

Mentoring and Internal Talent Development

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Introduction

Talent development is a process including everything from onboarding new employees, retaining existing employees employee engagement, performance management to advancement of high performers. Talent development is the outcome.

Mentoring and coaching are two of the methods.

Talent Development Activities

- ▶ On-the-job training
- ▶ Job shadowing
- ▶ Books and articles
- ▶ Instructor- led
- ▶ Online training
- ▶ Self-paced training
- ▶ *Supervisory coaching (skill based)*
- ▶ *Mentoring (relationship based)*

Differences in Coaching and Mentoring

Coaching

- Skilling
 - New employees
- Reskilling
 - Retraining employees
- Upskilling
 - New processes
 - Higher level duties

Mentoring

- Experience capital
 - Organizational vision and goals
 - Organizational values
 - Leadership
- Social capital
 - Relationship management
 - Emotional intelligence

Coaching

- ▶ Coaching focuses on the competence of the employees and is task based.
- ▶ Management needs to understand how to motivate employees.
- ▶ Management needs a clear sense of where employees are and are not performing.
- ▶ Managers need to know how to reward and reinforce high level performance.
- ▶ Management cannot be afraid to develop gaps in performance.
- ▶ Coaching results in management meeting with individual employees to discuss performance and how they can increase their competence.
- ▶ It is about monthly or more meetings with the employee to discuss performance and their competence in upskilling.
- ▶ Coaching is a continuous process; not one appraisal/evaluation per year.

Mentoring

- ▶ Mentoring is about the manager and employee relationship and is people based.
- ▶ Mentoring is more than communication and is collaborative in nature as the relationship develops.
- ▶ The mentor guides individual development for personal and career success.
- ▶ When managers engage with their employees, the employees gain confidence and walk away better or more assured than before.
- ▶ Mentoring requires understanding an employee's needs and desires for his or her future success.
- ▶ Mentoring is about learning about the employee and their aptitudes and presenting questions that stimulate the growth of the employee.
- ▶ Mentors do not give the employee the answers but help them think things through, guiding them, and allowing them to come to their own decisions.
- ▶ Mentoring broadens the employee's capabilities beyond the individual's position.

Keys to Coaching

Coaching

A good coach:

- assesses skills objectively.
- works with employees to set priorities for developing skills.
- monitors employees' development pace.
- relies on reinforcing desired performance.
- facilitates success on tasks.
- builds trust and respect.
- resists the temptation to go on the field to play.

Performance Approach of a Coach

- Prepare, inspire, and motivate employees to reach their full potential.
- Provide time, opportunity, and resources for task and skill development.
- Help employees discover their own capabilities and possibilities they may not have seen in themselves.
- Identify training and development opportunities that will benefit the employee based on the employee's specific needs.
- Seek development opportunities for all employees, not just a few favorites.

Performance Approach of a Coach



- Get to know the strengths of each employee.
- Work with employees on their skills' growth and “coach” employees.
- Focus on “why” of job or performance requirements.
- Listen to employees to ensure you have all needed information.

Performance Approach of a Coach

- Establish accountability for results.
- Treat mistakes as a learning experience for employees to grow.
- Be approachable so employees feel free to communicate issues and ideas.
- Engage in less talking and more listening when employees are sharing solutions and ideas.



Performance Approach of a Coach

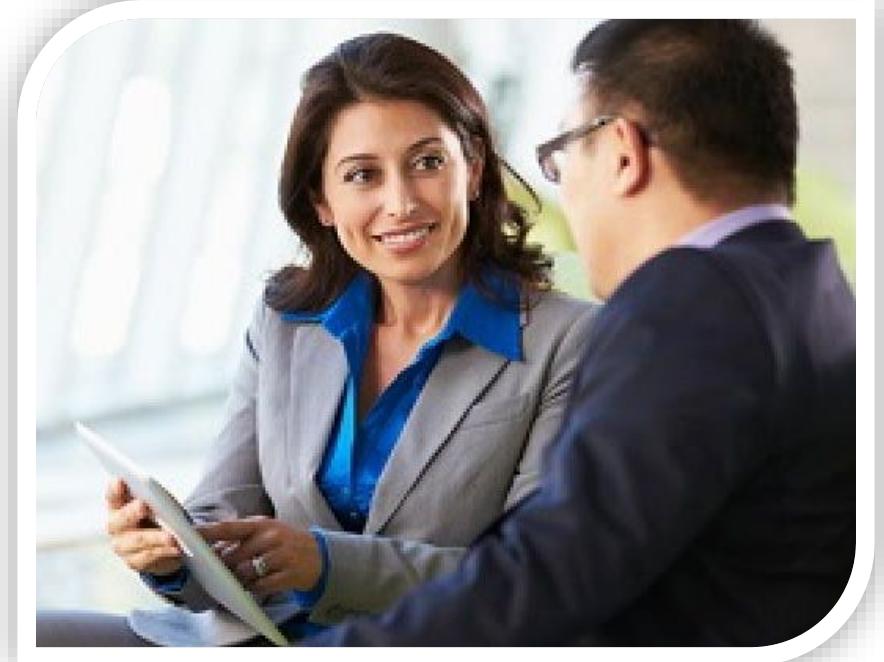
- Give employees credit for their ideas and solutions.
- Recognize and respect the value of differences in new approaches and ideas.
- Exhibit humility, letting employees know he or she (the coach) does not have all the answers and needs their contribution.
- Change leadership approach as the employee develops competence.

