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SPONSORSHIP GUIDE

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# THE BASICS

## So you want to be a Sponsor?

"We're here for a reason. I believe a bit of the reason is to throw little torches out to lead people through the dark."  
  
– Whoopi Goldberg

At Raise, we believe Sponsorship is an opportunity to lead people through the dark, throwing little torches out to guide them on their journey in Self Management. Through Sponsorship, you’ll create a welcoming environment for New Hires (Sponsees), helping them grow personally and develop their careers, creating the next generation of leaders.

If you're reading this document, you're probably about to be a Sponsor. Well, you've come to the right place. Here you'll find all the resources you need to be the best Sponsor for your Sponsee.

As a Sponsor, you’re accountable for the Sponsee and will act as their guide, coaching and mentoring them through the first four to six months of employment at Raise.

It's best if the Sponsee and Sponsor are in the same working group so you can see each other's work and behaviour. Throughout Sponsorship, you'll provide feedback and encourage others who work with the Sponsee to provide feedback too. Your primary responsibility as a Sponsor is to make sure you only graduate your Sponsee if they are a good job fit and cultural fit, i.e., they can balance the tension between freedom & responsibility. If the Sponsee is not a good fit, it's the Sponsors responsibility to make a final decision to let the Sponsee go.

### Important Notes:

1. **Recording your feedback** will be helpful in case things don't work out. We'd encourage you to send a follow-up email after difficult feedback is received outlining the feedback provided. Alternatively, the Sponsee can send a summary as well.
2. It's also important to note and **communicate that the Sponsee does not have full access to the freedom**s that come with our Common Practices until they have completed their Provisional Period with the *Common Practices Discussion.*

# What being a Sponsor meant to me…

Sponsorship plays a key role within our organization and has a positive impact on your development and growth, as well as your Sponsees.

Here are a few people who've already been a Sponsor! Read what was important to them and what they think makes a successful Sponsorship.

|  |  |
| --- | --- |
| P196#y1 | GILLIAN LEVI: |
| * The Sponsor should feel a level of accountability over the successful integration of the Sponsee into the department |
| * It would be beneficial for the Sponsor to have been working at IMG for at least six months so as to have encountered, or used themselves, the Common Practices |
| * A strong emotional intelligence would be helpful as well |

|  |  |
| --- | --- |
| P207#y1 | SAGAR CHATTERJEE: |
| * The Sponsor should be closely involved in the hiring process, interested in Sponsorship and committed to the process |
| * They should manage the freedom/responsibility polarity well |
| * High emotional intelligence, strong communication and excellent listening skills are important |

|  |  |
| --- | --- |
| P212#y1 | SHANNON TELEPANICH |
| Suggesting the Sponsor be someone who has the following attributes in general: |
| * A good listener and strong communication skills |
| * Has the time and desire to dedicate to be a sponsor |
| * Someone to challenge the Sponsee |
| * Well-versed in company Common Practices |

## What does it mean to be a Sponsor?

Sponsorship is both a complex and critical role within Raise. Deciding whether a Sponsee will pass their Sponsorship and stay with the company can be a heavy burden with many variables to consider. One way to simplify the decision you’ll inevitably have to make is to think about the "Raise credit card analogy":

You can think about the Provisional Period (Sponsorship) as a preview of what the Sponsee will be like once they've graduated. Sponsorship is like giving the Sponsee a $500 credit card that you carefully monitor, watching to ensure the Sponsee makes responsible purchases. At the end of the Sponsorship, if you believe the Sponsee is making responsible decisions and paying off their credit card, they’ll graduate and receive the Raise deluxe credit card, allowing them to make decisions at Raise.

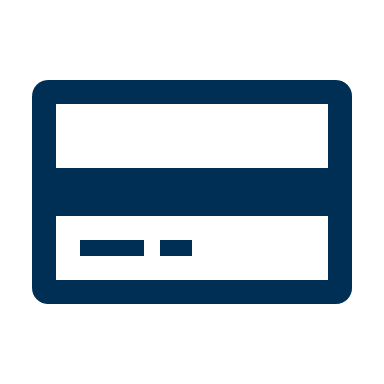
If the Sponsee is irresponsible with their credit card, it's the Sponsor's responsibility to take it away.

Think of this analogy like Sponsorship at Raise. If your Sponsee makes responsible decisions within their Sponsorship, they will complete their Common Practices Discussion and move into full freedom and responsibility. If they are not, the Sponsor makes the final decision to let the Sponsee go.









# THE ROLE OF THE SPONSOR

The Sponsor's role is to ensure that the Sponsee is set up to successfully perform their job and understand and practice our Purpose, Values, and Common Practices. Sponsorship is an important responsibility that will require an emotional investment and will take a bunch of time.

