



Collection: **Irreplaceable** in the AI Era™

"Because leadership begins with you"

This is not just another ebook.

It's a practical guide for leaders who—amid the relentless advance of technology and artificial intelligence—seek to ensure that their leadership, decisions, and results remain relevant and sustainable.

It was conceived and written from a place of deep conviction—combining strategic clarity with the genuine love for positive impact, the personal power that comes from lived experience, and the essence of leading with integrity. Every concept, framework, and tool included here has been chosen with a single purpose: to deliver real value that can tangibly transform the way you lead and generate results.

Experience shows that most failed transformations don't fall short because of technical limitations, but because of invisible factors that silently erode performance: internal resistance, cultural misalignment, loss of strategic focus, or lack of team commitment. These rarely appear in the metrics—yet they determine the success or failure of any initiative.

In this guide, you'll find actionable tools and frameworks to help you:

- Identify and anticipate risks that can slow or derail your strategy.
- Protect and strengthen your leadership capacity in high-disruption environments.
- Use technology—including AI—as a multiplier of results, not as a replacement.
- Stay competitive without compromising your team's cohesion or your organization's future.

This resource is available in PDF format for quick reference. If you prefer the editable version, you'll find a link to the download center at the end, where you can get it in Word format and adapt it to your needs. A new ebook will be added to the collection every week—until all 25 are complete. Simply visit the download center to see what's new each week.

If these words have reached you, it's likely not by chance. You are in the right position, at the right time, and in the right circumstances for this information to make a real difference. And as you put it into practice, you may discover it could also spark transformation in others.

Because in today's era, real value lies not just in the technology you use—but in your ability to lead with vision, precision, and purpose.

2. Central Theme – Mentoring New Leaders

The central theme of this ebook is **how to design and operate a comprehensive mentoring system for new leaders** using five mutually reinforcing components:

1. Formal mentoring programs.
2. Individual coaching.
3. Group sessions.
4. Long-term follow-up.
5. Knowledge transfer.

The goal is to move beyond isolated initiatives and create a **coherent journey** where new leaders feel accompanied, challenged and equipped to make better decisions.

3. Initial Sections

3.1 Why mentoring new leaders matters now

New leaders are taking responsibility in one of the most demanding environments in recent history. They must:

- Manage hybrid teams.
- Integrate AI and data into everyday decisions.
- Protect wellbeing and psychological safety.
- Deliver financial and strategic results.

Without structured mentoring, many of them:

- Reproduce outdated leadership models they experienced in the past.
- Feel isolated when facing complex people issues.
- Burn out, or quietly disengage, just when the organization needs them most.

A well-designed mentoring system offers:

- **Guidance:** so new leaders do not face their learning journey alone.
- **Perspective:** to understand patterns behind day-to-day events.
- **Support and challenge:** a safe space to test decisions and receive honest feedback.

3.2 Purpose of this guide

This guide has five specific objectives:

1. **Clarify key concepts** around mentoring, coaching and group development for new leaders.
2. **Provide practical frameworks** for each component of a mentoring system.
3. **Offer hypothetical examples** that reflect real tensions and dilemmas.
4. **Deliver exercises, templates and checklists** to operationalise mentoring.
5. **Inspire a human-centered approach**, where leadership development honours both performance and wellbeing.

3.3 How to work with this guide

- Use each subtopic as a **workshop module** with your People & Culture team.
 - Combine templates with your existing HR systems (talent reviews, performance cycles).
 - Share selected sections with mentors and new leaders to create a **common language**.
 - Revisit the self-assessment and KPIs every six to twelve months to track progress.
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4. Subtopic 1 – Formal Mentoring Programs

4.1 Definition

A formal mentoring program is a **structured initiative** that connects experienced leaders (mentors) with new leaders (mentees) for a defined period, with clear objectives, roles and processes.

It is different from informal mentoring in three ways:

- **Intentionality:** the program is designed around specific development needs.
- **Governance:** there is a sponsor, a coordinator and clear guidelines.
- **Measurement:** progress and impact are tracked.

