



Thank you to everyone who attended the workshop
on 25 September 2007 in Kilmarnock.

If you would like any further information on the workshop content
or on the slides, please contact me as follows:

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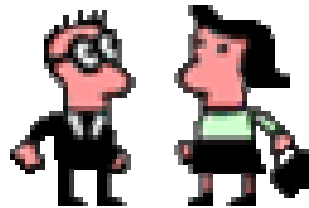
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Dawn Broadberry



IHM Management Development Network Mentoring – An Introductory Workshop



Welcome
22 September 2007

Dawn Broadberry

Programme

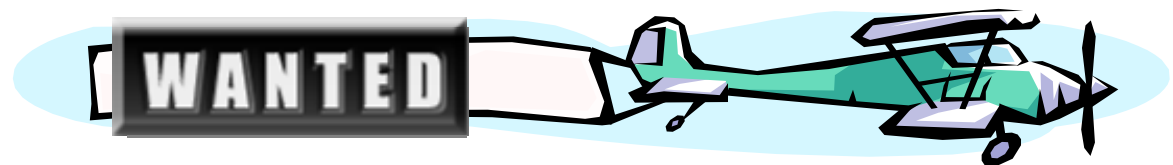
- Introductions
- Who has been involved in mentoring?
 - Been mentored?
 - Mentored others?
- What is mentoring?
- Tools of mentoring
- Understanding work styles and their importance in mentoring
- Your questions...

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- What do you think mentoring is?
....and is not?

Mentor wanted...

Must be:

- both warm and wise
- able to both gain credibility and make people feel comfortable
- able to be challenging and also guide people to finding creative solutions
- both age-like and street-wise
- able to create a demand for their services as a mentor



Mentor

- A wise and trusted counsellor or teacher
- The roots of the word "mentor" trace back to the Greek *Odyssey*. Mentor was the guardian and teacher in whose care Odysseus left his son, Telemachus, when he set out on his voyages. Mentor was actually the goddess Athena, in the guise of a mortal man

Famous mentor-protégé pairs include:

- [Socrates](#) and [Plato](#)
- [Plato](#) and [Aristotle](#)
- [Aristotle](#) and [Alexander the Great](#)
- [Ezra Pound](#) and [T. S. Eliot](#)
- [Andrew Carnegie](#) and [Napoleon Hill](#)
- [Benjamin Mays](#) and [Martin Luther King, Jr.](#)
- [Dr. Perry Cox](#) and [Dr. John Dorian](#)
- [Jon Corzine](#) and [Barack Obama](#)
- [Tony Soprano](#) and [Christopher Moltisanti](#)



George Lucas

My first mentor was my father. All parents are teachers, every day of our lives, in the way we conduct ourselves.

Later, when I became a filmmaker, Francis Ford Coppola became my mentor and taught me how to write screenplays and how to work with actors. At the time, I had been more of a cameraman and editor, more interested in the technical side of filmmaking.

Mentors help novices learn by doing - applying theory in practice - and also inspire them, keeping them motivated to persevere. I've featured such relationships between mentors and apprentices in my *Star Wars* films.

Feb 2001

Leadership and the art of mentoring: Tool Kit for the Time Machine

- Mentoring is both an opportunity and a risk
- Mentoring is both an obligation and responsibility of leadership
- Mentoring provides a framework to bring about a cultural change in the way we view the professional development of competent future leaders
- Mentoring is perhaps the most powerful method by which we can shape the future
- Mentoring is literally a time machine that allows us to have a profound influence many years beyond today's hubbub and humdrum
- John Kunich & Richard Lester, Journal of Leadership & Organisational Studies, 1999