The Sponsor will own three main areas of responsibility during the Sponsorship and the Sponsee's introduction to Raise.

1. **Assess & Decide: Assess Job and Teal Competency**

* Throughout the Sponsorship period, actively assess job/culture fit and solicit input about the Sponsee from people on the team, Raise, customers, etc. and provide feedback and coaching (or encourage others to provide it to them).
* It's best practice to record all feedback during the Sponsorship, following each feedback with an email summary and ensuring your Sponsee TIRs.
* The Sponsee should always understand how they're doing and whether they'll continue beyond their Sponsorship.
* Between the 8 - 12 week mark, you’ll have to determine whether or not your Sponsee is moving forward. If they are moving forward, look to schedule the Common Practices Discussion with your Sponsee and two other members from the team for the last day of the Sponsorship. You can find more about this in the Common Practices Discussion section (page. 7)

1. **Mentor & Guide: Ensure Teal O/S is Learned & Practiced** 
   * Assist in finding opportunities for the Sponsee to adopt the Common Practices (i.e. give feedback, participate in Sensing & Responding)

* Review the Visual board (the Onboarding Stewards can help you set this up) and the Teal Site ([teal.ianmartin.com](https://ianmartin-my.sharepoint.com/personal/sturkc_ianmartin_net/Documents/Onboarding/Onboarding%20Sponsor%20&%20Work%20Buddy/teal.ianmartin.com)) weekly with Sponsee.
* Weekly check-ins with Work Buddy and/or teammates on whether there are any gaps in the Sponsee's learning and if they're making appropriate progress.
* Proactively play the guide role and teach or model practices as necessary.
* **Please note the Sponsee does not have full access to the freedoms that come with our Common Practices until they have completed their Provisional Period, which ends with the Common Practices Discussion.**

1. **Radical Candour: Challenge Directly & Care Personally**

* Dig deeper beyond the surface answers, sharing insights and probing for growth opportunities.
* Allow them to reflect on their experiences and be a mirror or sounding board.
* Hold them accountable for using the Common Practices to address every problem/opportunity they encounter – either by taking some direct action or deciding to let it rest.
* Encourage them to provide feedback and help them use the SBI model without judgment. Help them focus on their feelings and reactions without assuming others’ actions/intentions as objective truths.
* Provide feedback and help them to model effective 'receiving/inviting feedback' behaviours.

# TOOLS FOR SUCCESS

You'll work with the Sponsee to learn and apply the Common Practices.

What will this look like? Show the Sponsee the resources, help them understand the material, and encourage them to put their knowledge into practice.

The Sponsee should have every opportunity to learn and reinforce this material until it becomes second nature. For ideas on how to do this, please see below for helpful tools on our Common Practices.

**Valuable tools for Sponsorship:**

## Weekly 1 on 1 meeting with Sponsee:

* Check-in and probe, help the Sponsee to surface their fears & concerns and help them with their self-awareness
* Use the Teal Curriculum to guide you through the Sponsorship; it has a weekly learning plan that includes topics, agendas and homework.

## Common Practices

* + Giving & receiving feedback – practicing this early and often is a great tool to help the Sponsee develop
  + Try practicing or engaging in each common practice (Sensing and Responding, Psychological Safety Practices, Foundational Skills, etc.)

## Teal Meeting Group

* We hold monthly group meetings to learn about Common Practices and create discussion amongst peers.
* Discussions about what's going well and what's been a challenge

## Resources

* Teal Site - Help the Sponsee understand the playbook and the OS (found at: [teal.ianmartin.com](https://ianmartin-my.sharepoint.com/personal/sturkc_ianmartin_net/Documents/Onboarding/Onboarding%20Sponsor%20&%20Work%20Buddy/teal.ianmartin.com))
* Visual Board – Check in on the Sponsee's board to review their progress and mine for questions
* Onboarding Stewards – We will check in regularly and make sure you are supported

# What happens at three months?

The Sponsor is responsible for running an Advice Process to decide whether or not the Sponsee will continue working at Raise beyond their Sponsorship. Consult those who work closely with the Sponsee and gather feedback before making your decision.

If you decide the Sponsee should not stay past their three months, they should NOT have the Common Practices Discussion.

It's not a fun surprise for the Sponsee to find out at three months they will not be staying, so make sure your Sponsee receives regular feedback about their progress and where they stand at all times.

## What is the Common Practices Discussion?

The Common Practices Discussion is an in-depth interview with the Sponsor and usually two other Raise members. It happens at the end of the Sponsorship (4 to 6 months) and is the last door to pass through to full-time, permanent employment.