Effective Coaching Questions

- What do you want to accomplish?
- What skills or resources do you currently have that will help you achieve the goal and/or what do you need to develop?
- How can you achieve your goal?
- What has been working so far?
- What has not been working?
- What have you done so far?
- In what way will this improve your performance?

Leading Through Performance Issues

- Supervisors should engage in a thorough analysis of possible external factors causing employee performance issues before having a conversation with employees.
- When supervisors blame employees for something that is not their fault, it is difficult to have a productive conversation about performance.



Leading Through Performance Issues

- The supervisor should meet with the employee(s) to have a conversation about factors that may be affecting performance – get the employee's input first.
- The way performance issues are addressed affects the employee's willingness and ability to turn the performance issue around – and affects his or her future growth as an employee and leader.

Culture of Feedback

The way feedback is delivered to employees and received by the manager is critical for training, coaching, and counseling.

- Avoid overwhelming the employee with too much corrective feedback without enough positive feedback.
- Engage in actions that build credibility and trust to ensure feedback is seen as helpful and delivered with the right intentions.
- Communicate to employees that any feedback you give is for their growth and success in the job.

Culture of Feedback

- Give any feedback about performance improvement as soon as possible after the action and meet in person.
- Make sure that feedback is specific to a behavior or situation rather than too general such as you are “not performing well.”
- Always develop a measurable result and timeline for the performance or behavior to increase.
- Plan for any emotional reactions that an employee might have to the feedback. Deliver the feedback in the best way for that employee.

Culture of Feedback

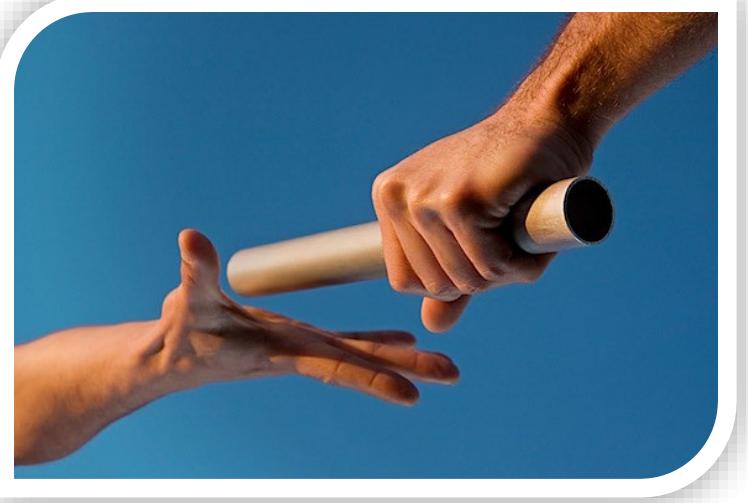
- Do not email corrective feedback unless you absolutely must do so to avert a reaction from an employee who consistently explodes before fully listening to the feedback – but make it clear you plan to talk to him or her.
- Ask for and be receptive to any feedback you receive from the employee.
- Support the employee with encouragement and positive reinforcement when improvements or desired behaviors are achieved.



“A leader’s job is not to do the work for others; it’s to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible.”

*Simon Sinek
British-American Author
Leadership Speaker*

Mentoring Your Employees



To have a steady stream
of capable and knowledgeable leaders,
importance must be placed on
leaders mentoring employees
to become the future of the organization
– pass the baton.

Discussion

Name someone in the past who mentored you, formally or informally, and assisted in contributing to your leadership potential.

Have you acted as a mentor to an employee or colleague in the past?

What did you gain from being a mentor?

