

Mentoring - A Leadership Development Journey

by

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LEVERAGING PEOPLE FOR TOMORROW...

Mentoring - A key to Leadership Development



Why Mentoring



Where do you see your career 5 years from now

How many times have you been asked this question & how many times you have replied confidently but deep down have felt unsure?



Where do you see your career 5 years from now

- Are you clear, what you want to achieve in your life & work?
- How do you ensure that your career plan is happening the way you want it to happen?
- Do things generally happen the way you want them to happen whether in personal life or in work place?
- When it doesn't happen, then what do you do?



A Question to ask about your Current Job

Could I Carry on like this till I retire?

If your answer is No?

Then question is, What needs to be changed ?

If your answer is yes?

This may well be the job of your life.

How confidently you can claim this is the job of your life in the rapid Business environmental changes

You need to find some answers to your Job and Career

- How far does your current job give you work experiences you enjoy?
- Do you find your current job tedious? What drains your energy?
- Which are the areas you consider to master for your career development?
- Who is going to help you in mastering the areas of your development and how?

Current Reality

“How am I Doing?”

- Implementing
- Experimenting
- Learning

“Where am I now?”

- Clarifying Current Situation
- Taking Stock of Position
- Imagining future possibilities



- Developing Plans
- Considering Strategies
- Gaining Support

- Gathering Information
- Exploring Options
- Setting Goals

“How do I get there?”

“Where do I want to be?”

Informed Decisions

Actions

Reflection



Who is going to guide me to develop my career?

Who will listen to me and whom I can Trust?

“Every Professional not only from the beginning, but at every stage of his/her career, carries an aspiration to work closely with an inspirational Mentor for his development”



Mentoring is all about a relationship that arises from the caring ability and willingness to invest oneself in others

Mentoring is all about passing on one's expert knowledge and experience to others



Mentoring

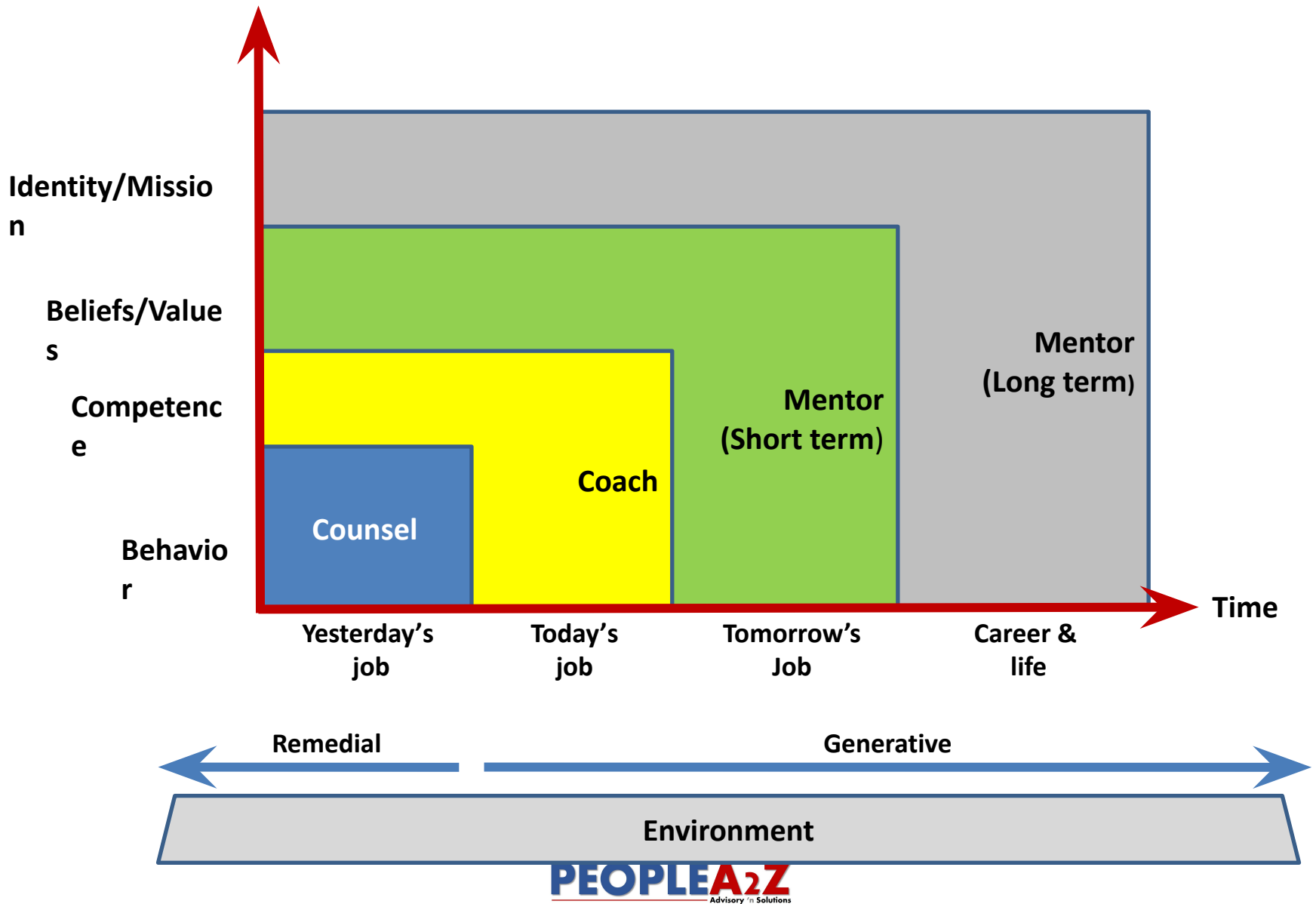
Mentoring can accelerate learning, model and replicate expertise and demonstrate the right attitude for the mentee to absorb - the attitude that in turn contributes to one's career development