4.2 Practical framework – The ARC Model

Use the **ARC Model** to design formal mentoring programs:

1. **Aim** – What are the strategic goals of the program? (e.g., accelerate new managers' learning, strengthen diversity, retain high potentials).
2. **Relationships** – How are mentor–mentee pairs formed, supported and monitored?
3. **Cadence** – What is the expected rhythm of meetings, reflections and checkpoints?

Aim

Define no more than three primary aims, such as:

- Reduce the time for new managers to reach full performance.
- Improve engagement scores in teams led by first-time leaders.
- Strengthen succession pipelines for critical roles.

Relationships

Clarify:

- Eligibility criteria for mentors and mentees.
- Matching process (applications, algorithms, manual curation).
- Expectations (confidentiality, time commitment, topics in scope and out of scope).

Cadence

Decide:

- Program duration (e.g., 9–12 months).
- Minimum frequency of sessions (e.g., monthly).
- Formal checkpoints with the coordinator and sponsor.

4.3 Hypothetical case

Hypothetical case

A regional retail company promotes 40 store supervisors to their first managerial role each year. Historically, many of them struggle with people management and performance conversations. The company designs a formal mentoring program where:

- Each new manager is paired with a mentor from another store or business unit.
- The **Aim** is to reduce voluntary turnover in teams led by new managers.
- **Relationships** are formed through a matching process based on development goals and availability.
- The **Cadence** is a 9-month program with monthly meetings and quarterly virtual group check-ins.

After two cycles (hypothetical), turnover in teams led by new managers drops, and engagement scores show a higher perception of support.

4.4 Exercise – Designing Your Mentoring Program Charter

Objective

Create a one-page charter that articulates the core design of your formal mentoring program.

Duration

90 minutes.

Roles

- Program sponsor (executive).
- People & Culture lead.
- 2–3 experienced leaders (potential mentors).
- Program coordinator.

Inputs

- Organizational strategy and leadership challenges.
- Data from engagement or exit surveys (if available).

Steps

1. **Clarify Aim (20 min)**
 - As a group, list all possible goals and cluster them into 2–3 main aims.
2. **Define Relationships (30 min)**
 - Decide mentor and mentee eligibility, matching process and basic rules.
3. **Set Cadence (20 min)**

- o Agree on duration, minimum session frequency and key milestones.
- 4. **Draft Charter (15 min)**
 - o Program coordinator writes a concise charter summarising decisions.
- 5. **Validate (5 min)**
 - o Sponsor confirms alignment with strategy and commits support.

Deliverable

- Program Charter v1 to be socialised with stakeholders.

4.5 Template – Mentoring Program Charter

Section	Key elements	Owner
Aim	Accelerate development of new leaders in their first 12–18 months by strengthening people management skills and confidence.	People & Culture lead

4.6 Checklist & KPIs – Formal Mentoring

Checklist

- ☐ The program has a written charter with 2–3 clear aims.
- ☐ Mentor and mentee eligibility criteria are explicit and communicated.
- ☐ Matching process is transparent and considers both preferences and diversity.
- ☐ Minimum meeting frequency and duration are defined.
- ☐ There are simple mechanisms to monitor progress and adjust pairings if needed.

Suggested KPIs

- Number and percentage of new leaders enrolled in the program.
- Meeting adherence rate (percentage of planned sessions held).
- Change in engagement scores in teams led by mentee leaders.
- Retention rate of mentees after 12–24 months.

5. Subtopic 2 – Individual Coaching

5.1 Definition

Individual coaching is a **confidential, one-to-one process** where a coach partners with a new leader to:

- Clarify goals.
- Explore behaviours, beliefs and emotions.
- Design experiments and new practices.

Coaching complements mentoring: while mentoring brings **experience and advice**, coaching focuses on **questions, reflection and self-awareness**.

5.2 Practical framework – The GROW-LEAD Cycle

Use the **GROW-LEAD Cycle** for individual coaching of new leaders:

1. **Goal** – Define specific leadership outcomes (e.g., difficult conversations, prioritisation, delegation).
2. **Reality** – Explore current behaviours and context.
3. **Options** – Generate alternatives and experiments.
4. **Way forward** – Commit to concrete actions.
5. **Learn** – Reflect on what worked and what did not.
6. **Embed** – Integrate new habits into routines.
7. **Align** – Connect personal growth with team and organizational goals.
8. **Decide again** – Choose next focus based on learning.

