people who report to you on a project basis, give them some feedback. Pick the right moment and use the feedback formula mentioned in exercise one. Get into a regular habit of giving feedback — don't make it a once-a-year occasion that is tied to performance reviews.

EXERCISE FOUR

GO AND GROW SOMEONE

- ~ Find someone who is willing to be coached by you. It is most important that this person volunteers and is not doing it under duress. Establish what the person would like coaching on, and then use the GROW model. If you feel the topic requires more than one coaching session then agree on this with your volunteer — agree to meet as many times as required.

EXERCISE FIVE

BE A MENTOR

- ~ Find out if there is a Mentoring scheme where you work. If not, position yourself as a Mentor looking for a Mentee. Remember, your role is to help this person navigate the complexities of your field or organisation. Agree on six sessions to begin with and meet once per month for an hour. Agree on actions for the Mentee to complete after each session. Review them at the beginning of each subsequent session.