Mentoring provides process, patterns and tools for transferring high quality knowledge and skills. In the business context it grooms bright new talent for higher level responsibilities and create relationship of trust and loyalty

3 Development Roles in Business

Trainer	Focus on Knowledge	Train when there is a clear hole in the person's Knowledge about the subject .
Coach	Focus on skill usage and competency development for the current job	Coach when the person has the knowledge. But doesn't get the results. Short term: Enable the person to get direct results. Be action oriented. Resolve competence problems. Provide day to day help so that the job is done better.
Mentor	Focus on person, personal development	Mentoring to prepare a person to do a job (before the person actually needs to perform the job) or retain a high potential employee. Long term career-oriented.

Counseling, Coaching & Mentoring



The mentor/mentee relationship typically goes through three stages:

- Developing Rapport and Building Trust
- Setting and Reaching Goals
- Bringing Closure to the Relationship



Mentor-Mentee relationship is a **Partnership** between two people (Mentor & Mentee) founded on **Mutual Trust, Respect and Confidentiality**



M - Modeling
E - Encourage
N - Nurturing
T - Teaching
O - Opportunity
R - Relationship

Role of Mentor

A mentor is a **Guide** who can help the mentee to find the **Right Direction**

A Mentor can be defined as **an Experienced & Trusted Adviser** The relationship between Mentor & Mentee should be **Personal & Confidential**, quite different & distinct from the relationship between Boss & subordinate & without confidentiality the relationship will collapse

Mentoring is to **Support & Encourage** people to manage their own learning to maximize their potential, developing the skills, improve performance & become the person they want to be

Mentor is the one who can **Empathize** with the Mentee & **Understand** their issues

Role of Mentor

Mentoring allows the mentee to **Explore new ideas** and **Opportunity to Think** about career options & progress

A Mentor should help Mentee to **Believe In** himself/herself & boost his/her **Confidence**

A Mentor should ask **Questions & Challenge**, while providing **Guidance & Encouragement**



Summing up

Mentoring is a **relationship** with **mutual trust and Respect** with full **Confidentiality**

Mentoring is by an **Experienced and Trusted** advisor

Mentoring is to **Support and Encourage**

A Mentor is a **Guide** to **Right Direction**,

Mentor **Empathizes & Understands** Mentee's issues.

