

Coaching & Mentoring

**Creating a Stronger Workforce
2017 Delaware SHRM State Conference**

By Paul McMurray

About Insight Management Consulting

- ✓ Organization and Leadership Development
- ✓ Offices in MD, PA and UT
- ✓ Help individuals and organizations make positive, sustainable change

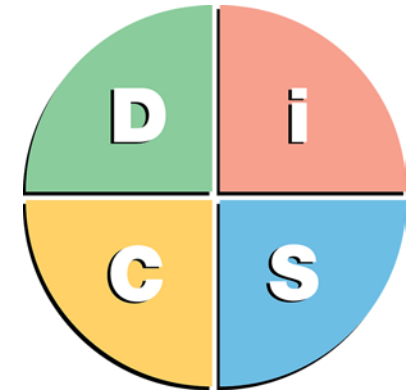
Training ■ Speaking ■ Consulting ■ Coaching

Our Suite Spot

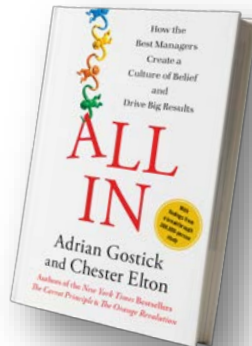
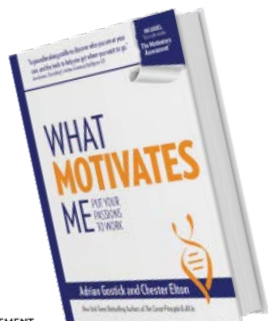
VitalSmarts[®]