This extended cycle ensures that coaching:

- Does not stay at the level of insight only.
- Is explicitly linked to business and people outcomes.

5.3 Hypothetical case

Hypothetical case

A recently promoted operations manager struggles to delegate. She feels that if she does not review every detail, quality will drop. Through six coaching sessions, she:

- Sets a **Goal**: delegate 30% of operational decisions to her supervisors in three months.
- Examines her **Reality**: fear of losing control, limited trust due to past mistakes.
- Explores **Options**: clear decision rights, checklists, weekly “learning huddles.”
- Defines the **Way forward**: delegating two types of decisions immediately, with agreed follow-up.

- **Learns** from first attempts: identifies which supervisors need more support.
- **Embeds** routines: weekly reflection on delegation; monthly review of key metrics.
- **Aligns** with organizational goals: faster response times, supervisors' development.
- **Decides again** on next focus: managing upwards with senior stakeholders.

Over time (hypothetical), both performance and wellbeing indicators in her team improve.

5.4 Exercise – Coaching Contract Canvas

Objective

Define a clear agreement between coach and new leader at the beginning of a coaching process.

Duration

60 minutes.

Roles

- Coach (internal or external).
- New leader (coachee).
- Optionally, line manager or sponsor for a short alignment at the end.

Inputs

- Leader's role description and performance expectations.
- Feedback from recent evaluations or 360° processes (if available).

Steps

1. **Clarify goals (20 min)**
 - o Identify 2–3 priority leadership outcomes for the next 3–6 months.
2. **Explore context (15 min)**
 - o Map stakeholders, current challenges and constraints.
3. **Agree on logistics (15 min)**
 - o Number of sessions, duration, frequency, communication channels.
4. **Define confidentiality and boundaries (10 min)**
 - o Clarify what information may be shared with sponsors and how.

Deliverable

- Coaching Contract Canvas signed or acknowledged by coach and coachee.

5.5 Template – Coaching Contract Canvas

Element	Description
Priority goals for this coaching process	Strengthen delegation and feedback skills to lead a team of 10 people through a process automation project in the next 6 months.

5.6 Checklist & KPIs – Individual Coaching

Checklist

- ☐ Coaching goals are linked to concrete leadership behaviours and outcomes.
- ☐ There is a clear agreement about confidentiality and roles.
- ☐ Sessions follow a consistent structure while allowing flexibility.
- ☐ The coachee designs and tests specific experiments between sessions.
- ☐ Sponsors respect the process and avoid turning coaching into surveillance.

Suggested KPIs

- Number of new leaders with access to individual coaching in their first 12–18 months.
 - Self-reported improvement in targeted behaviours (pre/post scales).
 - Perception of support from new leaders (survey).
 - Observable impact on relevant business or people metrics (e.g., project delivery, team turnover).
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6. Subtopic 3 – Group Sessions

6.1 Definition

Group sessions are **facilitated spaces where several new leaders learn together**, share experiences and practice skills. They complement one-to-one relationships by:

- Normalising common challenges.
- Enabling peer learning across functions or regions.
- Building a sense of belonging to a leadership community.

6.2 Practical framework – The LOOP Design

Use the **LOOP Design** for group sessions:

1. **Link** – Connect participants and topics to real business challenges.
2. **Open** – Create psychological safety and curiosity.
3. **Observe** – Work with real cases, simulations or role plays.
4. **Practice** – Translate insights into concrete commitments.

Link

- Start from strategic priorities or recurrent issues (e.g., leading hybrid teams, handling conflict, decision-making under uncertainty).

Open

- Establish ground rules: confidentiality, respect, no recording.
- Use check-in questions to connect emotionally and mentally.

Observe

- Analyse **real situations** brought by participants.
- Use peer consultation formats to explore multiple perspectives.

Practice

- Close with written commitments, experiments and follow-up mechanisms.

6.3 Hypothetical case

Hypothetical case

A technology company organises quarterly group sessions for all new leaders appointed in the last two years. Themes rotate: feedback, prioritisation, managing energy, leading through ambiguity. During one session on “difficult conversations,” participants:

- Share specific cases they are facing with team members or peers.
- Role-play conversations, receiving feedback from colleagues.
- Co-create a set of “leadership principles” for humane, honest dialogue.