Mentoring allows the Mentee to **Explore new ideas** and **Opportunity to Think** about career options & progress

Mentor and Mentee become more **Self aware** and **Responsible**

Mentor helps Mentee to **Believe in** himself/herself & boost **Confidence**.

A Mentor **asks questions, Challenge** status quo

Mentoring at Bechtel



- At Bechtel, you'll find formal and informal opportunities to build your skills in your current role or to enhance your experience and leadership skills for future advancement
- Bechtel has a structured mentoring program for all their new hires and for incumbents being groomed for leadership positions

Mentoring at Bouygues



- Our partnership is based on mutual trust. The young people that we propose are determined to learn a trade and to accept the company's rules
- Bouygues Bâtiment Ile-de-France is fully committed to its training role, particularly through the assistance provided by mentors and human resources. This partnership has opened the doors of Bouygues Construction for young people

Mentoring at Balfour Beatty **Balfour Beatty**

The group mentoring is raising the boys' aspirations and giving them the opportunity to see working environments outside their usual setting. The Balfour Beatty mentors are a great inspiration and push the students towards believing that they can reach their full potential irrespective of their starting point”

Mentoring at GE



In 1999 Mr. Jackwelch, discovered that his 36 year old CEO of Consumer finance in London has engaged a mentor who is 23 year old to teach him Internet. Mr. Jackwelch fell in Love with the Idea and advice his top 500 leaders to get the mentors for internet under the age of 30, it expanded to 3000 managers by early 2000

In Jackwelch's own words "it was a great way to turn the organizations upside down we have bright energetic young managers meeting with the top management as their mentors teaching them internet but through many casual conversations during these learning sessions the top management also discovered new talent and gained a better understanding of what was really going on In the company.

Jack welch recruited Mr. Scott Mcnealy, CEO of Sun Microsystems as a mentor for the Board and he was used to challenge all GE boards thinking

What sustains a successful Mentoring relationships

- Involve mentee in deciding how the pair will spend their time together
- Make a commitment to be consistent and dependable –to maintain a steady presence in the mentee's life
- Recognize that the relationship may be fairly one- sided for some time –mentors, not mentee, are responsible for keeping the relationship alive
- Call your mentee before each meeting or appointment to confirm their attendance

What sustains a successful Mentoring relationships

- Pay attention to the mentee's need for fun
- Respect the mentee's viewpoint
- Allow the mentee to make mistakes
- Separate own goals from those of the mentee –leave your personal agenda behind
- Do not focus on the negative aspects of the mentee, their past, or parents –leave it alone
- Seek and utilize the help and advice of Chief Mentor

Qualities of Mentor

Someone he **respects**

Who can **listen** tight lipped & can **reflect upon** what is being said

Who is **interested & prepared to invest time** in the Mentee

A **sounding board** to bounce ideas off

Who is **knowledgeable & open**, prepared to share their own experiences

Who **challenges, offers advice** but does not give advice

Who **encourages**, can be **critical** but always **positive**

Who has realistically **positive outlook**

Mentee seeks from the Mentor the following Qualities: **Partnership – driven, Openness, Passion & Generosity**



Benefits you earn as a Mentor

- You **learn** from your mentees
- **Enhance** your **leadership & managerial** skills
- You will receive **appreciation** from peers & superiors
- You will **validate** what you know
- You will get a **new & fresh outlook** on your own job, challenges & way forward
- The **opportunity to meet new colleagues** and expand your circle of networking
- Mentoring could have **future personal payoff**
- You will leave the world better than you found it. **Leave your legacy**
- You will **feel satisfied, proud & energized**
- You have **chance to payback**

Benefits you earn as a Mentee

1. You'll gain **self knowledge**, facilitating self management
2. You'll receive **honest and informal feedback**
3. You'll enhance your **professional development**
4. You'll build your **network of professional contacts**
5. You'll benefit from **a different perspective** on your current situation
6. You'll be **exposed to new ideas, theories, practices, and/or people**
7. You'll acquire another perspective on **career management** and success factors
8. You'll gain insights by **exchanging your views, testing your ideas**
9. You'll get **support and acknowledgment** from your Mentor
10. You'll **work smarter, not harder**

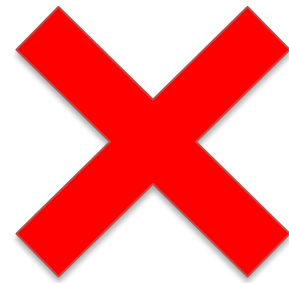
What makes Mentoring Fail....