PERSONIFY
LEADERSHIP



The Five Behaviors of a Cohesive Team[™] Model

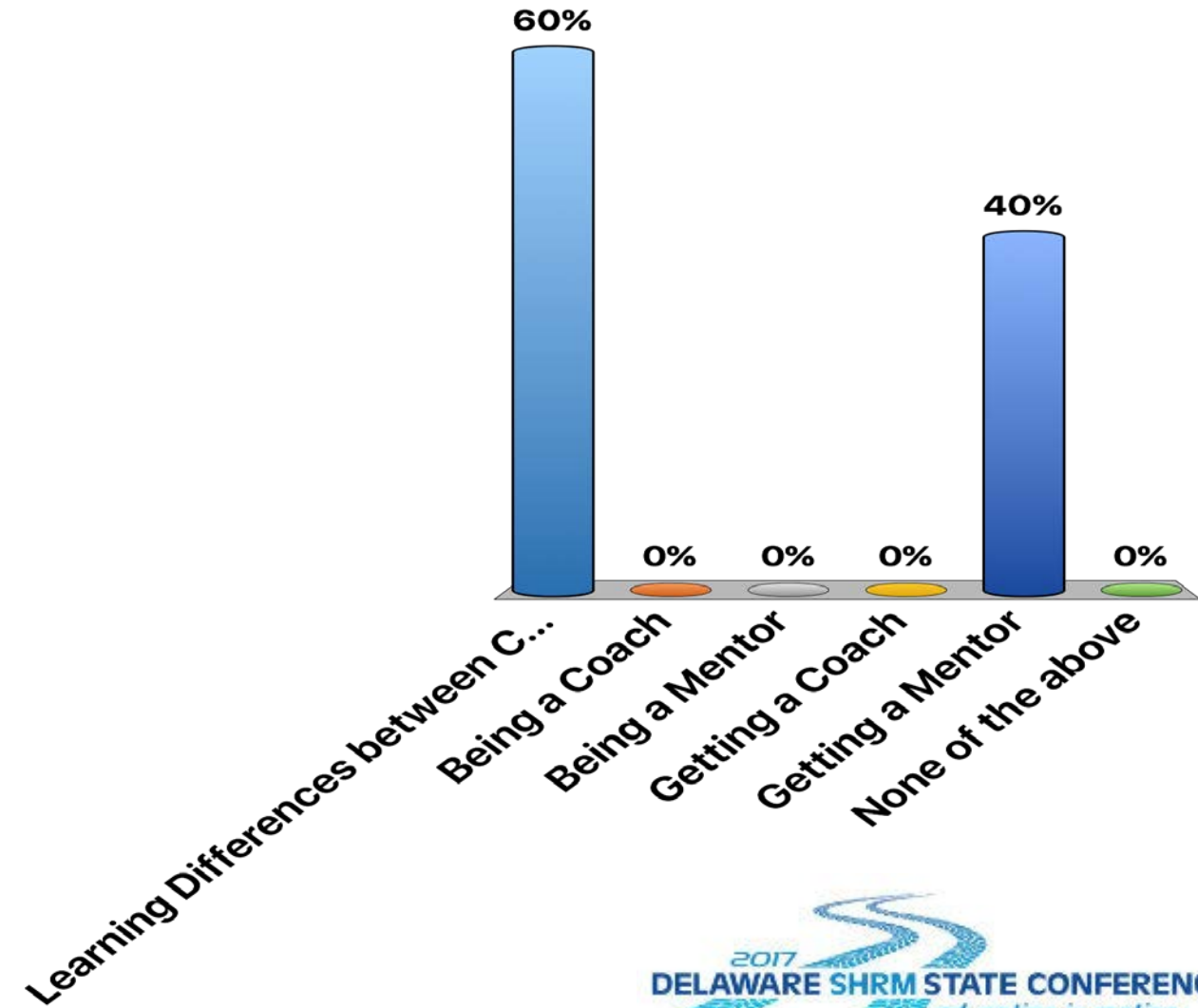


A Litte About Me

- Participated in a Mentoring Program as part of a Management Development Program
- Certified member of the International Coach Federation with ACC designation.
 - Executive Coach since 2005
- Consultant since 1993

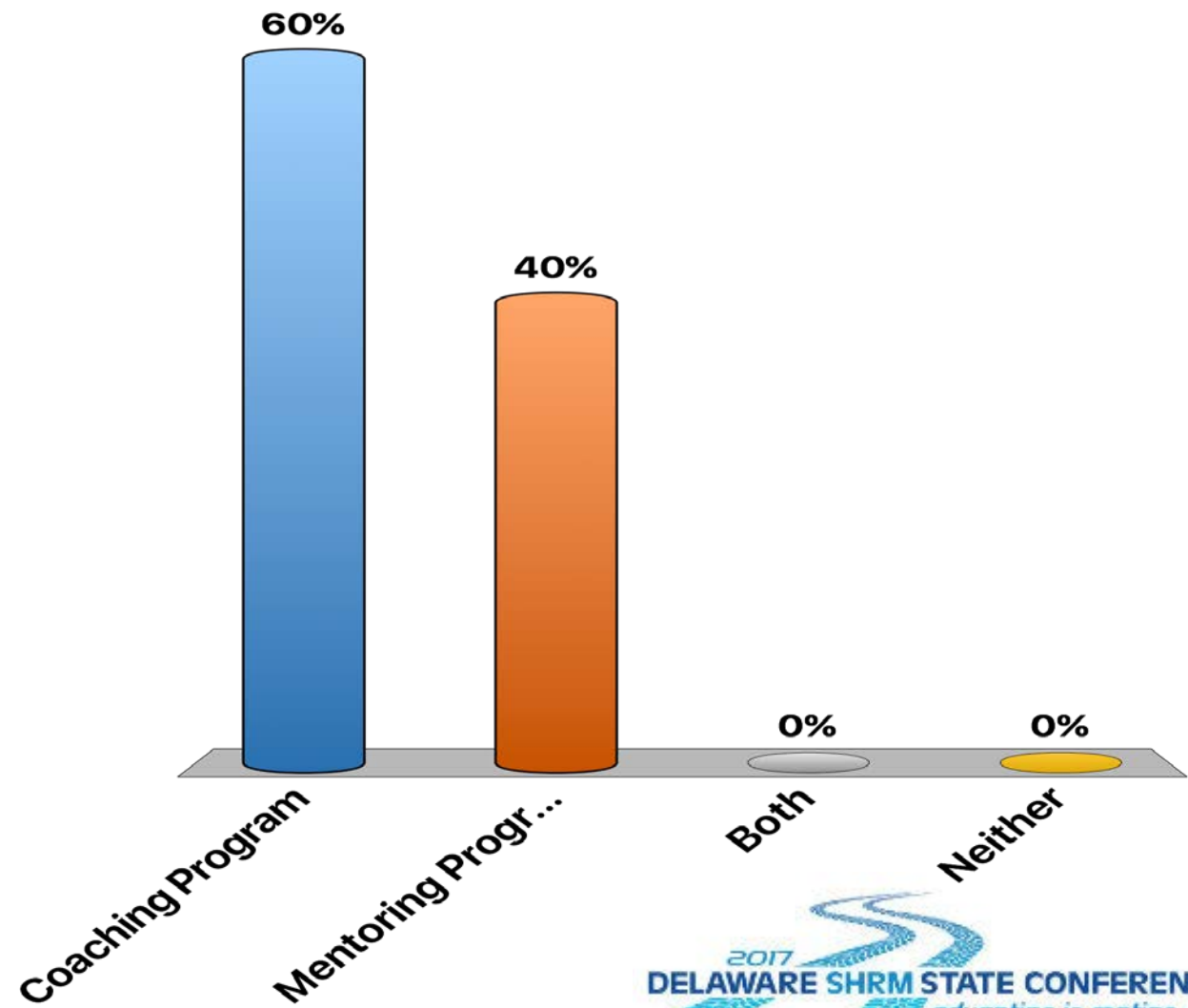
Today: Most Important Focus

- A. Learning Differences between C & M
- B. Being a Coach
- C. Being a Mentor
- D. Getting a Coach
- E. Getting a Mentor
- F. None of the above



I Want to Establish a . . .

