At the end of the day it’s not about what you have or even what you’ve accomplished…it’s about who you’ve lifted up, who you’ve made better. It’s about what you’ve given back.

~Denzel Washington

The **POWER** of Mentoring

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Presentation Outcomes

By the end of this presentation you will:

- Be conversant with various purposes and goals of formal mentoring programs, including leadership development
- Understand the key steps in setting up and supporting such a program
- Have a deeper understanding of the stages, roles and competencies necessary in a mentoring relationship, and
- Strengthen your personal motivation and to learn more about formal mentoring opportunities and how you can support the development of confident, qualified and trustworthy Mentors
Agenda

- Introductory Activity
  - What do you know now?
- Mentoring Programs
  - What can such programs accomplish?
  - What is Mentoring?
  - What is involved in setting one up? (A 10 Step Framework)
- Mentoring Relationships – the heart of any program
  - The Five Stages
  - The 12 Core Competencies of Mentors
  - The Six Roles of Mentors
  - What might you have to offer in a Mentoring Relationship?
  - Final Thoughts...

Roles

- Facilitator
- Active Participants

Rules

- Electronic Minders on vibrate
- Please leave the room if you must take a call
- Ask any questions you may have
- Take notes
- Participate actively
**OARR – a framework for structuring meetings**

- **Outcome**
  - Desired result

- **Agenda**
  - Roadmap for achieving the result

- **Roles**
  - Stakeholders required to achieve the result

- **Rules**
  - Norms of behaviour to ensure effectiveness and efficiency

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**Who & Why**

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**What do you know of the POWER?**
Mentoring Programs Can…

- Promote Engagement

Mentoring Programs Can…

- Shift Culture

Mentoring Programs Can…

- Develop and Integrate Diversity
Mentoring Programs Can…

- Be a key part of Talent Management

![The Talent Management Process](image)

- Support Change Initiatives

![Change Initiatives Diagram](image)

- Ensure Knowledge Transfer

![Knowledge Transfer Diagram](image)
Mentoring Programs Can…

- Develop Current and Future Leaders

The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.

~Steven Spielberg

What is Mentoring?

William Blake’s watercolor of “Age teaching youth”, a Romantic representation of mentorship. Blake represented this type of relationship in many of his works, including the illustrations of his Songs of Innocence. The original object is currently held by Tate Britain.
Mentoring Definition:

- A process of building a mutually beneficial partnership to help develop the skills, behaviors and insights of the mentee - in which the mentor has no stake in the outcomes - and to reach the goals of the mentoring partnership.

Mentoring Programs Can…

- Deliver any of the purposes identified, but only if part of a formal or structured mentoring program in an organization with that purpose clearly defined.

+ a Plan for These Ongoing Responsibilities

- Education
- Matching
- Monitoring
- Reporting
- Supporting
10 Step Implementation Framework

- Step 1 – Define the Program Purpose and Primary Goals

10 Step Implementation Framework

- Step 2 – Establish the Context

10 Step Implementation Framework

- Step 3 – Ensure Leadership Visibility
10 Step Implementation Framework

Step 4 – Define Management & Oversight

10 Step Implementation Framework

Step 5 – Define Criteria for Participation, Matching Process

10 Step Implementation Framework

Step 6 – Assess Issues, Challenges & Risks
10 Step Implementation Framework

Step 7 – Plan Education and Training

10 Step Implementation Framework

Step 8 – Develop your Strategic Communications Plan

10 Step Implementation Framework

Step 9 – Rollout the Plan
10 Step Implementation Framework

- Step 10 – Track, Measure, Support, Fine Tune

That all sounds fine, but

- You need to understand the mentoring process, and what is at its heart – the Mentoring Relationship

Overview - The Five Stages of Mentoring

1. Grounding & Personal Foundation
2. Preparation & Planning
3. Initialize & Negotiate
4. Enable & Support
5. Closure & Celebration
The Mentoring Process

Stage 1 – Grounding & Personal Foundation

Key Outcomes in Stage 1
- Have a strong personal foundation and heightened self-awareness in preparation for your role as a mentor
- Fire up your motivation and inspiration
- Take stock of the key assets that you currently possess that will serve the needs and objectives of the mentee
- Explore the qualities and traits embodied and demonstrated by excellent mentors
- Assess where you stand with the 12 Core Competencies of Mentors
- Be prepared for differing relationship styles and behaviors

Mentoring Resources Inventory
- What are you bringing to the partnership?
- Identify 2-3 assets that you have under each of the major categories identified in the handout.
Core Competencies of Mentors?