7 Types of Mentoring Assistance

1. **Shifting context:** Help a mentee envision a positive future or outcome
2. **Listening:** Be a sounding board when a mentee has a problem
3. **Identifying feelings:** Feelings can motivate mentees to achieve success or set themselves up for failure
4. **Productive confrontation:** Discuss negative intentions or behaviours without being judgmental
5. **Providing appropriate information:** Suggest possible solutions or sources of helpful information
6. **Delegating authority and giving permission:** Empower a mentee's self-confidence and counteract negative things that defeat success
7. **Encouraging exploration of options:** Help mentee's consider possibilities beyond the obvious or "tried and true"

4 Types of Mentoring

- Natural mentoring
 - Occurs all the time and always has. Happens when one person (usually senior) reaches out to another, and a career-helping relationship develops
 - This type of mentoring most often occurs between people who have a lot in common...often because we are more comfortable with those who are most like ourselves
- Situational mentoring
 - Usually short-lived and happens for a specific purpose
 - Eg when one worker helps another with a new office computer system, or when someone has an “informational interview” with someone who is in a career they are considering

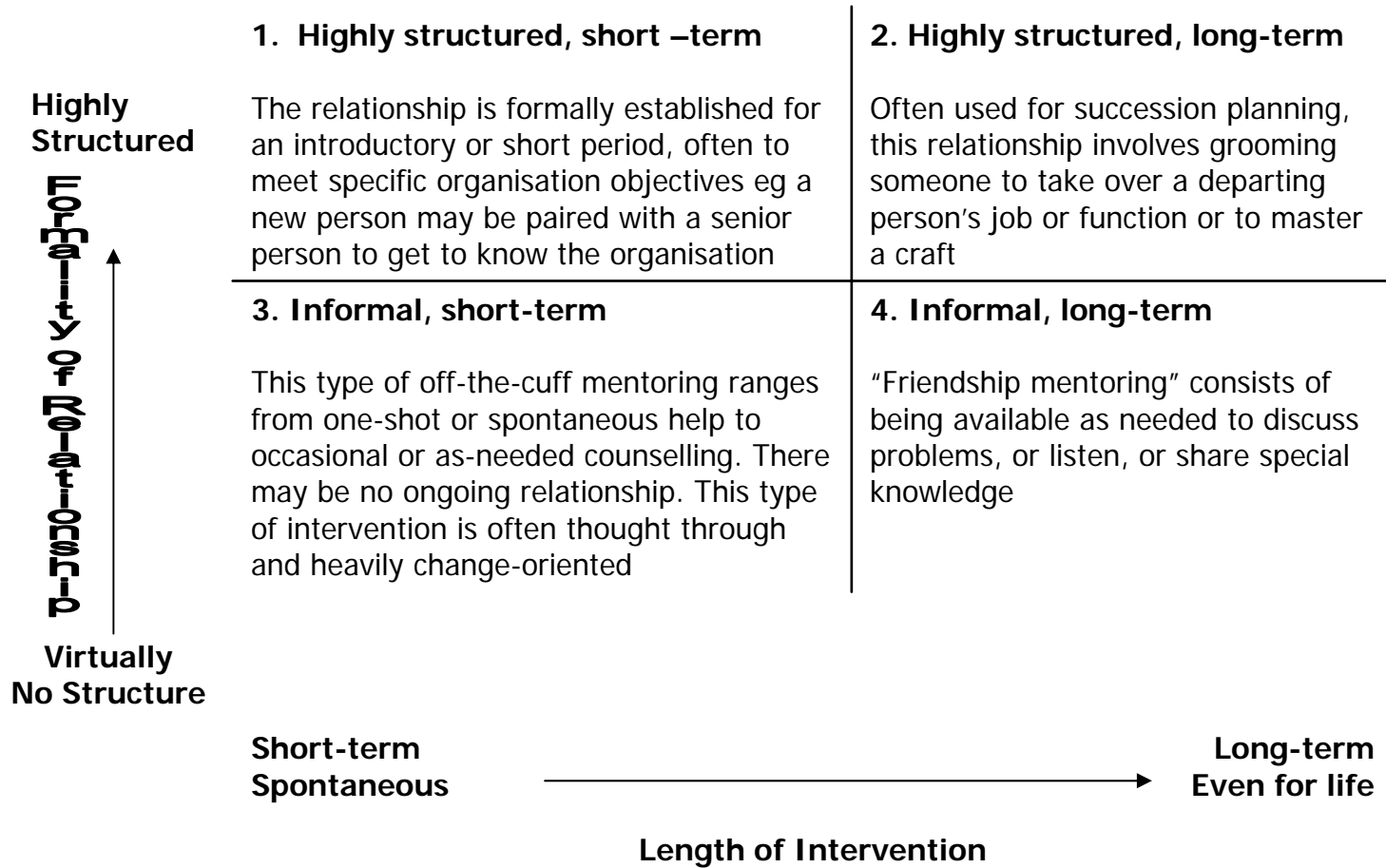
4 Types of Mentoring

- Supervisory mentoring
 - All good supervisors mentor their staff
 - Some drawbacks might be that the mentor
 - May not be a “subject matter expert”
 - Heavily tasked
 - Comfort levels
- Formal facilitated mentoring
 - Are structured programmes in which an organisation matches mentors with mentees (eg NHS Flying Start)
 - They may target one area of the organisation for career development. They may assign mentors to mentees and monitor the progress of the mentoring connection