Priority Need for Mentoring

- Mentoring is a collaborative relationship, typically between a more senior manager and employee (mentee), for the purpose of the mentee's growth, learning, and career development.
- Mentors help employees build future leadership skills by providing advice and encouragement in approaches to problem-solving and decision-making, strategic thinking, forward-thinking, vision, core values, character, traits of leadership, and leadership challenges.
- Mentoring is listed as a top leadership need in many areas of government today.

Priority Need For Mentoring

- Employees are motivated when their leadership takes an interest in their future.
- Mentoring is a key to future leadership development.
- Successful organizational practices and institutional memory can be shared through mentoring.



Priority Need for Mentoring

- It builds an internal and external reputation as a place that cares about the career and leadership growth of its employees – important for attracting high-quality employees.
- It can be used to build diversity in leadership.
- Mentoring is a contributing factor to employee retention.
- It creates a desire for those being mentored to focus on helping the entire organization to succeed.

Mentoring Focus Points

- Proper goal setting (appropriate goals)
- Relationship management
- Networking (relationship building)
- Leadership
- Decision-making
- Problem-solving
- Reasoning
- Sound judgement
- Career planning (proactive thinking)

Role of Mentor

- Develop yourself as a leader so you can be a role model and mentor to others.
- Make “people development” your top priority by creating a supportive environment for feedback, learning, and development.
- Get to know your employees, their needs, and their career goals.
- Be accessible so that employees will feel they can come to you with questions about their development.
- Mentor others without expecting anything in return.

Acknowledge Differences

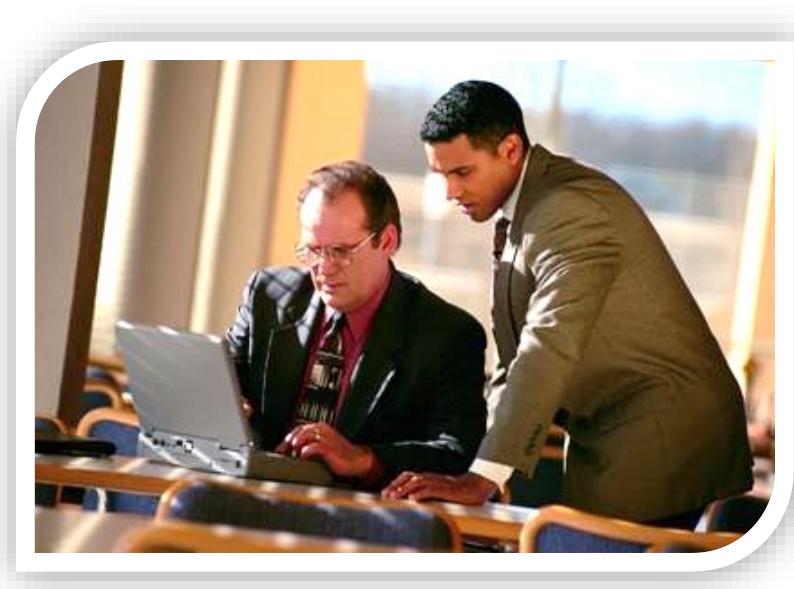
- **Recognize differences:** Appreciate differences in the mentee's background, personal and professional experiences, age/generation, race, culture, etc. that may affect his or her choices and needs.
- **Be flexible:** Learn from these differences and seek useful strategies to support the individual mentee.
- **Unify around a leadership vision:** Share your organization's vision for effective leadership.
- **Reinforce leadership values:** Communicate experiences and examples that highlight desired values.

Support and Inspire

- Use supportive communication and honest feedback to encourage the mentee when faced with challenging situations.
- Express confidence in the mentee's ability to develop and grow as a leader.
- Periodically contact the mentee to suggest a new book or article or just to check in.
- Build trust by keeping commitments, maintaining confidentiality, and being a reliable mentor.
- Discuss people and events that have inspired you in your personal and professional life and encourage the mentee to do the same.
- Recognize and praise the mentee's progress toward milestones.

Set Goals

- Ask the employee about his or her professional and personal goals.
- Prompt the mentee – let the mentee determine goals and desired areas of growth, with your assistance.
- Share how you set your goals, what you needed to do to achieve them, and the skills and characteristics you needed to develop to be successful as a leader.



Build Capacity

- Recommend self-assessment tools, books, and discuss with the mentee.
- Encourage the mentee to reflect on his or her own experiences and lessons learned.
- Help the mentee reflect on past successes that will build confidence for future challenges.
- Jointly construct a list of skills/characteristics that have resulted in successful projects and initiatives.
- Share your relevant experiences and lessons learned when asked; don't dominate, and quickly return attention to the mentee.



