

# Building a Personal Board of Directors

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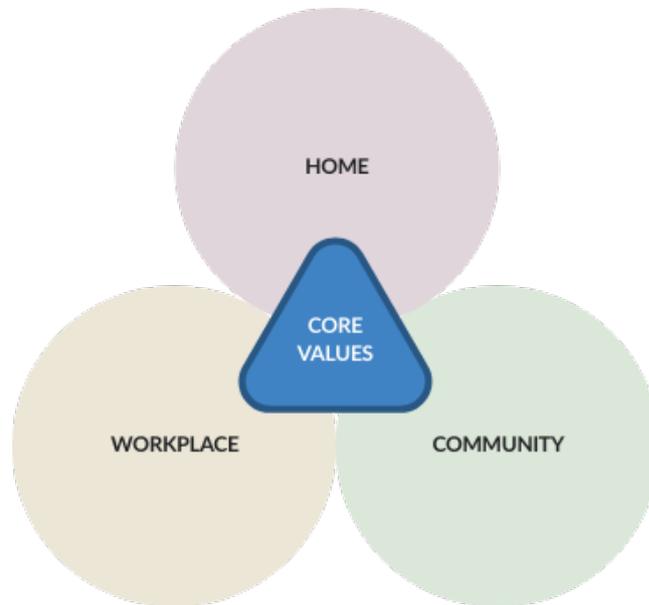
A guide

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RESTORED LEADER

# The relationship model



## **Core Values:**

Undeniable truths that help you make sense of self and the world.

## **Home:**

These relationships are those you consider “family”.

## **Community:**

They are your friends, neighbors and places of worship.

## **Workplace:**

These relationships are with your professional colleagues and customers you serve.

# Leadership is a Team Effort

Many leaders grow stagnant in their leadership development because they don't have relationships in the form of coaches and mentors journeying together in life.

This resource will equip you with the tools and understanding you need to be one of the few leaders who get this right.

Your leadership influences relationships in all of your spheres -- at home, work and in the community. To continue growing in your leadership, you'll need to invite select people to mentor and empower you along the way. Guidance from trusted mentors will help you be able to lead successfully in each sphere.

Much like any healthy organisation, *you* need a Board of Directors. At The Restored Leader, we refer to this group of mentors as your **Personal Board of Directors (PBOD)**. These boards serve leaders who need both a coach and a group of mentors.

Before we dive into establishing your PBOD, here are some definitions and distinctions that will be helpful in your journey.

## The Role of a Coach

At the Restored Leader, we serve leaders through a unique relationship as professional coaches. We're credentialed by The International Coaching Federation -- the world's largest governing

association of coaches, with over 30,000 professional coaches associated.

The ICF defines coaching this way:

“ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership.

We all have goals we want to reach, challenges we’re striving to overcome and times when we feel stuck. Partnering with a coach can change your life, setting you on a path to greater personal and professional fulfilment.”

[See more by the ICF](#)

Coaches at The Restored Leader are trained to host collaborative conversations that enable leaders to think creatively and increase self-awareness about their leadership development. We help each leader redeem their Core Values -- the undeniable truths that reflect how you make sense of yourself and of the world.

This leads to authentic self-driven actions. Each conversation with a Restored Leader Coach is intentional, honest and grace-giving so our clients can gain fresh insights into their leadership. We coach leaders so they can lead others with authenticity, confidence and joy.

Every leader needs a Coach to help them redeem their Core Values and restore their leadership.

# Diverse Mentors

Mentors empower others with their time and their wisdom. They are invited to participate as an essential element in the development of a leader. This includes listening empathetically, advising, consulting and building networks that could benefit a mentee leadership journey. Individually, a mentor empowers the leader in a specific theme. Collectively, the mentors contribute to the leader's sustained success.

Every leader needs a group of diverse mentors to advise them on thematic needs in their leadership journey.

