



Leadership Institute
Region Meeting

Phases of Mentoring: Being “Ready” to Mentor, Being “There” as a Mentee

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Agenda

- Leadership Roles Defined
- High Performing Team
- Mentoring Defined
- What, Why, and How
- Wrap-up

Your Role As Leader

You are the **keeper** of the expectations and objectives of the company and the **developer** of your team.

-Kim Aston

Leadership Roles Defined

Managing

- Plan, organize, lead and control

Mentoring

- Imparting wisdom to a less experienced individual by taking an active interest in their development – formal or informal

Coaching

- Coaching is an intervention that is aimed at positive growth and change – formal

**ARE WE A GOOD TEAM OR
A HIGH PERFORMING TEAM?**

Characteristics of High Performing Professional Organization

Base Performance

(thoughts, attitude & behaviors)

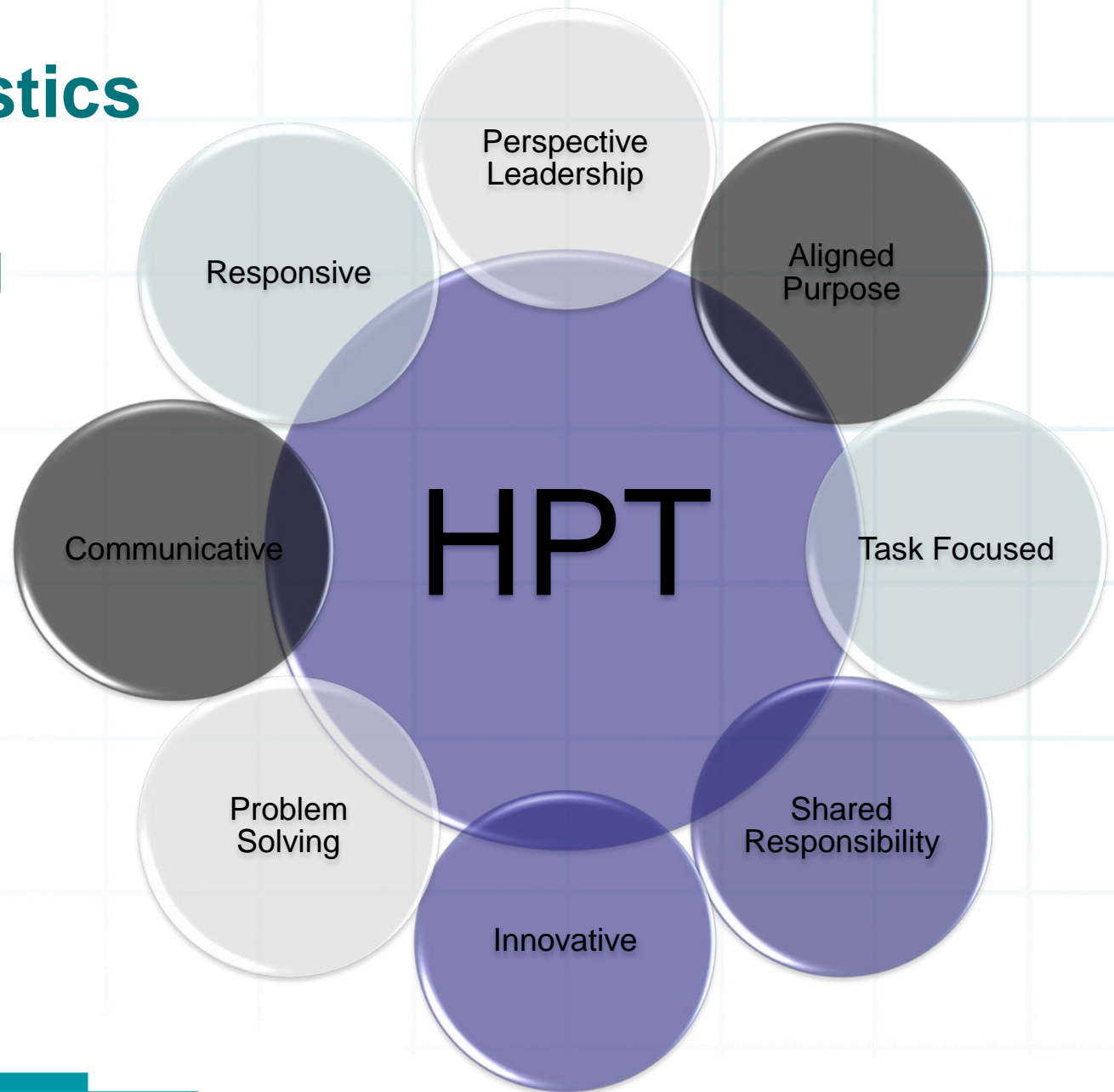
- Compliant/structured
- Dependent/procedural
- Reactive/cautious
- Contributing/constrained