What do you think are the key process or tactical skills/competencies required?

The 12 Core Competencies of Mentors

1. Brokering Relationships

The 12 Core Competencies of Mentors

2. Building, Developing & Maintaining Relationships
The 12 Core Competencies of Mentors

3. Coaching

The 12 Core Competencies of Mentors

4. Communicating

The 12 Core Competencies of Mentors

5. Encouraging & Esteem Building
The 12 Core Competencies of Mentors

6. Facilitating

7. Goal Setting

8. Guiding
The 12 Core Competencies of Mentors

9. Managing Conflict

The 12 Core Competencies of Mentors

10. Problem Solving

The 12 Core Competencies of Mentors

11. Providing and Receiving Feedback
The 12 Core Competencies of Mentors

12. Reflecting and Sense Making

Mentoring = Leadership

- Recent research from Accenture* has identified Leadership as the key to Canada’s business competitiveness and our future prosperity.
- This research identified 10 critical leadership competencies – all are included in this previous list for mentoring

*Solving Canada’s Skills Gap Challenges (Accenture, Apr 13)

The 12 Core Competencies of Mentors

- Self-Assessment Exercise
- How comfortable are you in being able to deliver each competency?
- Identify your experiences
- What KSAs do you need to gain?
The Mentoring Process

Stage 2 – Preparation and Planning

Key Outcomes in Stage 2

- Be aware of and prepared (or be prepared to develop) your abilities to take on the 6 key Roles of a Mentor
- Have taken stock and reviewed effective relationship protocols, including goal setting, communications, confidentiality, and boundaries
- Be prepared for initial conversations with the mentee
- Gain insight into assumptions and judgments that can negatively affect a mentoring partnership

The Six Key Roles of Mentors

- The Role Model
The Six Key Roles of Mentors

- The Teacher-Expert

- The Coach

- The Guide-Advisor
The Six Key Roles of Mentors

- **The Patron-Connector**

- **The Peer-Confidant**

An excellent Mentor knows how to shift in and out of each of these roles and uses them in appropriate situations.

The Role Matrix is helpful:
- **Style** – vertical axis
  - Directive
  - Present
  - Future
  - Non-Directive
- **Focus** – horizontal axis
The Mentoring Process

Stage 3 – Negotiate and Initialize

Key Outcomes in Stage 3

- Revisit and affirm your Mentor motivation, traits, skills and conviction with core competencies
- Have reviewed and begin to put into practice effective communication skills and strategies
- Negotiate Mentor-Mentee relationship responsibilities, expectations and key protocols and write these up in a clear Mentoring Partnership Agreement
- Discuss schedules of reviews and evaluations; and reviewed the organizational reporting protocols
Key Outcomes in Stage 4

- Employ strategies for facilitating learning
- Keep yourself and the Mentee focused on achieving the goals of the relationship
- Deal effectively with any signs of communications breakdowns
- Apply the concepts of Support, Challenge and Vision
- Successfully manage Challenging and Problematic Behaviour

The Mentoring Process

Stage 5 – Closure and Celebration

Key Outcomes in Stage 5

- End professionally
- Successfully plan for, and undertake a closure meeting
- Affirm and acknowledge the mentees’ growth, development and contributions in and to the mentoring partnership
- Bring the mentoring partnership to a close and say goodbye in a meaningful and appropriate way
Wrap-up

Questions?
Did we achieve your objectives?
Opportunities for your School…

For your active participation during the workshop!

Contact your facilitator if you have questions, afterthoughts, or need advice on:
• establishing a Mentoring Program,
• training to support your program, or
• to offer mentor & mentee training through your university.

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