Build Capacity

- Identify opportunities, projects, and/or classes that will help the mentee develop—these could also include the opportunity to attend meetings, observe other leaders, etc.
- Assist the mentee in identifying different ways to interpret and approach challenging situations.
- Share potential questions the mentee can ask prior to a meeting.

Approach to Mentoring

In mentoring others, the mentor should:

- seek to understand individual and career goals of the mentee.
- help build capacity for future leadership.
- recognize individual differences in mentees rather than a “one-size-fits-all” approach.
- support and inspire the mentee.

Effective Questions To Ask As A Mentor

- ▶ What parts of your job are most rewarding or interesting to you?
- ▶ What are you doing to reach short term and long-term career goals?
- ▶ Are there any projects, committees, meetings, or responsibilities you would like to be a part of that you are currently not a part?
- ▶ Is there anything that you are curious about that you have not been able to explore yet?
- ▶ Are there any decisions I make that you would like to know more about?

Challenges of Mentoring

- Time and energy commitment of the mentor and mentee
- Focusing on just those individuals who have been “go-to” employees for you or other leaders – there is a lot of hidden potential that may never be recognized in other employees
- Insecurity and/or ego of supervisor
- Supervisor or other leaders not taking the time to recognize leadership potential or career development as part of the job
- Lack of training on the supervisor’s part
- Lack of knowing what to do as a mentor

Benefits Of Mentoring

For the Organization:

- ▶ Builds diversity
- ▶ Supports a learning culture
- ▶ Retains employees
- ▶ Reduces training costs
- ▶ Engages employees
- ▶ Increases employee satisfaction
- ▶ Builds employee loyalty



Benefits of Mentoring

For the Mentor:

- Offers a challenging experience
- Promotes the value of differences
- Allows exploration of new approaches
- Provides a rewarding relationship
- Leaves a leadership legacy
- Engages leaders in development of future leaders
- Increases fulfillment at work
- Grows loyalty to the organization

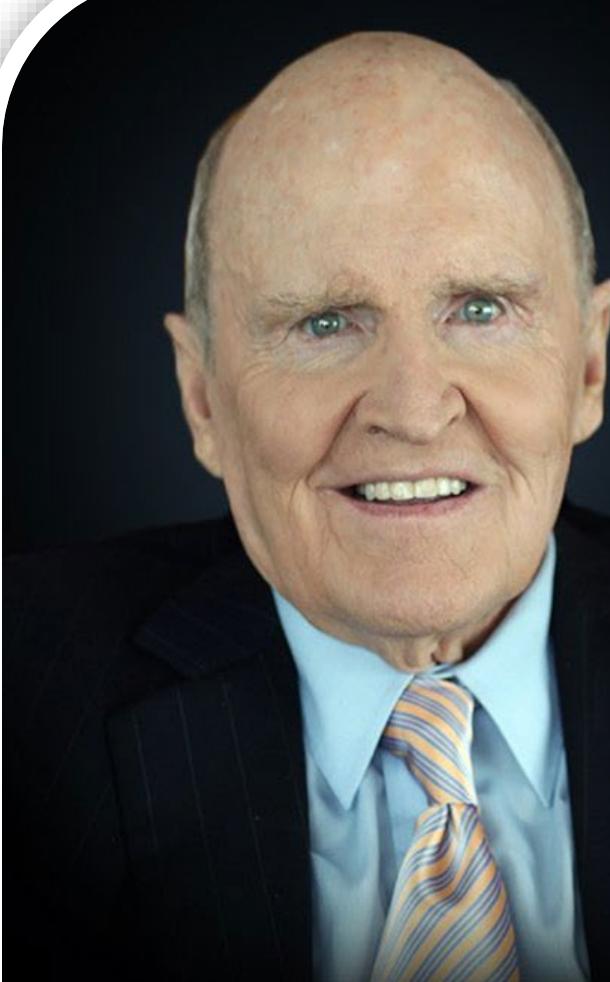


Benefits of Mentoring

For the Mentee:

- Sets goals for new opportunities
- Receives guidance in personal and career development
- Increases confidence and motivation
- Gains support to pursue career goals
- Understands expectations of being a leader
- Has a sounding board for ideas and approaches
- Gets an opportunity to broaden perspectives and productivity
- Sees his or her connection to the mission, vision, and values of the organization and its future

Final Thought



Before you are a leader, success is all about growing yourself. When you **become a leader, success is all about growing others.**

— *Jack Welch*