High Performance

(thoughts, attitude & behaviors)

- Proactive/adaptive
- Agile/flexible
- Collaborative/courageous
- Engaged/accountable

Characteristics of a High Performing Team



MENTORING DEFINED

History

Presumably every generation, since the beginning of human existence, has been able to pass on its stock of **values**, **traditions**, **methods** and **skills** to the next generation in order to enable the sustainability of humankind (Murray, Linden, & Kendall, 2014)

Advantages of Creating a Mentoring Program

- Mentoring has been considered an aspect of knowledge transfer
 - Within the organization
 - Preparation for hierarchical advancement
 - Succession planning
 - Retention / Recruiting
 - Performance / Productivity
 - Added value to mentee & mentor

Mentor / Mentee Benefits

- **Mentor**
 - Plays the role of guide by offering valuable long-term career advice, emotional support, and learning opportunities
- **Mentee**
 - Offers the mentor improved coaching skills, enhanced reputation, and personal fulfillment (Ensher & Murphy, 2005)
- **Learning is not one directional**
 - High quality relationships have a transformational effect on both parties
 - Both parties should expect to grow, learn, and be changed

WHAT, WHY, AND HOW?

The What:

Phases of the Mentor Relationship (Murphy &

Kram 2014)

Phase	What Happens
Initiation	Aspirations become fixed expectations. Opportunities for interaction exist. Both parties see potential for learning. Meaningful, helpful conversations begin to take shape.
Cultivation	Both individual continue to benefit from interacting. Career and psychosocial support grow. Opportunities for more meaningful interaction occur. Emotional bond deepens.
Separation	One or the other partner's needs change. Circumstances on or off the job change and impact the relationship. Negative emotions may surface because of the change in the relationship..
Redefinition	Stresses of separation diminish. New relationship is formed to adapt to partners' needs. Gratitude and appreciation increase.

Recommended Program Components

- Align goals with organizational strategies
- Assign program coordinator
- Participant input on matching
 - Interest, development needs, demographics, culture
- Education and training
 - Allow opportunities for participants to connect with others in their same role
- Support & Feedback
 - Solicit feedback at given time (3-4 mos)
 - Schedule a min of 6 mos to develop strong relationships

The Why: PMI Plan - Onboarding and Transitioning

Phases	Leadership Plan
Phase 1: In-boarding	New leader works closely with the current leader to get formal exposure to the position. *Prior to official start date of position
Phase 2: On-boarding	New leader learns the position - including understanding of documentation past history, tools, resources and support available
Phase 3: Plan Development	Based upon Phases 1 & 2, the new leader develops a "personal strategy" and tactical plans to put his or her strategy into action
Phase 4: Action	Utilizing the tactical plans and putting them into effect
Phase 5: Re-visit, Ongoing	Following the classic Deming cycle of Plan-Do-Check-Act, put the check into place to ensure that the plans, once implemented, are still relevant

The How: Prepare

- Conduct an assessment
 - We know we need to mentor volunteers to replace us as our terms expire
- What will the program address
 - Finding individual members / volunteers who have interest in serving, skills required, identify areas of their personal interest
- Create a formal program / align with business culture, talent development, & business strategy
 - Provide them with PMI role delineation, make sure they understand how those fit within your specific board / director roles and responsibilities, expectations, time commitment, and begin mentoring /coaching

Maintain

- Avoid Failure
 - Must have support & understanding of senior leaders
 - Report out to board every quarter
 - Add board members to meetings / mentoring sessions as needed
 - Consistency, even during stressful times
 - Keep meetings reasonable, engage before/after chapter meetings