- A. Coaching Program
- B. Mentoring Program
- C. Both
- D. Neither



Objectives

- Show differences in Mentoring and Coaching
- Value in each program
- Decisions to consider about each program
- Experiences with each program

Coaching & Mentoring

- Coaching is task oriented. It is about skill and knowledge acquisition
 - Origins are from sports
 - Coaches as instructors
 - Usually short-term
- Mentoring is relationship oriented.
 - An informal or formal relationship between two people, often in a career-oriented setting, between an experienced and trusted person who gives advice to another less experienced person.

Coaching

Small Group Exercise

In small groups identify various
Types of Coaching

~ 2 minutes ~

Types of Coaching

Performance Coaching – effectiveness & productivity

Skills Coaching – on the job skills

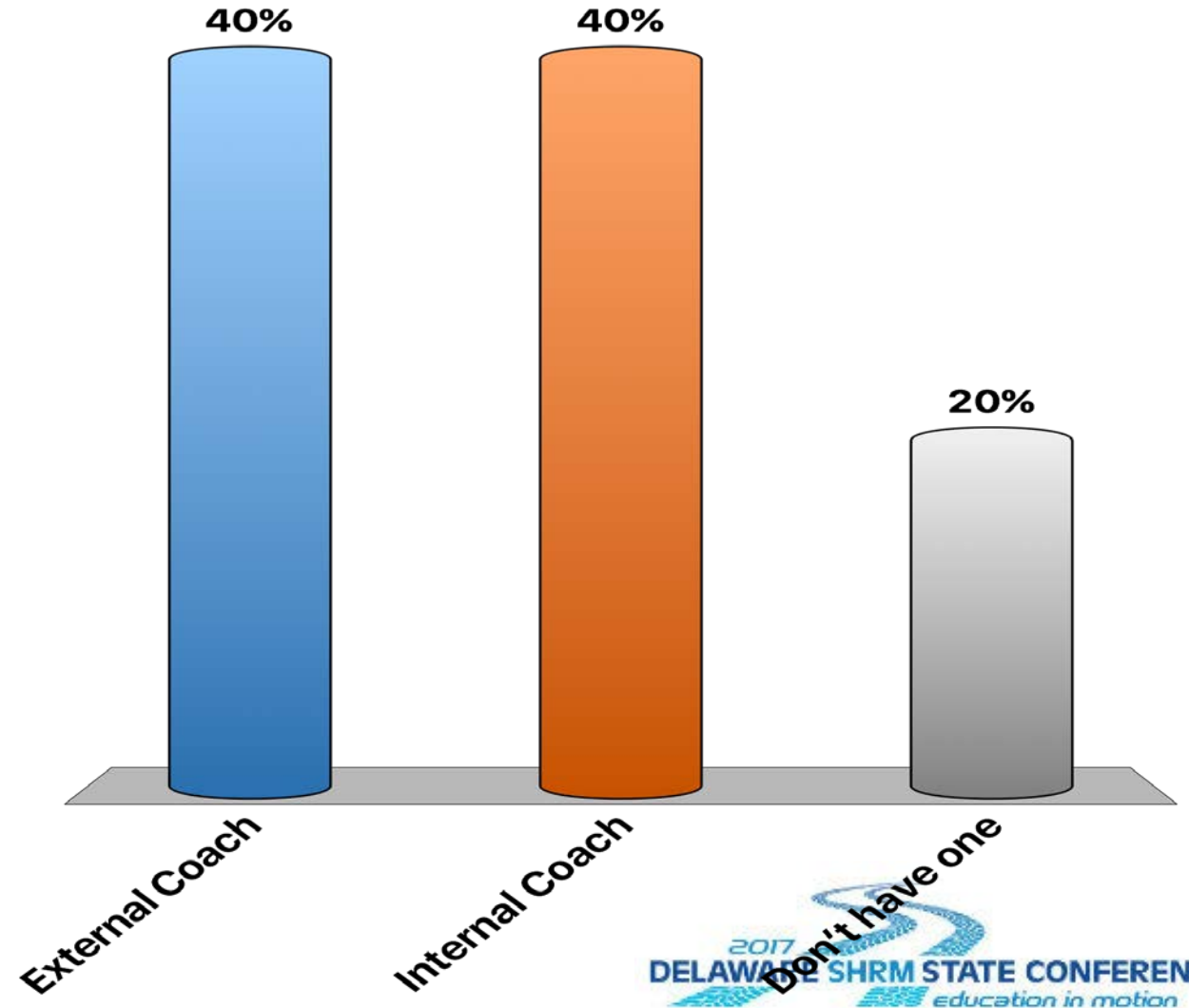
Executive Coaching – one on one, coach is usually from outside organization

Career Coaching – next steps in career

Personal or Life Coaching – significant changes in life

Have a Coach Right Now?

