



# THE AUGUSTA LEADER IN ACTION (ALIA) PROGRAM

## 2017 LEADERSHIP DEVELOPMENT



## CHARLIE NORWOOD VA MEDICAL CENTER

## FOR MENTORS ONLY



# MENTOR – PROTÉGÉ FUNDAMENTALS

## DEFINITIONS

**MENTORING** is the process of offering advice, guidance and information by a person with relevant experience, skills and expertise to promote another person's personal and professional development for career advancement.

**MENTOR** is an experienced advisor that helps another achieve personal and professional growth toward career goals.

**PROTÉGÉ** is a person whose career has the potential to be advanced by another with influence, experience and expertise.

*The essence of a mentoring relationship is being counseled, championed and nurtured by someone who has been where you want to be.*



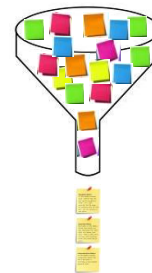
# COACHING ≠ MENTORING

	COACHING	MENTORING
<b>KEY GOALS</b>	Corrects inappropriate behavior or poor job performance	Guides personal and professional growth
<b>INITIATES</b>	Coach leads the learning	Protégé is in charge of initiating and learning
<b>AREA OF FOCUS</b>	Addresses immediate performance issues or learning opportunities	Addresses longer-term professional and personal career development
<b>APPROACH</b>	Heavy on telling	Heavy on advising, probing and offering feedback
<b>LENGTH</b>	Typically for short-term though dependent on need	Generally for long-term
<b>RELATIONSHIPS</b>	Often times the supervisor	Outside the protégé's chain-of-command



# BEST PRACTICES

## MENTOR-PROTÉGÉ PAIR



### MENTORS

- GIVE HONEST AND CONSTRUCTIVE FEEDBACK
- ASSIST THE PROTÉGÉ IN DEFINING GOALS.
- PROVIDE OR HELP FIND THE RESOURCES PROTÉGÉ NEEDS TO MEET HIS/HER GOALS.
- BE AN ADVISOR/COACH AS THE PROTÉGÉ COMPLETES ACTIVITIES TO MEET ESTABLISHED GOALS AND OBJECTIVES.
- ADHERE TO PERSONAL AND PROFESSIONAL CONFIDENTIALITY EXPECTATIONS.

### PROTÉGÉS

- ESTABLISH GOALS AND OBJECTIVES TO WORK TOWARD.
- ACTIVELY DEVELOP WORK ETHICS TO MEET YOUR ESTABLISHED GOALS AND OBJECTIVES.
- BE OPEN TO RECEIVE FEEDBACK AND TAKE APPROPRIATE ACTIONS.
- DETERMINE WHEN OBJECTIVES HAVE BEEN MET.
- ADHERE TO PERSONAL AND PROFESSIONAL CONFIDENTIALITY EXPECTATIONS.



## MENTOR – PROTÉGÉ FUNDAMENTALS

### BENEFITS OF MENTORING

#### PROTÉGÉ

- Smoother transition in a career change
- Transfer of formal learning to real job situations
- Career development opportunities come faster
- Get assistance from a recognized expert within the Agency
- Professional networks
- Greater exposure across the Agency