When Mentors

- Do not meet regularly with the Mentees
- Adopt an authoritative and egoistic tone
- Put more emphasis on the Mentee's behavior than not develop a warm relationship based on trust & respect
- Say that he Knows the Best, no one can help better than them, he is an expert so the mentee needs him
- Attempt to instill a set of values inconsistent with those the mentee is exposed to at home

Mentoring is not

- Teaching
- Therapy
- A hierarchical relationship
- A Private lesson
- A rigid agenda with strict procedures



Bad habits of ineffective Mentor

- Think that you know better than the mentee what's in his or her best interest
- Remind them frequently how much they have still to learn
- You change the agenda, dates & timing of mentoring session
- Do most of the talking; check frequently that they are paying attention
- Make them understand how trivial their concerns are compared to the weighty issues you have to deal with
- Remind the mentee how fortunate he/she is to have your undivided attention

Bad habits of ineffective Mentor

- Neither show, nor admit any personal weaknesses. Expect to be their role model in all aspects of career development & personal values
- Never ask them what they should expect of you
- Demonstrate how important & well connected you are by sharing confidential information they don't need to know.
- Discourage any signs of levity or humour – this is a serious business
- Take them to task when they don't follow your advice.
- Remind the mentee that this could be a learning experience for him & not for mentor

Setting and Reaching Goals



Personal Traits Tool

Mentor and Mentee will share

Things I really enjoy doing	What brings me happiness/joy	Two best moments of my past 3 months	My most important values
Things I don't enjoy doing	What makes me sad and depressed	Two worst moments of my past 3 months	What I'd like to stop doing or do as little as possible

First Meeting Checklist

(Mentor and Mentee)

5/16/2012

Get to know each other

- ☐ Share information about your professional and personal life
- ☐ Learn something new about your Mentor/Mentee

Establish Guidelines

- ☐ When and where we will meet
- ☐ How will we schedule meetings?
- ☐ How will we communicate between meetings?
- ☐ What agenda format will we use
- ☐ Will there be fixed agenda items to be discussed in every meeting?
- ☐ How will we exchange feedback?
- ☐ How will we measure success?

Partnership Agreement

- ☐ Review partnership agreement, modify if desired, sign and exchange
- ☐ Setting the goals for mentoring relationship

Confirm Next Steps

- ☐ Schedule date, time and place of future meeting

Some useful Questions to ask during setting and reaching Goals

Useful Questions to Clarify Outcomes

- What do you really want in this situation?
- What is important about this outcome to you?
- What are all the ways you can go about getting what you want?
- Who/what can you use as resources to get what you want?
- Who do you know that has already achieved this outcome, and how did they do it?
- Is this outcome possible to achieve?
- Can the outcome be initiated and sustained by you?
- Is this outcome consistent with who you are ?
- Considering what it will take and possible consequences is the outcome worth doing?

Some useful Questions to ask during setting and reaching Goals

How to Elicit Values, Needs and Wants

- What is important about achieving this particular outcome?
- How will you know that you have achieved your outcome? What will you see, hear, feel or experience to know that you have achieved your outcome?
- If you get what you want, what will this do for you?