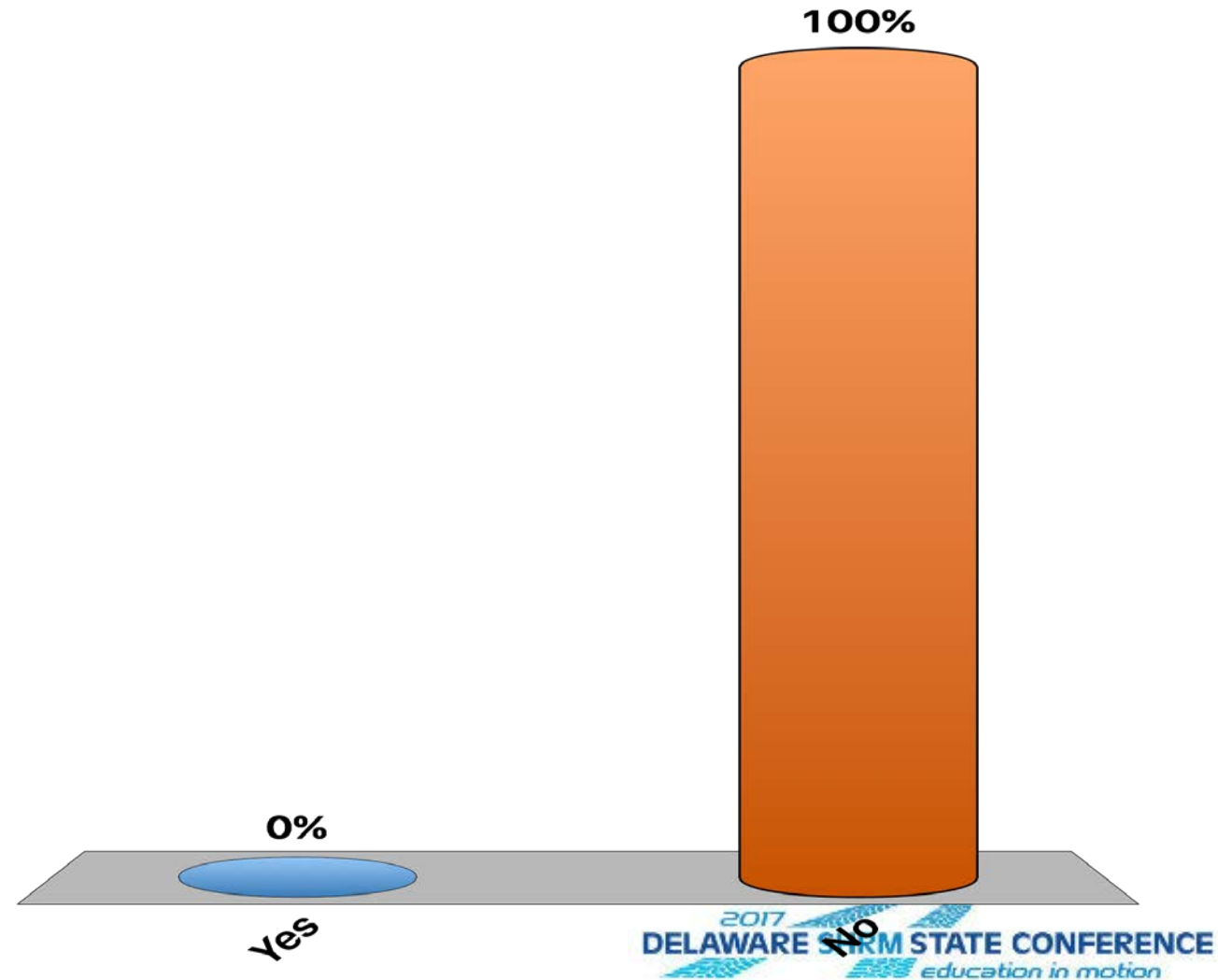
- A. External Coach
- B. Internal Coach
- C. Don't have one



I am a coach at work?