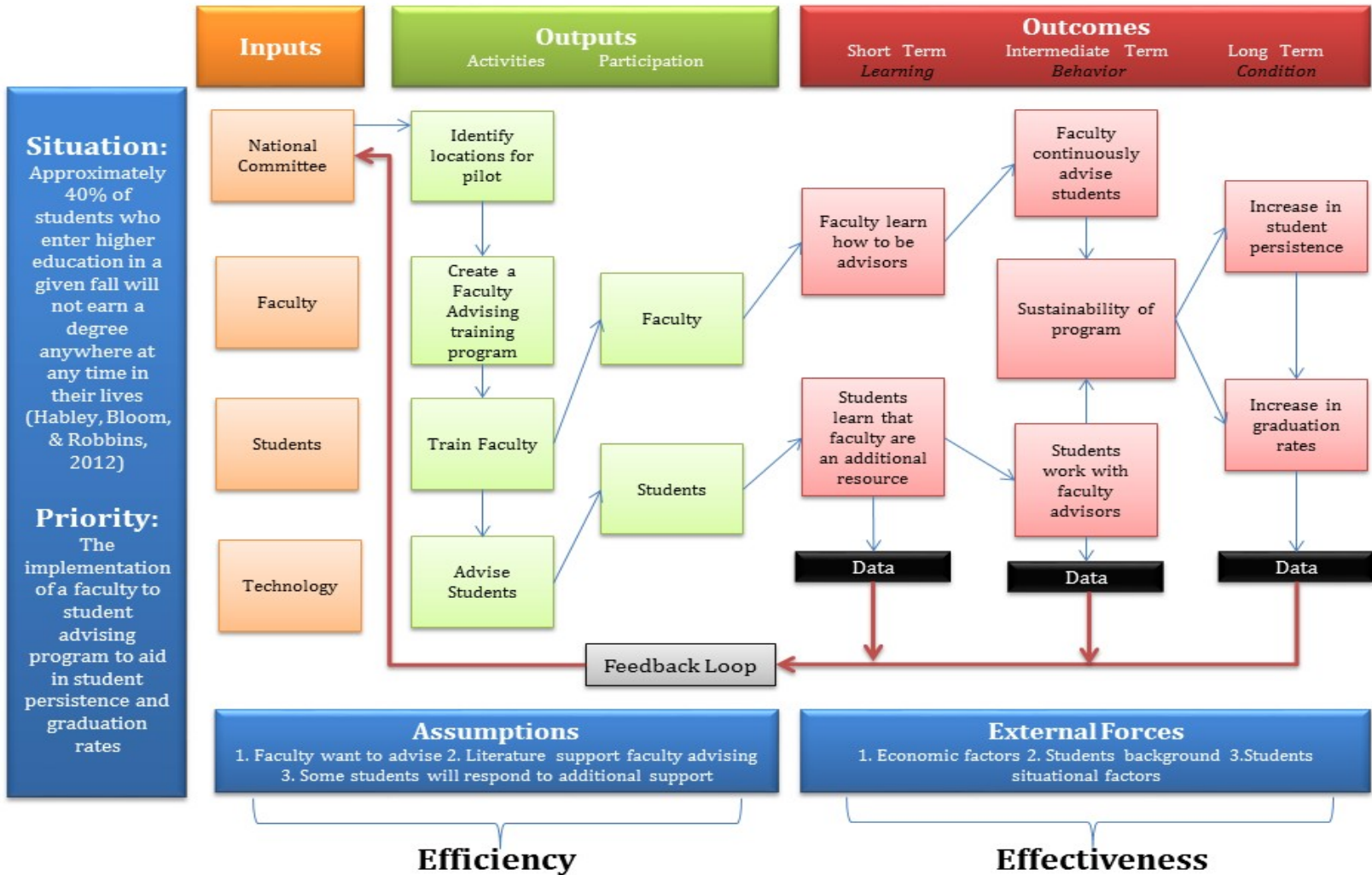
Other Networks

Developmental Network:

There is a wide range of people who can contribute to your development or the development of your employees (volunteers)



Organization of Program - Logic Model



(Bradford, 2015)

Recommendations

- Creating **customized versions** of the faculty to student advising program to fit the needs of each campus
- Offering **tailored training** for faculty based on the location's definition of advising
- **Communicating** to all departments in regards to this student success-focused initiative
- Including **recognition or motivational structure** in the overall design
- **Time** to allow individuals to gain comfort in the enhancement of their role
- Conducting **program evaluations** based on the logic model at various points of the implementation process
- Having **strong leadership** in place to prioritize and ensure that the intention of the mentorship piece and developmental aspects are not forgotten

(Bradford, 2015)

WRAP-UP

Action Items

- Who might be a candidate to replace you in your board role?
- How will you seek them out?
- Follow the program component guide
- Be consistent and diligent in connecting
- Help mentees recognize other networks to grow their skills
- Recognize the types of support mentees/mentors will need
- Understand the potential pitfalls

Handouts

- Types of support
- Degrees of relational problems
- Program components and descriptions
- Blank Logic Model

Speakers



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- Leadership training
- Change Management
- Team building
- Training grants
- Meeting/Conf. speakers



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Thank You!