Individual Development Plan for LEO Competencies

Employee Name : _____ Date : _____
 Designation : _____ Location : _____
 Date of Joining : _____
 Business Unit : _____ Reporting Officer : _____

Mentoring for LEO Competencies

S.No	LEO Competency Focus	Mentoring Focus on		Current assessment	Developmental Goal	Time Frame	Measure of Success
		Elements	Descriptor				
	Leadership						
	Entrepreneurship						
	Ownership						

Individual Development Plan for Business Knowledge

Employee Name : _____

Date : _____

Designation : _____

Location : _____

Date of Joining : _____

Business Unit : _____

Reporting Officer : _____

Mentoring for Business Knowledge

S.No	LEO Competency Focus	Mentoring Focus on Knowledge Area	Current assessment	Developmental Goal	Time Frame	Measure of Success
	Business Process 1					
	Business Process 2					
	Business Process 3					

Individual Development Plan for Technical Competencies

Employee Name : _____

Date : _____

Designation : _____

Location : _____

Date of Joining : _____

Business Unit : _____

Reporting Officer : _____

Mentoring for Technical Competency

S.No	Technical Competency	Mentoring Focus on Knowledge Area	Current assessment	Developmental Goal	Time Frame	Measure of Success
	Technical Competency 1					
	Technical Competency 2					
	Technical Competency 3					

Mentoring Agreement

This agreement remains in effect for twelve months and may be terminated at any time, by either the mentee or mentor. We agree to the following parameters:

1. To retain confidentiality of information shared between parties.
2. To communicate a minimum of once a month.
3. To participate in the evaluation of the mentoring program.

Mentoring Partnership Objectives

As a result of working with a mentor I would like to accomplish the following:

Role of the Mentor

I will support my mentee's developmental process by (i.e., helping to develop and monitor his/her mentoring action plan, sharing organizational insight, expanding his/her network, acting as a sounding board, providing developmental feedback):

Meeting Logistics

Our meetings will generally take place at this time: _____ Location (in person or virtual): _____

Frequency: _____ Length: _____ Initiator: _____

Signatures:

Mentee _____ Date _____ Mentor _____ Date _____

Mentoring Meeting on Goals

Use this page to record the discussion points in each of your mentoring meetings.

Date: _____

Check In (e.g. Urgent Issues, Work Life balance, personal issues)

Goal Discussion

Action Items

Next Meeting Date: _____

Why “Mentoring” Program in an Organization



INDUCTION

To help new recruits,
trainees settle into the organization

SKILLS ENHANCEMENT

To enable skills to be passed on in the workplace by experienced, highly competent employees to others who need to acquire specific skills

CAREER DEVELOPMENT

To help employees in the planning, development
& management of their careers

PERSONAL DEVELOPMENT

- To model desired behaviors,
- To motivate for service quality,
- To encourage the development of competencies
- To cultivate right attitudes more easily gained through example, guided practice or experience than by education & training

ORGANIZATION DEVELOPMENT & CULTURE CHANGE

To share the values, vision, mission of the organization. To communicate & work on a One – to - one basis to develop LEOs

STAFF RETENTION

By enhancing their employability

Objective of Mentoring

- “Mentoring” is fostered as a development strategy where employees will be learning from others, adopting modeled behaviors & attitudes & absorbing the culture & values of the organization through their personal interactions with co-employees. The employees shall be groomed for LEO competencies to take up leadership positions in the Organization
- The “MENTORING” will also generate desires among more experienced, skilled expert employees to help other employees through open & assertive communication & building a culture of trust among all

Mentoring Benefits

1. Inspire organizations to work
2. Better employee satisfaction, morale & motivation
3. Discovery of talent
4. Building a learning organization
5. Communications of values, LEOs & teamwork
6. Development of leadership for future growth & prosperity
7. Demonstrate personal & professional Standards
8. Enhancement of Leadership & people management skills
9. Career & succession planning
10. Fostering productivity

Let the mentoring
movement begin
with

Application for Mentoring Program as a Mentor

LEO Competencies in which you would like to mentor?

Leadership		Entrepreneurship		Ownership	

Business Process Competencies in which you would like to mentor?

Technical Competencies in which you would like to mentor?

Project Planning		Design & Engineering			
Contract Management		P&M Management			
Quality Control					
Cost Control					

Personal Details



Name		Photo
Age		
Address		
Phone(mobile)		
Email ID		
Language proficiency		
Geographical areas where you want to mentor		

Drive Successful Mentor – Mentee Relationship

Establish Rapport

Build Trust

Ask Questions

Help Set Goals

Listen....

Keep Confidential

Explore Issues

Share information

Be there...

and a plan for action

Reflect outcomes





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