The result (hypothetical) is a stronger peer network, a shared language and visible improvement in the quality of conversations across teams.

6.4 Exercise – Designing a Group Session

Objective

Design a 2–3 hour group session for new leaders around a specific theme.

Duration

60–75 minutes.

Roles

- Session designer/facilitator (People & Culture or external).
- 1–2 new leaders to give input.

Inputs

- Recent feedback on leadership challenges.
- Organizational priorities for the next quarter.

Steps

1. **Choose theme and objectives (15 min)**
 - Example: “Leading hybrid teams – balancing autonomy and alignment.”
2. **Define LOOP flow (25 min)**
 - Link: short business context and relevance.
 - Open: check-in question.
 - Observe: case discussion, simulations, or small-group work.
 - Practice: personal commitments, pair-based accountability.
3. **Specify logistics (15 min)**
 - Duration, number of participants, virtual or in-person, materials.
4. **Plan follow-up (10 min)**
 - How will participants share learnings with their teams?

Deliverable

- Session plan ready for execution.

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6.5 Template – Group Session Plan

Segment	Purpose	Duration	Method	Notes
Link – Business context & objectives	Connect theme “Leading hybrid teams” with current strategy and challenges.	20 min	Short presentation + Q&A.	Facilitator shares 2–3 data points and invites questions.

6.6 Checklist & KPIs – Group Sessions

Checklist

- ☐ Sessions are directly connected to real leadership challenges.
- ☐ Ground rules and psychological safety are established and respected.
- ☐ Participants actively share experiences, not only listen to content.
- ☐ Each session ends with clear personal and collective commitments.
- ☐ Insights are captured and shared (without breaking confidentiality).

Suggested KPIs

- Attendance and participation rate in group sessions.
 - Participant satisfaction (post-session surveys).
 - Number of concrete commitments or experiments identified per session.
 - Evidence of peer networks forming (e.g., informal groups, cross-team collaborations).
-

7. Subtopic 4 – Long-Term Follow-up

7.1 Definition

Long-term follow-up refers to **sustained support and tracking** of new leaders' development beyond the first months of a program. Instead of a “one-off experience,” mentoring becomes a **journey** integrated into everyday work.

7.2 Practical framework – The PATHway

Use the **PATHway** to structure long-term follow-up:

1. **Plan** – Define long-term development goals and milestones.
2. **Align** – Connect these goals with business objectives and performance cycles.
3. **Track** – Monitor progress regularly using qualitative and quantitative data.
4. **Hold** – Create support structures (mentors, peers, communities) that “hold” leaders through transitions.

Plan

- After initial programs, co-create a 12–24 month development pathway for each new leader.

Align

- Integrate this pathway into performance conversations and talent reviews.

Track

- Use a mix of indicators: feedback, engagement, project outcomes, self-assessment.

Hold

- Ensure that mentoring, coaching or group spaces continue at a lighter but consistent rhythm.

7.3 Hypothetical case

Hypothetical case

A manufacturing company runs a highly valued six-month program for first-time supervisors. However, after the program, many leaders feel “released” into the system with little support. The company introduces a PATHway approach:

- **Plan:** final module of the program dedicated to building individual 18-month development plans.
- **Align:** each plan discussed and validated with the line manager.
- **Track:** quarterly check-ins with HR to review progress against goals.
- **Hold:** alumni peer circles meet every two months to share experiences.

As a result (hypothetical), promotion readiness increases and there is a visible reduction in reversion of old habits.

7.4 Exercise – 12–18 Month Development Path for New Leaders

Objective

Design an integrated long-term development plan for each new leader combining mentoring, coaching, learning and stretch assignments.

Duration

90 minutes per leader.

Roles

- New leader.
- Line manager.
- HR Business Partner or People & Culture specialist.

Inputs

- Competency model or leadership expectations.
- Feedback from mentors, coaches and team members.

