

Leveraging Mentorship Programs to Kickstart Top Talent



BMA Morning Workshop
Nov. 21, 2013

Shifting Workforce → Need for Mentors

As the professional workforce ages, with 10,000 baby boomers retiring from traditional employment every day, many companies are planning and working to be prepared for the impact from this Brain Drain.

CEOs know strong companies begin with strong individuals.

- “In order to get to the top in a competitive market it will be essential to develop the capabilities of each individual in your organization.”

October 2011 HBR -Talent Issue

- 98% of the Millennial Generation believes working with a mentor is a necessary component in their development.

*PricewaterhouseCoopers Global CEO Survey “If You Want to Retain the Best Young Workers, Give Them a Mentor Instead of Cash Bonuses”
by Vivian Giang, July 2011*



Shifting Workforce Reqs → Need for Mentors

Competencies most lacking in next generation of leaders

- Critical thinking
- Ability to create a vision and engage others
- Understanding the total enterprise and how the different parts work together; cooperating and collaborating with other parts of the business to:
 - Optimize operations of the business
 - Leverage collective capabilities in the marketplace to identify and serve customers/clients better than competition
- Leading change

Source: 2012 Executive Development Trends Research Report, Executive Development Associates and Pearson's TalentLens

About Patina Solutions

***Patina Solutions provides proven,
accomplished Professionals
– with 25+ years experience –
on a flexible basis,
helping companies solve problems,
leverage opportunities,
and fill expertise and resource gaps,
all leading to improved results.***

Today's Discussion

- Increase your understanding of what an effective mentor is, does and doesn't do.
- Forming a mentor relationship.
- Best ways to make most of a mentor/mentee relationship.



Mentoring → Operational Definition

- An experienced and trusted advisor or guide,
- In a professional relationship with someone, built on mutual respect, trust, understanding and empathy.



Discussion



What do you believe are behaviors of an effective mentor?

Roles & Responsibilities



Mentor and Mentee

What Mentors Should Do

1. Be a sounding board
2. Listen proactively, with empathy
3. Give feedback
4. Support and encourage
5. Pass on knowledge and skills, and help mentees integrate it
6. Ask questions to create a process of learning, change, and accountability
7. Forward action toward goals and projects
8. Affirm, acknowledge and champion
9. Shift mentee's perspectives to new possibilities
10. Help mentee see the big picture and explore options
11. Hold mentee accountable to what they say they want and what they say they will do



What Mentors Should NOT Do

1. Discuss anything about your mentee outside of the Mentor/Mentee relationship (unless expressly requested to by mentee).
2. Engage in career advice. OK to talk about the industry/market and skills development. Career advice is most appropriate for an internal mentor.
3. Introduce Mentees to potential employers.
4. Engage in psychoanalysis. Typically companies have an EAP type program. When necessary, inform the mentee of limitations in this area (referral only upon consent of mentee).
5. Contribute in setting corporate strategy or direction



What Mentees Should Do

Drive the relationship

- Identify the skills, knowledge, and/or goals the Mentee wants to achieve and communicate them to your mentor
- Gives positive and constructive feedback to the mentor

Own the development plan

- Maintain a mentoring plan and work with the mentor to set up goals, developmental activities, and time frames

Be a proactive learning partner

- Work with the mentor to seek resources for learning; identify people and information that might be helpful

Actively support the mentor

- Share any information that you think might be valuable proactively

Be a continuous learner

- Take full advantage of this opportunity to learn



Discussion



What do you see as differences between mentoring and coaching?