Group mentoring

- As a tool to find possible solutions
- Process:
 - People select a challenge they would like to tackle
 - They brainstorm the possible choices for tackling the challenge
 - They return to the big group to share the possible options for tackling the challenges. They also describe the consequences
 - They can gauge the feeling in the group, rating the attractiveness of each option
 - They look for possible creative solutions
 - They finish by focussing on their conclusions

A Model of Mentoring Relationships



Mentoring – The Process

- **M**odel
- **E**mpathise
- **N**urture
- **T**each
- **O**rganise
- **R**espond
- **I**nspire
- **N**etwork
- **G**oal set

Is mentoring for you?

- Ready, willing and able?
- Emotionally and psychologically prepared to invest time and effort?
- Do you have the time, skills and freedom to devote yourself to another person?
- *What kind of person do I need to be?*

My ideal Mentor would be...

Somebody who

- I could respect
- made me feel safe
- I could bounce ideas off
- helped me to find creative solutions to problems
- encouraged me to act, rather than to talk too much

Mentoring Styles

- There is a need to match mentoring styles to the styles of the mentees, and to develop your own knowledge, skills and abilities in ways that are compatible with your style. Think about :
- *Do you like to philosophize, discuss and argue interesting points?*
- *What is your response to mentoring from a thoughtful viewpoint?*
- *Do you like to be active, interested in what works, and get things moving?*
- *What is your response to mentoring that relies on action or example?*

Mentoring

- The greatest mind shift you may have to make as a mentor is to focus on the needs of the person you are mentoring – *and not on your own needs!*