Beyond mentors who are coaches, there are also unique mentoring roles like counsellors, spiritual directors and organisational sponsors. There are people all around you who fill these roles, whether professionally or simply in their personal gifting. Mentors are leaders just like you. They are present in your spheres of influence: at home, work and community. The most important distinction between a coach and a mentor is that a leader can give you practical advice, resources and wisdom, while a coach will primarily guide you to make your own observations and conclusions.

Mentors don't have to be "older and wiser" than you. I intentionally invited a younger generation of leaders to mentor me about specific cultural topics in China and Germany relevant to leadership development in their context. Author and development expert Ken Blanchard has written about this extensively, calling it "reverse mentoring." Reverse mentoring is when young people mentor executives on various topics of strategic and cultural relevance.

At home, I continue to find ways for my wife to empower my actions and thoughts to help lead our family, and we set aside intentional time to do this.

In community, a friend mentored me through the joys of living out my faith by teaching me about the Scripture passage John 13-17. This helped me become more confident in my ability to teach others and authentic in living out my faith.

## **Additional Resources**

We might also consider the wisdom of those living in contemporary society who we both know or know of to be invited to join our leadership journey. I have benefitted from leadership experts like

Patrick Lencioni [The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues](#)

Noel Tichey [Judgment: How Winning Leaders Make Great Calls](#)

Erin Meyer [The Culture Map: Breaking Through Invisible Boundaries of Global Business](#)

Brené Brown [Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.](#)

James M. Kouzes & Barry Z. Posner [The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations](#)

Even historical figures who have long left their mark through others could find their way through indirect mentoring. Consider biblical figures who have mentored you. Elijah's story revealed in 1 Kings 18-20 has helped redeem my journey as a leader countless times.

I have also benefited from the contemplative ideas of:

Martin Luther - Which writing should we link to?

Rabbi Abraham Heschel - [The Sabbath](#)

Henri Nouwen

Dallas Willard Renovation of the Heart: Putting on the Character of Christ

and others.

# Creating Your Personal Board of Directors (PBOD)

## Centre on the Core

Before you begin, write your Core Values in the space below. Write their definitions and Scriptural anchors if applicable.

At The Restored Leader, we believe the Personal Board of Directors is a foundational part of every leader's journey. These relationships offer a holistic development journey. Designing a PBOD is a simple exercise that starts with a visual: a round table.

There is a limited number of seats at this table and there's a limited amount of time in this season of life and leadership. Your task is to select who to invite to the table to mentor you during this particular season. You are at the centre of this. Each chair has a unique mentoring role to play with specific relationship agreements. Mentoring relationships last in varying length and intensity based on your relationship dynamics. Every leader can establish, maintain and change their PBOD.

Consider the are four categories of mentors who help fill your board:

1. Mentors who empower you
2. Co-mentors, mutual empowerment inside your organisation
3. Co-mentors, mutual empowerment outside your organisation

#### 4. Your mentees – those you empower

These four categories help bring a holistic opportunity for mentoring relationships that help you address multiple themes for your development. You can have as many mentoring relationships as you want in these four categories. Just remember, a real PBOD has a finite number of seats to keep appropriate focus and realise true empowerment.

## Be Aware of Relationship Dynamics

Now, successful mentoring experiences have clear relationship dynamics that are anchored by relational agreements. When the leader and the mentor are both aware of these dynamics, the mystery of success is removed from the mentoring relationships. Everyone knows their roles and what is expected of them.

The optimal mix of relationship dynamics will vary from leader to leader. These dynamics will also evolve as the leader grows and identifies different important areas for growth and needs in a relationship. This is important to consider when you're preparing to invite a mentor into your Personal Board of Directors. But when considering relationship dynamics, there are four fundamental dynamics to be aware of.

#### 1. OUTCOMES

What specific themes in your leadership do you want more insight and empowerment around?

2. ATTRACTION

What specific characteristics or qualities of this person do you admire and even want to be “a little more like?”