Steps

1. **Review current state (20 min)**
 - o Identify strengths, risks and development priorities.
2. **Define 3–4 long-term goals (25 min)**
 - o Goals that are specific, observable and linked to business context.
3. **Map development activities (25 min)**
 - o Mentoring, coaching, training, stretch assignments, communities.
4. **Define tracking rhythm (15 min)**
 - o Quarterly check-ins, indicators, documentation.
5. **Confirm commitments (5 min)**
 - o All parties agree on responsibilities and support.

Deliverable

- 12–18 Month Development Pathway document.

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7.5 Template – Long-Term Development Pathway

Horizon	Development goal	Key activities	Support required	Indicators	Check-in rhythm
12 months	Lead cross-functional project successfully while maintaining team engagement above 80%.	Formal mentoring with senior project leader; quarterly coaching sessions; participation in project management training; leading one strategic initiative.	Sponsor from executive team; time allocation agreed with line manager.	Project delivered on time and scope; engagement score $\geq 80\%$; feedback from stakeholders.	Quarterly meetings with HR and line manager.

7.6 Checklist & KPIs – Long-Term Follow-up

Checklist

- ☐ Development pathways extend beyond short programs and are documented.
- ☐ Line managers are actively involved in supporting and tracking development.
- ☐ Follow-up conversations occur at a predictable rhythm.
- ☐ Data from multiple sources inform progress (self, manager, peers, team).
- ☐ Adjustments to goals and activities are made based on learning, not only on annual cycles.

Suggested KPIs

- Percentage of new leaders with documented 12–18 month development plans.
 - Completion rate of planned development activities.
 - Improvement in leadership evaluation scores over time.
 - Retention and promotion rates of new leaders after 2–3 years.
-

8. Subtopic 5 – Knowledge Transfer

8.1 Definition

Knowledge transfer is the **intentional process of capturing, organising and sharing key insights, tools and practices** generated through mentoring and leadership experiences, so that they become a shared asset for the organization.

It ensures that:

- Learning does not remain only in individuals' memories.
- New cohorts of leaders benefit from accumulated experience.
- Mentors and programs can evolve rather than start from zero each time.

8.2 Practical framework – The KNOW Flow

Use the **KNOW Flow** for leadership knowledge transfer:

1. **Keep** – Identify what knowledge should be preserved.
2. **Narrate** – Turn experiences into stories and case studies.
3. **Organise** – Store materials in accessible, navigable formats.
4. **Weave** – Integrate knowledge into everyday rituals and systems.

Keep

- Prioritise insights related to critical incidents, decision patterns, culture and transformation stories.

Narrate

- Encourage mentors and new leaders to document stories with context, actions and lessons.

Organise

- Use digital repositories, playbooks or learning platforms with clear tagging.

Weave

- Embed knowledge into onboarding, training modules, communities of practice and performance conversations.

8.3 Hypothetical case

Hypothetical case

A healthcare organization runs mentoring programs for new clinical leaders. Each year, mentors share powerful stories about handling crises, ethical dilemmas and multidisciplinary teamwork. However, these stories mostly stay within conversations.

The organization implements the KNOW Flow:

- **Keep:** selects key topics (patient safety moments, communication with families, inter-professional collaboration).
- **Narrate:** mentors and mentees record short written cases after significant events.
- **Organise:** cases are stored in a searchable “Leadership Library” on the intranet.
- **Weave:** cases are used in training sessions, simulation scenarios and onboarding for new leaders.

Over time (hypothetical), the organization observes a stronger culture of reflection, and new leaders feel they are part of a lineage of experience, not isolated actors.

8.4 Exercise – Leadership Knowledge Capture Sprint

Objective

Capture critical leadership lessons from mentoring programs and make them accessible.

Duration

Half-day sprint (3–4 hours).

Roles

- Program coordinator.
- 5–10 mentors and mentees.
- Learning & Development specialist.

Inputs

- List of key transformation moments from recent years.
- Access to existing materials (presentations, reports, emails).

Steps

1. **Identify moments (45 min)**
 - Participants list situations where leadership made a decisive difference.
2. **Select top cases (45 min)**
 - Choose 5–10 cases, balancing successes and failures.
3. **Document using simple structure (90 min)**

- o For each case: context, challenge, actions, outcomes, lessons, questions.
- 4. **Plan integration (30 min)**
 - o Decide how and where these cases will be used.