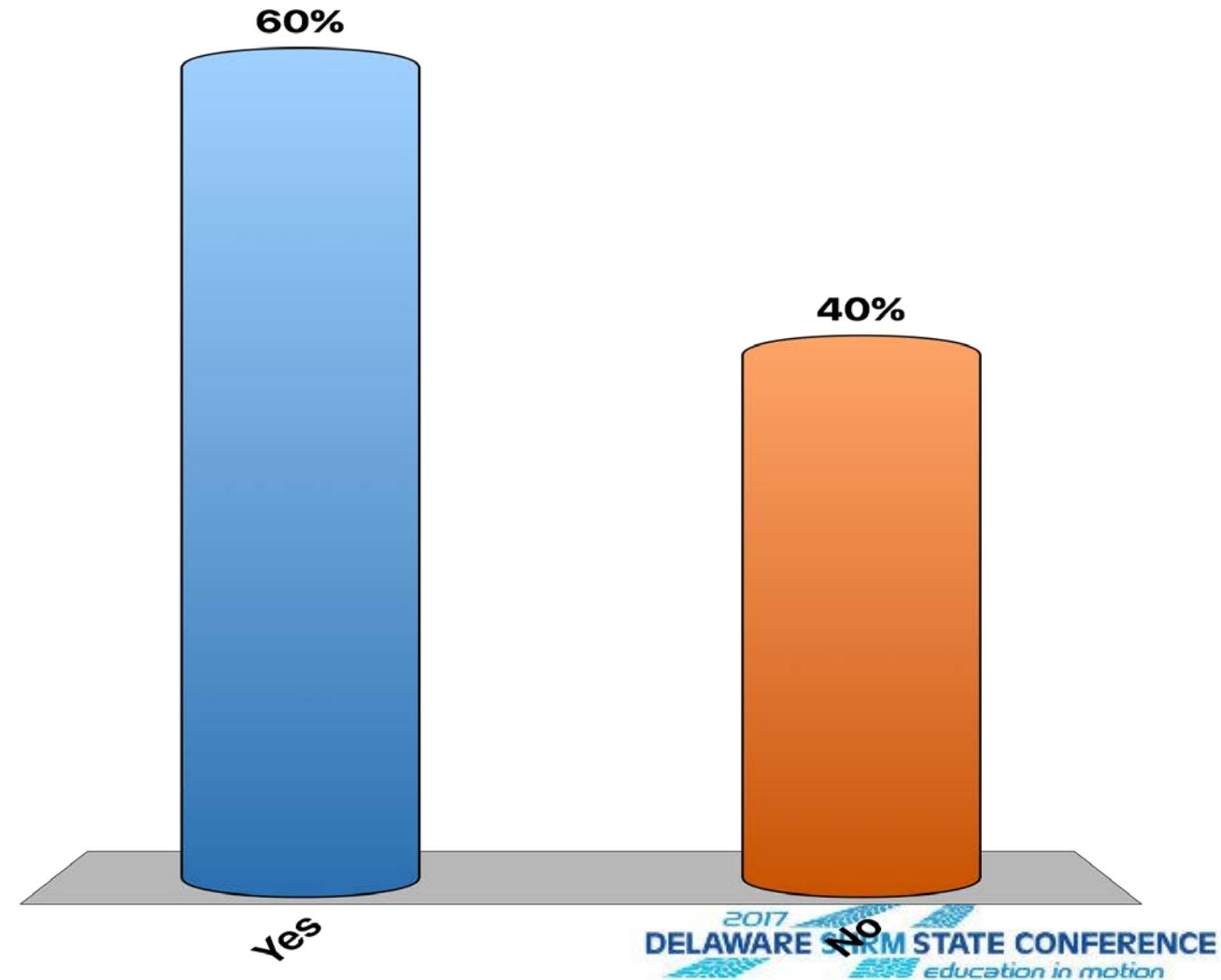
A. Yes

B. No



I am a coach outside of work?

- A. Yes
- B. No



Coaching – Skill Development!

Methods of helping others to:

- Improve
- Develop
- Learn New Skills
- Find Personal Success
- Achieve Aims
- Manage Life Change & Personal Challenges

Enter Tim Gallwey

Wrote Inner Game of Tennis/Skiing/Golf

“The opponent within one’s own head is more formidable than the one on the other side of the net.”

“Help a player remove or reduce internal obstacles to his performance, an unexpected natural ability to learn and perform will occur.”