Based on the feedback of the Sponsee's work within their Sponsorship, the team will have a discussion with the Sponsee about their first few months, their work and culture contribution and potential. You'll dig into the Sponsee's triumphs and challenges, where they may struggle, how you can continue supporting them, and how they’ll continue contributing to Raise in the future.

The purpose of the Common Practices Discussion is to ensure the Sponsee:

1. Has learned about and understands the Common Practices
2. Commits to using the Common Practices to manage themselves, their work, and their relationships in the company.
3. Accepts **responsibility** for their actions, impact(s), engagement, and contribution(s) to the success of others and the business from now on (in exchange for full access to the **freedoms** offered by the Teal O/S).

It can be a vulnerable, engaging, and a lengthy discussion. And at the end, a decision will follow about the Sponsee's readiness to continue in a permanent role with full access to the Common Practices.

We recommend celebrating with a team lunch or treats brought into the office where the Sponsee can share their journey thus far.

You can find a list of Common Practices Discussion questions on the next page.

# Common Practices Discussion Questions

The Common Practices Discussions questions were inspired by the 4 Playbook values we hold at Raise. Please note that this is a framework for the Common Practices Discussion; feel free to add questions as you see fit.

## Practically Speaking...

Book the discussion ahead of time, carving out at least one hour. Invite 2-3 of the Sponsee's teammates and divide the questions or sections between the Sponsor and guests. Ask at least 2-3 questions per section, ensuring the **bolded** questions are covered.

Start by thanking everyone for joining! Communicate that the Common Practices Discussion is not a test but more of a discussion to learn about the things the Sponsee has learned throughout their Teal journey.

EVER BETTER

* How would you describe your first few months working at Raise?
* What are you most excited about doing as a part of this job? What are you least excited about?
* What do you think are the core competencies for this position? Why do you think you will continue to excel?
* **If you didn't work out in this role, why would that be?**
* **How would you like to develop and grow? What do you aspire to add to your current role?**

WHOLENESS @ WORK

* + **Tell us about a time when you stretched outside your comfort zone to be open and vulnerable.**
  + Take a moment and think about the unique qualities and experiences that have formed your personality. In what ways are you not yourself at work today that you would like to share with us?
  + **What do courage and vulnerability mean to you? How can we support and encourage you to express and own your perspective?**
  + Tell us about a time when you felt excluded. How can we help you to feel seen and heard?
  + How have you and how can you support others on the team to bring their whole selves to work?

STEWARDSHIP

* Purpose has been defined as ‘a boldly acted upon life aim that is both right for you and good for the world'. What is your purpose? What is right for you and good for the world?
* What would you do if we paid you a salary to do anything you wanted to do?
* How do you imagine Raise’s purpose evolving over the next few years?
* How do you see yourself playing a role in helping develop Raise’s purpose?

FREEDOM AND RESPONSIBILITY

* **What is your understanding of the Contribution Review (probe Sponsee based on initial answer, thoughts, and feelings)?**
* What are your impressions of self-organization? What's most interesting? Most scary?
* What does responsibility mean to you? What does it look like in your day-to-day work?
* What do you think of the sensing process? Do you have any inklings on the horizon?
* What's your decision-making style? How could that get you into trouble? How can you become a better decision-maker?
* When have you seen unethical behaviour or had a problem with someone and chose not to say anything?
* **Do you take feedback well? How could you improve the quantity or quality of your feedback? Tell us about your experience giving and receiving feedback.**
* **How will you deal with giving candorous feedback and advice in CAPs, CRs, RAPs, and other contentious situations?**

CLOSING DISCUSSION:

After asking the questions above, close the Common Practices Discussion by following the steps below.

1. Ask if there are any additional questions from the advisors or the Sponsee
2. The Sponsor then makes a Proposal to the group that the Sponsee pass their Sponsorship. Here is an example:

"I would like to make a formal proposal:

The Sponsee commits to using the Common Practices to manage themselves, their work and their relationships within the company. They accept the responsibility for their actions, impacts, engagement and contributions to the success of others and the business from now on (in exchange for full access to the freedoms offered by the Common Practices).

Does anyone have anything to add or change to this proposal? Can we consent and give a thumbs up?"

1. Thank your Sponsee for their hard work and commitment during the last several months of their teal journey
2. Take a Graduation Team Photo
3. Post the team photo with a write-up on Teams in the 'IM TIMES: Announcements' channel
4. Often teams celebrate with treats, a gift or lunch for the Sponsee
5. Time to celebrate!!!!

# SUMMARY

We hope this document has helped you prepare for Sponsorship. It is a critical role within the business, and we are here to support you.

If you need anything during this time, please connect with any of the Onboarding Stewards for help!

* Anisa Haq
* Cassandra Sturk
* Jessi McDonald
* Sagar Chatterjee
* Shantel Sinclair
* Vishnu Mohan