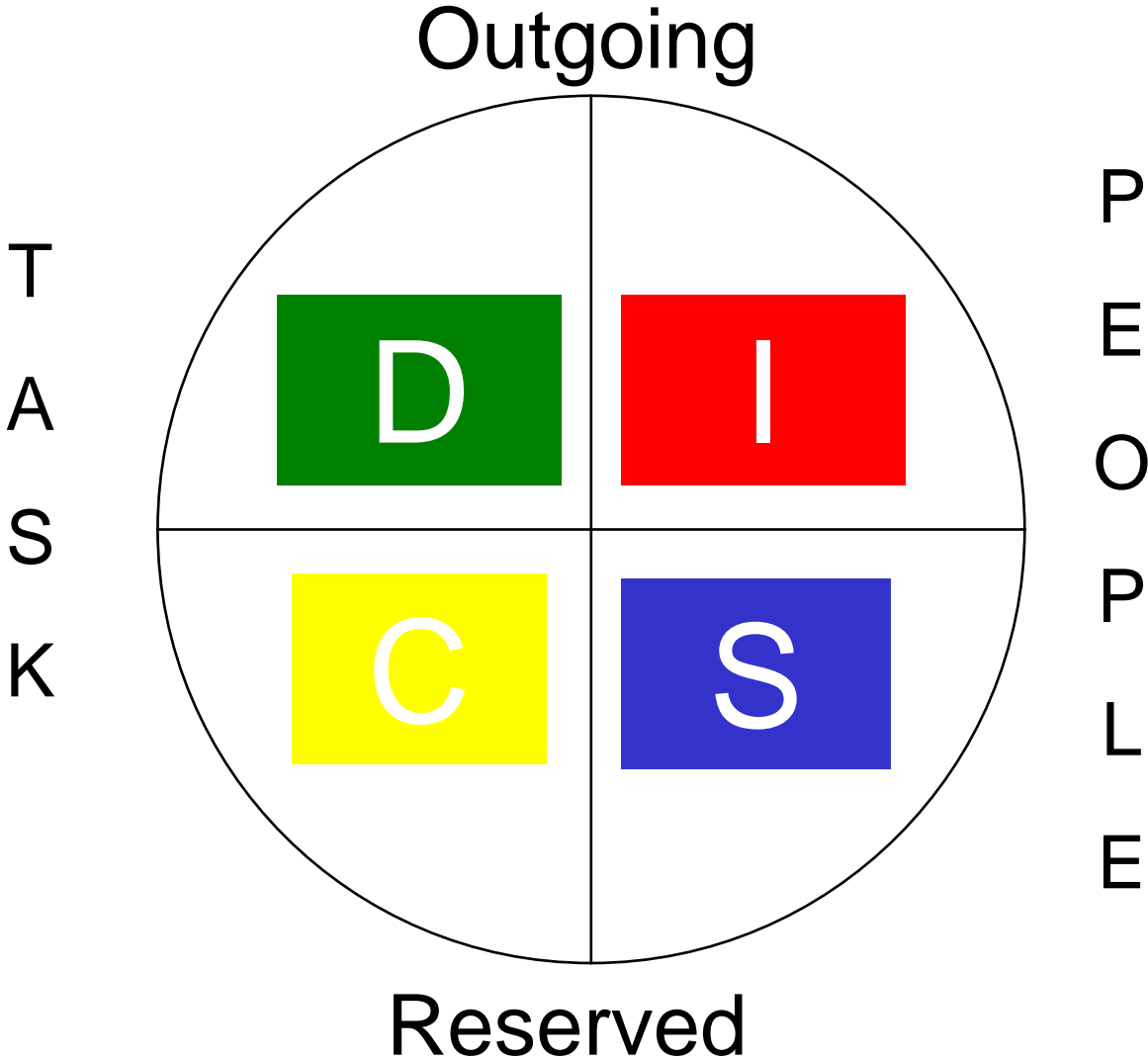


It begins with us...

- “Knowing yourself is the beginning of all wisdom.”

(Aristotle)

The model



DISC - Descriptive Words

DOMINANCE



D

Driving
Competitive
Forceful
Inquisitive
Direct
Self starter
Assertive

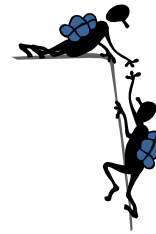
INFLUENCE



I

Influential
Persuasive
Friendly
Verbal
Communicative
Positive
Sociable

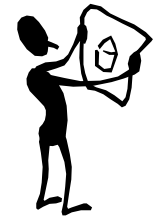
STEADINESS



S

Dependable
Deliberate
Amiable
Persistent
Good listener
Thorough
Self controlled

COMPLIANCE



C

Conscientious
Careful
Systematic
Precise
Accurate
Perfectionist
Logical

Mentoring the Styles



Dominance is the factor of directness, assertiveness and control.

- **D style** people tend to make quick decisions without consultation or concern for their impact on others
- This attitude may bring FAILURE.