Coaching

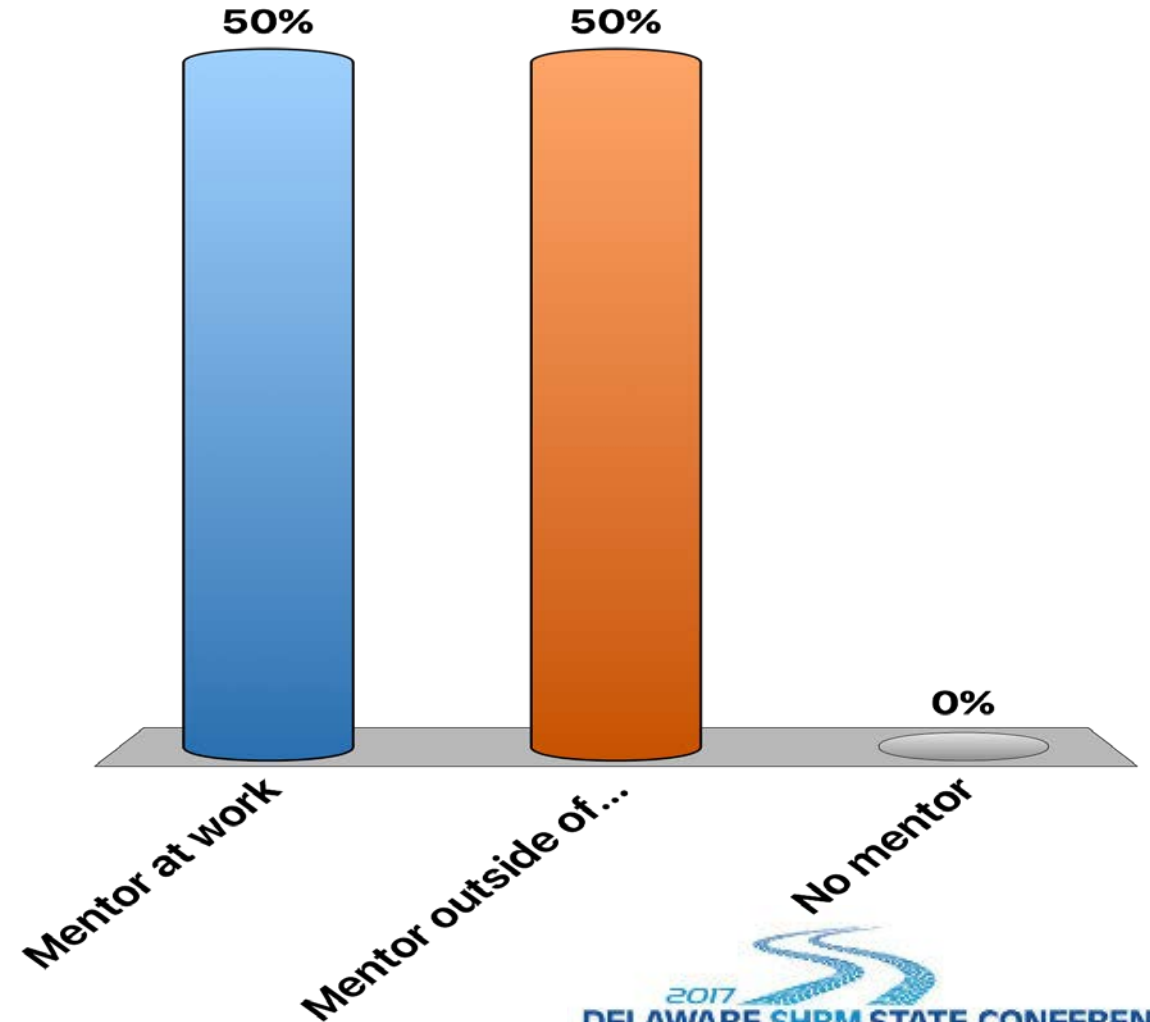
DECISION STEP:

- Skill building – task oriented
 - Formal or informal
 - Manager as coach
 - Peer as coach
 - Short-term
 - Boss driven
- Coach the person, not the problem
 - Formal with a coaching contract/agreement
 - External (executive coach)
 - Not the boss
 - Broader scope of issues
 - Coachee Driven

Mentoring

I have a . . .