Mentoring compared to Coaching

	COACHING	MENTORING
<i>Objective</i>	Correction/Performance Driven Outcomes-based (Direct/Fix) Problem Solving	Affirmation/Learning & Development Experience-based (Guide/Shape) Problem Avoidance
<i>Role</i>	Usually assigned and often associated with “fixing a problem”	Usually offered for the development of high-potential employees
<i>Arena</i>	Task/Job	Work/Life
<i>Scope</i>	Well defined (usually based on an initial assessment). Manager directly involved.	Adaptable, based on an “as needed” agenda. Manager indirectly involved
<i>Time</i>	Fixed / specific (usually short) with a clear agenda	Longer-term, usually monthly meetings for about a year
<i>Qualifications</i>	Trained, most with formal coaching training and specific knowledge. Job and life experience less important.	Job and life experience required with sufficient accomplishments and relatable experiences
<i>Cost</i>	Expensive (\$15k - \$50k/yr)	Moderately priced (\$8k-\$15k/yr)
<i>Measures</i>	Reported by superior, peers and direct reports (Post-assessment from pre-determined objectives)	Self assessment with feedback from Mentor and Superior
<i>Value Determination</i>	By Superior	By Mentee

Forming a Mentor Relationship

1. Identify individual(s) whom you trust and whom you believe will be an effective mentor
 - Will tell you things you may not want to hear, but you know that will be beneficial for your development
2. Create an expectations agreement (focus areas, meetings, check-ins, etc.)
3. Set specific goals
4. Discuss and agree on how you'll both evaluate progress

**Structured and planned mentoring programs
will provide more value
than organic and informal programs**

Managing Expectations

1. Confidentiality
2. Backgrounds, experiences, interests, etc.
3. Role clarification
4. Working together: Giving and receiving feedback. How do you learn (listen, watch, do, read) etc...
5. Expectations of the experience and of each other
6. Logistics: Frequency and length; time, place, scheduling, communications, dealing with change...
7. Journal (describe use and customize it together)
8. "Standing Agenda"

Recommended Process

1. Mentee maintains a journal
2. Mentee sets agenda
3. Mentee confirms agreements/outputs after each meeting
4. Meet a minimum of once per month (90 minutes)
5. Allow for 60 minutes “flex time” (travel, phone conversations, review journal, notes, research...)
6. Semi-annual review of goals and progress

Topics to Avoid in Mentor-Mentee Relationship

- Religion
- Sex
- Money
- Politics
- THE **REAL SERIOUS** STUFF...

What mentors should do if these topics are brought up?

- 1) Politely and firmly move conversation to another topic. Label items out of bounds.
- 2) Use the pre-arranged path with HR, EAP, other.
- 3) Discontinue the mentor relationship & notify the mentee.

Advice for Mentors

1. Recognize that mentee may be uncomfortable asking for help – break ice by sharing some of your career experiences.
2. Stay in your zone of expertise/experience.
3. Be clear that mentee sets pace of relationship.
4. Do not make recommendations or provide direction; rather, “explore and evaluate options”.
5. Advise and ask questions, do not manage.
6. Say no.
7. Use primary goals and stretch goals.
8. Be proper, take the high-road, be neutral... be safe.
9. Extend mentee’s developmental network – suggest additional mentors or training to address unique needs.

Being a Great Mentor

1. Effective communication and feedback
2. Reflective listening
3. Asking powerful questions
4. Managing emotions
5. Sensitivity to individual differences

Communication Styles



Elements of Trust

Reliability

“What I say I’ll do and what I do are the same.”

Congruence/ Candor

“What I say and what I mean are the same.”

Openness

“I’ll tell you who I am and what I’m about.”

Acceptance

“Who you are is okay with me. I don’t wish to change you.”

Elements of Trust → Communication Styles

Promoting	Facilitating
+ Openness - Reliability	+ Acceptance - Candor
+ Candor - Acceptance	+ Reliability - Openness
Controlling	Analytic

Communication Styles – Key Points

1. It's not who you are, but how you are seen by others as a result of what you do.
2. Styles are a pattern or trend we exhibit to “most people, most of the time.”
3. Styles are our way of communicating our needs to others.
4. We all exhibit some characteristics of each style and tend to favor one style.
5. We each tend to like our own style; we believe our approach to life is appropriate and productive.
6. We often forget that different people have different perceptions of the world.
7. There is no correlation between style's likelihood of success. No one style is better or worse than another, only different.
8. Differences between styles can cause communication and relationship difficulties.
9. Knowing your style and that of the mentee can prevent communications mishaps from becoming an issue.

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