CHALLENGE THEM

- give them tough assignments
- give them heavy workloads
- let them compete
- put them under pressure

Mentoring the Styles



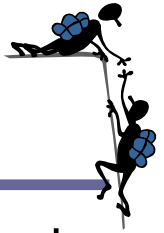
Influence is associated with being sunny, friendly, extroverted, warm and open.

- **I style** people rarely consider their impact on others. They set out to establish a personal relationship with everyone through talk, charm, eye contact and touch. This approach may bring **REJECTION**

RECOGNISE THEM

- give them credit in the organisation and outside
- give them chance to work with people
- give them public recognition

Mentoring the Styles



Steadiness is associated with taking a measured, steady approach to life.

- **S style** people tend to value convention and consistency even when they may be inappropriate. This procedural approach may cause others to challenge the status quo and produce **INSECURITY**

APPRECIATE THEM

- Give a stable, familiar environment
- Give specialised work that needs patience and can be done at own pace
- Give time to prepare for change

Mentoring the Styles

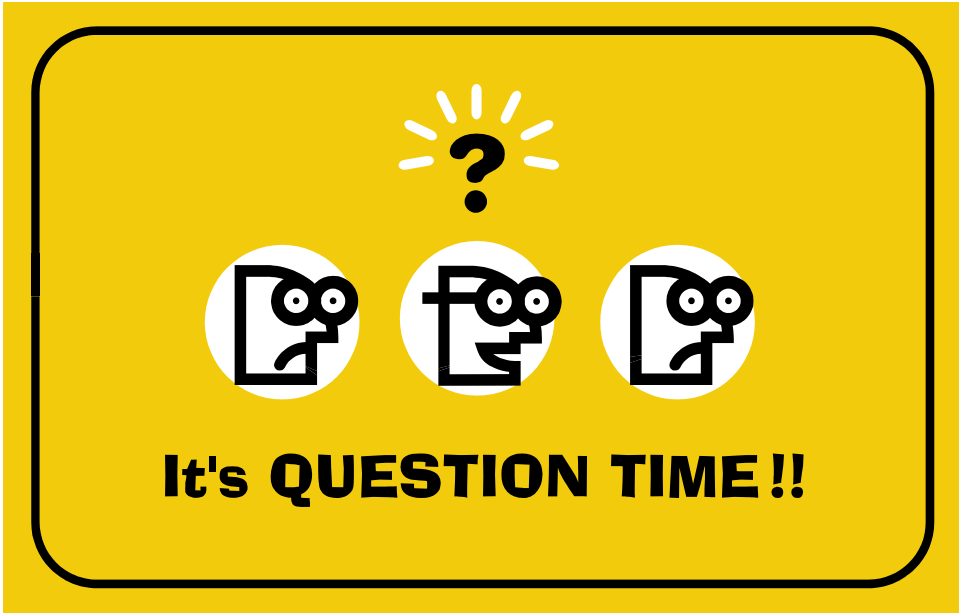


Traditionally **Compliance** is categorised simply as 'rule-oriented'.
But this is the most complex of the four factors.

- **C style** people can be somewhat rigid in their approach to others, expecting everyone to be as detailed and logical as they are. This approach may generate **CONFLICT**

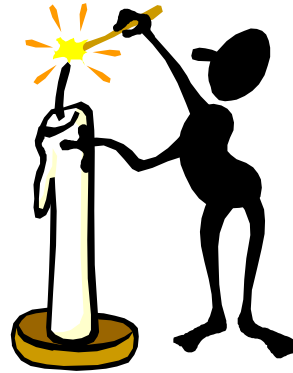
PROTECT THEM BY GIVING RULES

- Give them systems to work to
- Clearly them define objectives and requirements
- Give them work that requires high standards to be reached



Mentoring

- Believing in someone and then taking action to help that person be his or her very best



*"A candle loses nothing
by lighting another"*

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- Thank you for all your contributions