Deliverable

- Initial set of written cases to feed your Leadership Library.

8.5 Template – Leadership Case Snapshot

Element	Description
Title of case	“From micromanagement to shared ownership in the customer support team”

8.6 Checklist & KPIs – Knowledge Transfer

Checklist

- ☐ There is clarity about which leadership knowledge must be preserved.
- ☐ Stories and lessons are documented in simple, repeatable formats.
- ☐ Materials are stored in a place that people can easily find and use.
- ☐ Knowledge is actively integrated into training, mentoring and communication.
- ☐ There is a process to keep content updated and relevant.

Suggested KPIs

- Number of leadership cases or tools documented each year.
- Usage metrics of the Leadership Library or repository.
- Perception of accessibility of leadership knowledge (survey).
- Evidence of cases being reused in programs, communications or decisions.

9. Global Templates and Tools – Integrated Mentoring System

9.1 Impact × Effort Prioritisation Rubric

Use this rubric to prioritise initiatives within your mentoring system (new cohorts, communities, tools).

Initiative	Impact (1–5)	Effort (1–5)	Priority	Responsible	Next milestone	Date
Launch first cohort of formal mentoring program for new leaders in operations and technology.	5	4	High	People & Culture director	Approve program charter and budget.	30/04

9.2 RACI Matrix – Governance of the Mentoring System

Activity	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)	Deliverable	Date
Define global mentoring strategy and priorities.	People & Culture lead	Executive Committee sponsor	HR Business Partners, Business Unit heads	All managers and employees.	Mentoring Strategy Document.	15/03

9.3 KPI Board – Health of the Leadership Mentoring Ecosystem

KPI	Definition	Target	Baseline	Frequency	Owner	Data source
New leader support index	Average rating from new leaders on perceived support from mentoring, coaching and group programs (scale 1–5).	≥4.3	3.5	Annual	People & Culture	New leader survey

9.4 Human–Cultural Risk Map

Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigation	Owner	Status
Mentoring becomes a privilege for a small group and is perceived as unfair.	Medium	High	Communicate transparent criteria; expand reach gradually; offer lighter support options for all new leaders.	People & Culture lead	In progress

9.5 30–60–90-Day Plan – Implementing the Mentoring System

Horizon	Objective	Actions	Responsible	Indicators	Deliverable
30 days	Align leadership on mentoring strategy.	Present ARC, GROW-LEAD, LOOP, PATHway and KNOW frameworks; gather input; confirm scope and sponsor.	People & Culture lead	Sponsor confirmed; feedback gathered from key stakeholders.	Mentoring Strategy v1
60 days	Design and prepare first cohort.	Finalise program charter; select mentors and mentees; run Mentor & Coach orientation; create group session plans.	Program coordinator	Number of mentors confirmed; quality of feedback from orientation.	Cohort 1 Design Pack
90 days	Launch and stabilise operations.	Start mentoring, coaching and group sessions; implement KPI dashboard; schedule follow-up cycles.	Program coordinator & mentors	On-time launch; adherence to meeting cadence; first satisfaction scores.	Cohort 1 Kick-off Report

10. Summary and Next Steps

10.1 Key messages

- Mentoring new leaders is a **strategic necessity**, not a luxury.
- A robust system integrates **formal programs, individual coaching, group sessions, long-term follow-up and knowledge transfer**.
- Clear frameworks such as ARC, GROW-LEAD, LOOP, PATHway and KNOW help you move from improvisation to disciplined practice.
- Templates, checklists and KPIs make it possible to **govern and improve** your mentoring efforts over time.
- The real measure of success is not the number of sessions delivered, but the **quality of leadership** that emerges and the impact on people and business.

10.2 Next-steps checklist

Next step	Responsible	Deadline	Status	Observations
Facilitate a strategy workshop to define aims and scope for mentoring new leaders using the ARC Model.	People & Culture lead	30 days		Include representatives from main business units.
Identify and prepare first cohort of mentors; run short Mentor Orientation using GROW-LEAD basics.	Program coordinator	45 days		Ensure diversity of gender, age, function and geography.
Design at least one group session applying the LOOP Design for a priority theme (e.g., leading hybrid teams).	Learning & Development specialist	60 days		Pilot with 15–20 new leaders.
Co-create 12–18 month development pathways for new leaders using PATHway.	HR Business Partners & line managers	90 days		Integrate into performance management cycle.
Launch Leadership Knowledge Capture Sprint to initiate your Leadership Library using KNOW Flow.	Program coordinator & mentors	120 days		Prioritise cases linked to strategic projects.

