

Berlin Civil Society Center

SENIOR LEADERS PROGRAMME

08 August 2011



PEER MENTORING PROCESS

Objectives

The Senior Leaders Programme aims to support civil society organisations (CSOs) with strengthening and retaining key leaders. By strengthening the organisations' leadership the Programme seeks to contribute to an improvement of the sector's overall performance. The optional Peer Mentoring Process is designed to allow participants to extend their personal development over a 24-month time frame by using peer resources.

Peer Mentoring

Many CEOs find it difficult to identify colleagues in their own organisation with whom they can talk about their personal leadership challenges: Rarely are colleagues of the CEO such as line managers or superiors like the Board Chair or Board Members suitable partners for an exchange on the CEO's weaknesses or knowledge gaps or even for offering the CEO support in addressing leadership challenges. Therefore an increasing number of CEOs use a personal coach, often at significant cost, to help them address these challenges. Experience shows that CEOs from other organisations – as long as they are not direct competitors – can be very good advisers and mentors. Obviously such a role can only be based on strong mutual trust.

Building on this experience the Senior Leadership Programme recommends that participants commit to a follow-up process to the Leadership Week based on Peer Mentoring. Participants will be asked to develop their own tailor-made approach to Peer Mentoring. The approach should – but does not have to – contain the following elements:

- Two to three participants of the Senior Leaders Week form a Peer Mentoring Group with colleagues with whom they feel comfortable discussing such issues.
- The Group works on the basis of participants' "own agenda towards stronger leadership", which they have developed during the Senior Leaders Week.
- The Group commits to meeting regularly over the next 24 months.
- The Group meets in person or by phone or through the Internet at least every other month.
- Each member of the group provides advice to and receives feedback from all other members of the group.

During these meetings, participants should constantly benchmark themselves against their own personal leadership development plan and roadmap, examining to what extent they have been able to meet their own personal goals.

Participants should aim to be a source of support for their peers and provide constructive feedback. Participants should not hesitate to reach out to the Berlin Civil Society Center if they feel that the Center can further assist them to achieve their personal development goals.

After 12 and 24 months the Center will ask participants for their feedback on the programme and its outcome for them personally.

After 25 months the Center will produce an evaluation of the overall outcome of the Senior Leaders Programme.