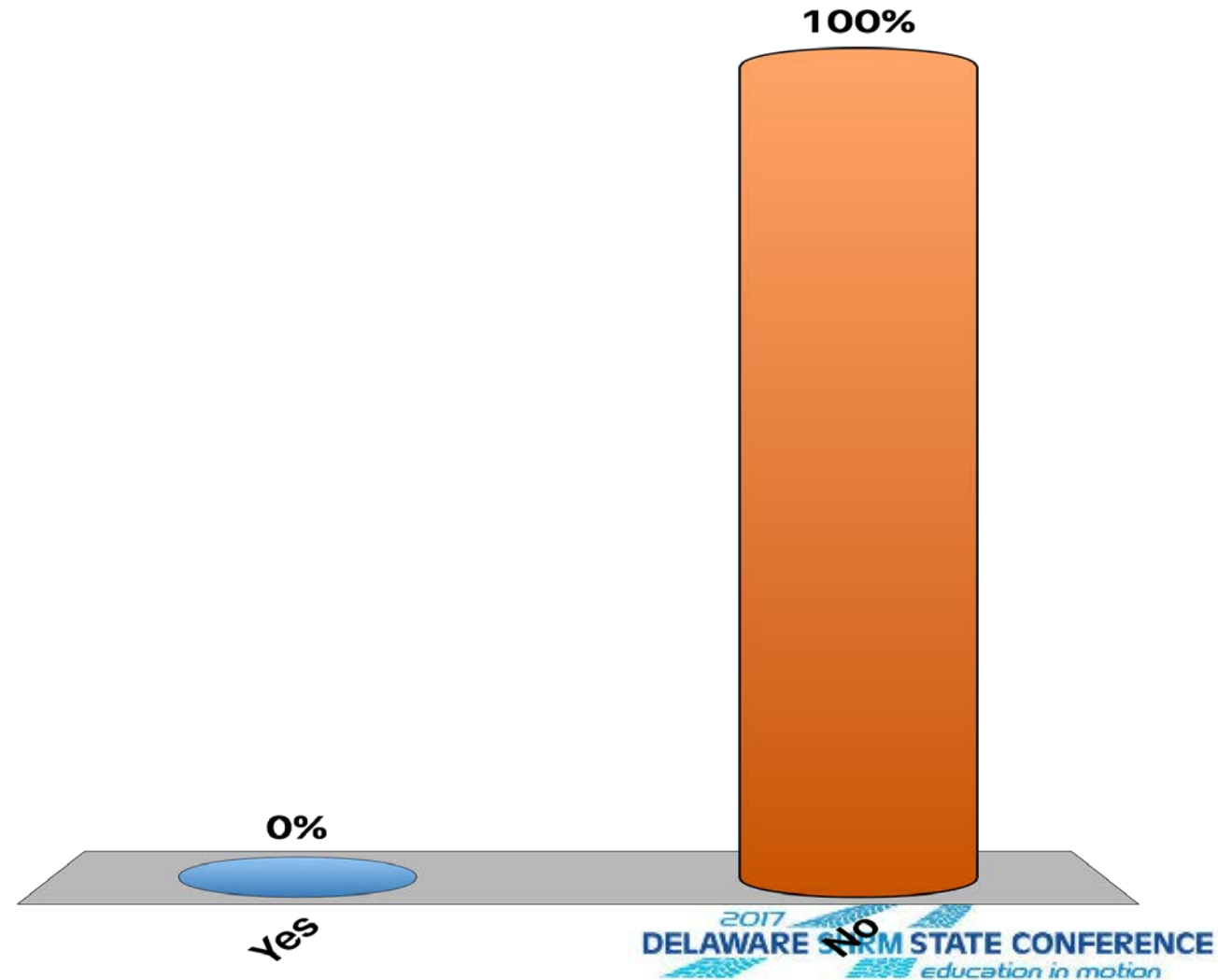
- A. Mentor at work
- B. Mentor outside of work
- C. No mentor



I am a Mentor at Work Today?