11. Self-Assessment – Mentoring New Leaders

Rate each statement from **1 to 5**

(1 = strongly disagree, 5 = strongly agree).

1. Our organization has a clear and documented strategy for mentoring new leaders.
2. Formal mentoring programs for new leaders have well-defined aims and boundaries.
3. Mentor–mentee matching takes into account development needs, diversity and preferences.
4. New leaders with critical responsibilities have access to individual coaching when needed.
5. Coaching processes are linked to concrete leadership behaviours and business outcomes.
6. Group sessions for new leaders address real challenges and promote peer learning.
7. Participants feel psychologically safe to share doubts, mistakes and dilemmas in group spaces.
8. New leaders have documented 12–18 month development pathways that go beyond one-off programs.
9. Line managers actively support and monitor the development of new leaders.
10. Data from surveys, performance reviews and feedback are used to adjust mentoring and coaching initiatives.
11. Key leadership lessons and stories are documented and accessible in a shared repository.
12. New leaders perceive mentoring as fair, inclusive and aligned with organizational values.
13. Experienced leaders are recognised and supported in their role as mentors or coaches.
14. Collaboration between People & Culture, business units and mentors is fluid and respectful.
15. Overall, our mentoring system is strengthening the quality, confidence and impact of new leaders in the organization.

11.1 Scoring and interpretation

- **Minimum score:** 15
- **Maximum score:** 75

15–35 points – Emerging

- Mentoring initiatives are sporadic or informal.
- Focus on defining strategy, scope and first pilot with clear aims.

36–55 points – Developing

- There are formal elements in place, but integration and measurement are still maturing.
- Priorities: governance, long-term follow-up, knowledge capture.

56–75 points – Strategic mentoring ecosystem

- Mentoring is part of the leadership culture and talent strategy.
- Next steps: scale impact, strengthen communities and share learnings externally where appropriate.

Use this self-assessment once or twice per year and discuss results with leadership teams.

12. Glossary (15 terms)

1. **New leader** – Person who has recently assumed a formal leadership role, such as team leader, supervisor or manager.
2. **Mentor** – Experienced leader who shares guidance, perspective and feedback with a mentee.
3. **Mentee** – New or developing leader who receives support from a mentor.
4. **Formal mentoring program** – Structured initiative with clear goals, rules and timelines that connects mentors and mentees.
5. **Coaching** – Process focused on questions, reflection and experimentation that helps a leader develop self-awareness and new behaviours.
6. **Group session** – Facilitated meeting where several leaders learn together and share experiences.
7. **Development pathway** – Medium-term plan (12–18 months) that outlines goals, activities and support for a leader's growth.
8. **Leadership library** – Repository of cases, tools and resources capturing leadership knowledge.
9. **Psychological safety** – Shared belief that the group is safe for interpersonal risk-taking, such as asking questions or admitting mistakes.
10. **Sponsor** – Senior leader who supports and legitimises a mentoring program or development initiative.
11. **Program coordinator** – Person responsible for day-to-day management of mentoring and leadership programs.
12. **Peer learning** – Learning process where leaders learn from each other's experiences rather than only from experts.
13. **Succession pipeline** – Group of people being prepared to fill critical roles in the future.
14. **Stretch assignment** – Project or responsibility that pushes a leader beyond their comfort zone while providing support.
15. **Ecosystem of leadership development** – Set of interconnected initiatives (mentoring, coaching, training, communities) that collectively support leaders.

Final Note of Gratitude

Thank you for dedicating time and focus to this material. Each concept and tool here was designed to provide clarity and strategic vision.

The fact that you are here—investing in yourself and your organization—is proof of leadership commitment.

Remember: true impact comes not only from learning but from **applying and sharing** it. May this guide support wiser decisions, deeper conversations, and more meaningful transformations.

Reference to the HBT PORTAL™

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