3. RESPONSIVENESS

How open are you to trying the assignments your mentors may offer?

4. ACCOUNTABILITY

What level of oversight do you want from a mentor to ensure you make the most of their advice and assignments?

Detailing your responses to each of these will help you generate a basic relationship agreement.

What does your PBOD currently look like?

Who is empowering you right now?

Who are you empowering?

Note: The four fundamental relationship dynamics are adapted from the research of Clinton and Clinton in *The Mentor Handbook*

# The Workshop: Building your Personal Board of Directors

1. Identify your leadership development themes – the areas of your leadership that you're developing during this season.
  
2. For each theme, identify some potential mentors who you would want to invite into this relationship. Note the type of mentor you wish them to be:
  1. Will this mentor empower you?
  2. Will you mutually empower each other?
  3. Is this mentor inside or outside your organisation?
  
3. Make an invitation

Your invitation could look something like this:

Dear [FIRST NAME],

I'm writing to ask you to join me as I develop in my leadership journey.

During my season of leadership coaching with The Restored Leader, we went through the process to define my Core Values — undeniable truths that reflect how I make sense of myself and of the world.

<< *Feel free to insert a little about your Core Values here* >>

Now it's time for me to practice living out my Core Values. That's where you come in.

During one of our sessions, my coach asked me who in my spheres of home, work and community I see leading well. You immediately came to mind.

I would be honoured for you to consider joining my Personal Board of Directors.

Like a healthy organisation, I believe I need a Personal Board of Directors to serve as a guide and a reference to help me become a better leader.

I have been so influenced by the way you lead \_\_\_ INSERT SPHERE *“in your community”* \_\_\_, and I would love to set up intentional time to learn from you and your experiences.

If this sounds interesting, can we meet to talk more about details?

We'll want to iron out how often we meet, some goals of our conversations and how long we'll be in this mentoring relationship.

Thank you so much for being an example of leadership that I want to follow.

*Your signature*

#### 4. Get started

Once your mentor has agreed, design your ideal mentor relationship. Consider how often you'll meet, where you will meet, what topics you'll cover.

The first time you meet with your mentor, you'll want to communicate:

- What you hope to achieve through this relationship
- What you expect from them during your meeting times
- What you expect from them in between your meetings
- What they can expect from you
- Gratitude for their willingness to mentor you in your leadership development

We have seen immense value in these mentor relationships. It takes courage and vulnerability to ask, but as you know, it also takes courage and vulnerability to grow as a leader.

#### References:

Clinton, J. Robert and Richard W. Clinton. 1991. *The Mentor Handbook*. Barnabas Publishers. Chapter 2.

Pue, Carson. 2005. *Mentoring Leaders*. BakerBooks.

Stanley, Paul D. and J. Robert Clinton. 1992. *Connecting: The Mentoring Relationships You Need to Succeed in Life*. Colorado Springs: NavPress.





## ABOUT THE AUTHOR

Darren Ho empowers leaders to live without compromise by redeeming their Core Values.

He knows that all leaders face daily pressures from the world; leaving them feeling exhausted, frustrated, hesitant, and often like they're chasing after the wind. Darren founded The Restored Leader – a leadership coaching firm – in 2017 to help clients redeem, protect and live their Core Values. As a result, leaders create authentic narratives, giving them confidence and joy in their leadership formation.

Originally from the Los Angeles area, Darren is a first generation American citizen. He and his wife and three children currently reside in Indianapolis, Indiana. Before that, the Ho family lived in Asia and Europe for 11 years and as a result, are passionate global citizens.

Darren earned his Bachelor of Science in Business from the University of Southern California. He received his Executive and Organisational Coach education from the International Executive Coaching and Leadership and is a Professional Certified Coach (PCC) of the International Coach Federation. He is also currently pursuing a Master of Arts in Theology at Fuller Theological Seminary.