A. Yes

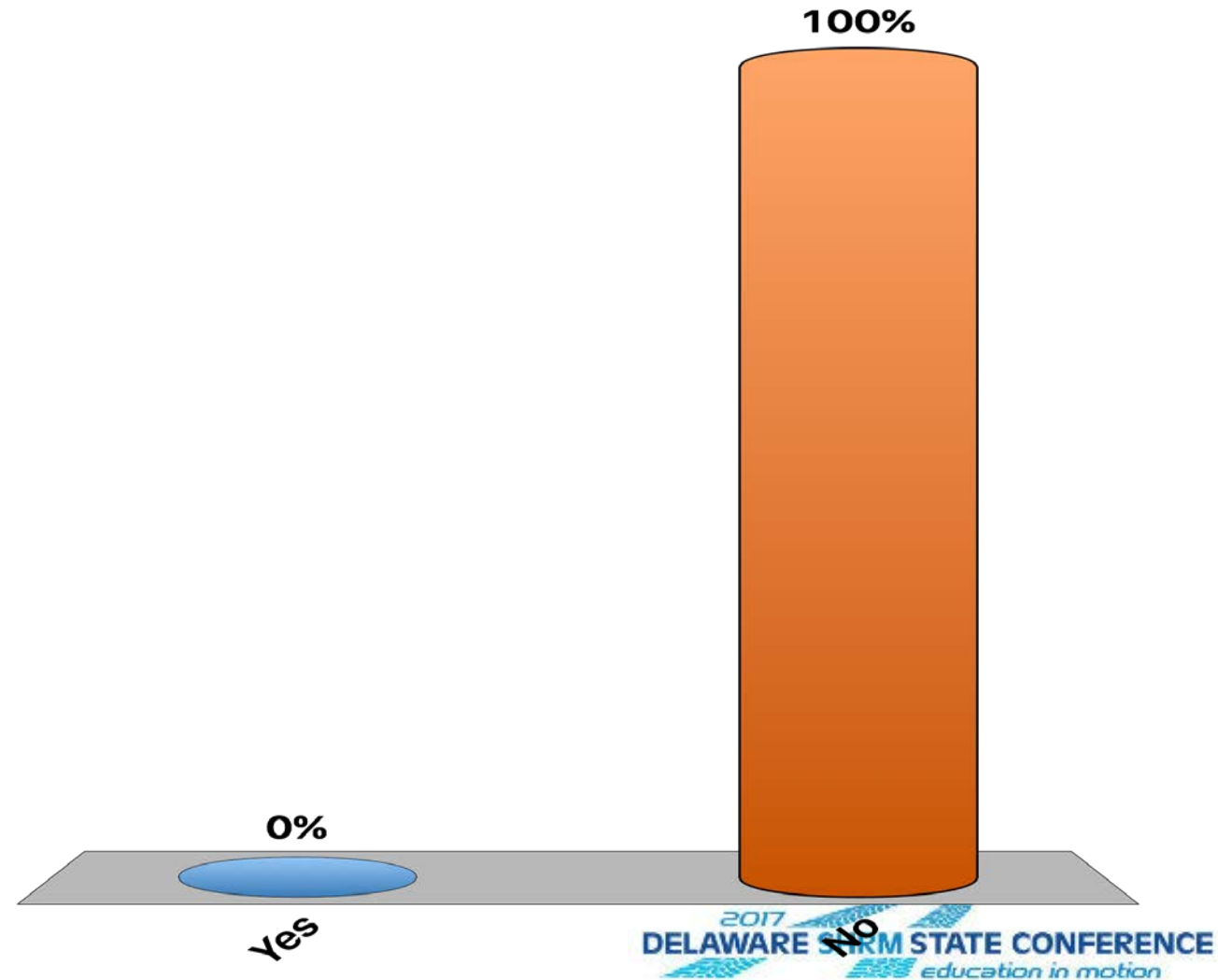
B. No



I am a Mentor Outside of Work

A. Yes

B. No



Mentoring is . . .

- An informal or formal relationship between two people, often in a career-oriented setting, between an experienced and trusted person who gives advice (*mentor*) to another less experienced person (*mentee*).
- The process by which a person offers guidance and instruction to assist mentees in their personal and career development.

Small Group Exercise

In small groups identify
Value of Mentoring

~ 3 minutes ~

Overall Value of Mentoring

- Develop leadership skills
- Foster lasting relationships
- Network and community involvement
- Share mutual interests
- Sharpen communications skills

Mentee Rewards

- Professional development
- Having a professional to turn to who has experience in the industry
- Enhanced reputation and professionalism
- Opportunity to overcome personal challenges
- One-on-one support from trusted professional
- Objective feedback on skills
- Increased career satisfaction

Mentor Rewards

- Allows mentor to give back.
- Reminds the mentor how to listen actively rather than passively.
- Encourage the mentor to share knowledge, which increases the mentor's sense of self-worth.
- Strengthens the mentor's interpersonal relationship skills.
- Teaches the mentor about other areas/department within the organization.
- Helps re-energize the mentor's career
- Leads to more personal satisfaction on the mentor's behalf.

Decisions for Mentoring Program

- Design
- Participants
- Matching
- Guide (manage) the Program
- Measure the results

Design

- Enrollment: part of a program, open, application?
- Mentoring Style: traditional, reverse?
- Connection Type: 1:1, 1:many, project
- Connection Duration: one & done, weeks, months, years, Program
- Community/social: go beyond formality

Attract Participants

- Mentors – volunteer, expected, supported, encouraged to participate, benefits
- Mentee – reward, application, part of a program, etc.

Match Participants

- Purely voluntary?
- By assignment?
- Who selects?
- Create situations where people can meet

Manage the Program

- Depending on numbers
 - Need for FTE
 - Budget
- Train – create expectations
- Support – give them “time-off” to participate
- Encourage – invite them to participate

Measure Results

- Expectations
 - Satisfaction of Mentor
 - Satisfaction of Mentee
 - Retention of staff

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