#### MENTOR

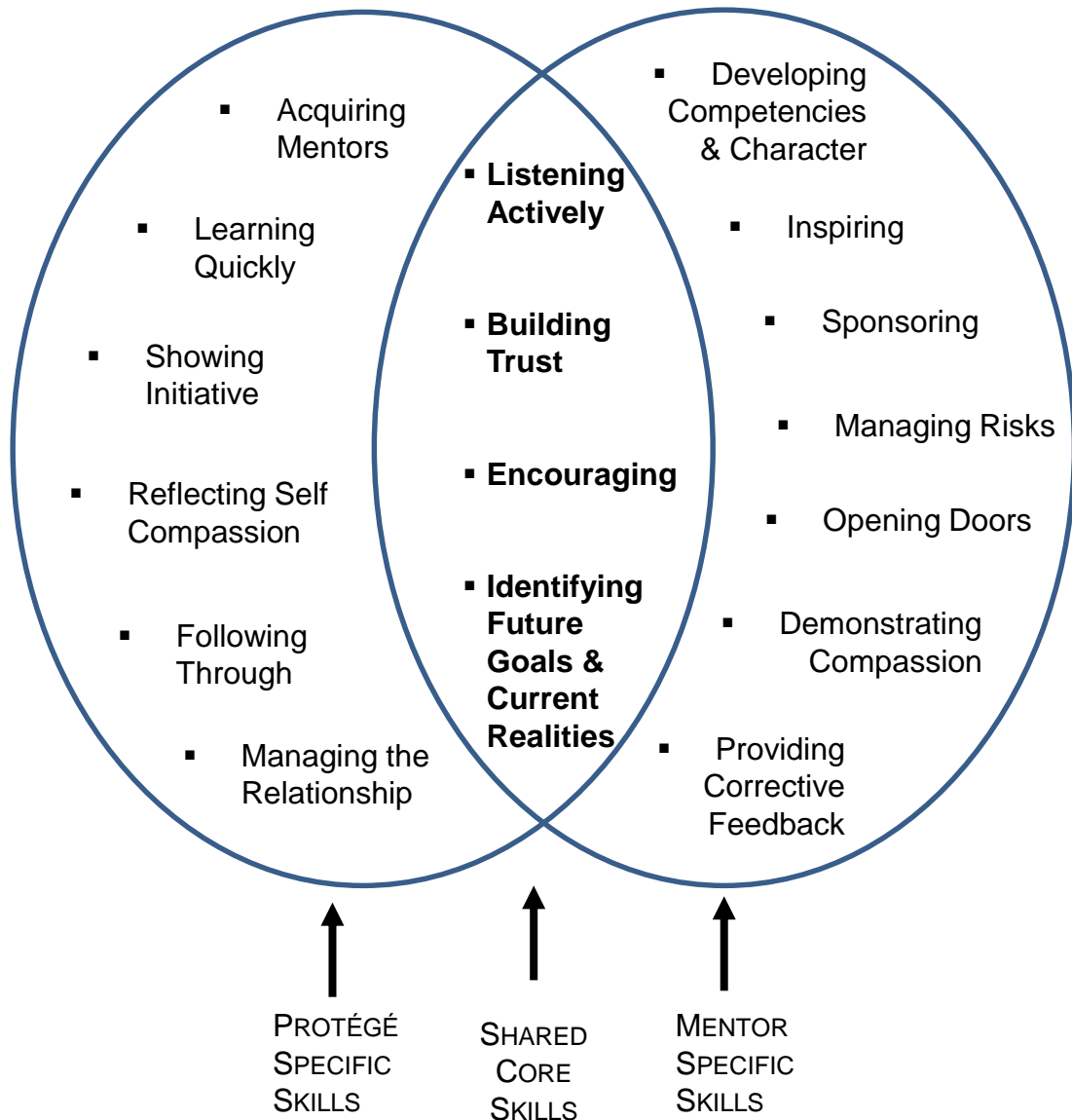
- Recognition as an expert by your agency
- Enhance your skills in counseling, listening, coaching and modeling
- Increase your knowledge in working across generations
- Demonstrate expertise and share knowledge

*“TEACH A MAN A FISH AND HE WILL EAT FOREVER.”*



# MENTOR-PROTÉGÉ

## THE COMMITMENTS





# MENTOR – PROTÉGÉ FUNDAMENTALS

## HUMAN

- Establish a personal bond
- Agree on team protocols to work together
- Discuss role model behaviors, attitudes and values needed to excel
- Offer counseling on difficult professional situations
- Show acceptance and affirm support

## TECHNICAL

- Provide developmental challenges to stimulate growth and preparedness for future role
- Stimulate learning through advising, probing and offering feedback
- Be a sponsor to open doors that would otherwise be closed
- Provide exposure and visibility to the right projects and people in the organization



# THE HUMAN SIDE OF MENTORING

## MENTOR'S ROLE



- Set up developmental experiences for growth
- Communicate openly and honestly about your own successes and failures
- Provide constructive and honest feedback about your protégé's successes and failures.
- Offer guidance and coach on weaknesses or missing skills without judgment.
- Be a champion for the protégé.
  - Promote protégé within the system.
  - Recommend protégé for key assignments.
  - Open doors that are not otherwise accessible to protégé.
- Provide professional and emotional support when things don't go as planned.
- Provide guidance to manage gray areas not covered in the manual
- Commit to meet with the protégé on a regular basis.
- Commit to meet with the protégé when emergency situations come up.
- TBD







# THE HUMAN SIDE OF MENTORING

## PROTÉGÉ'S ROLE



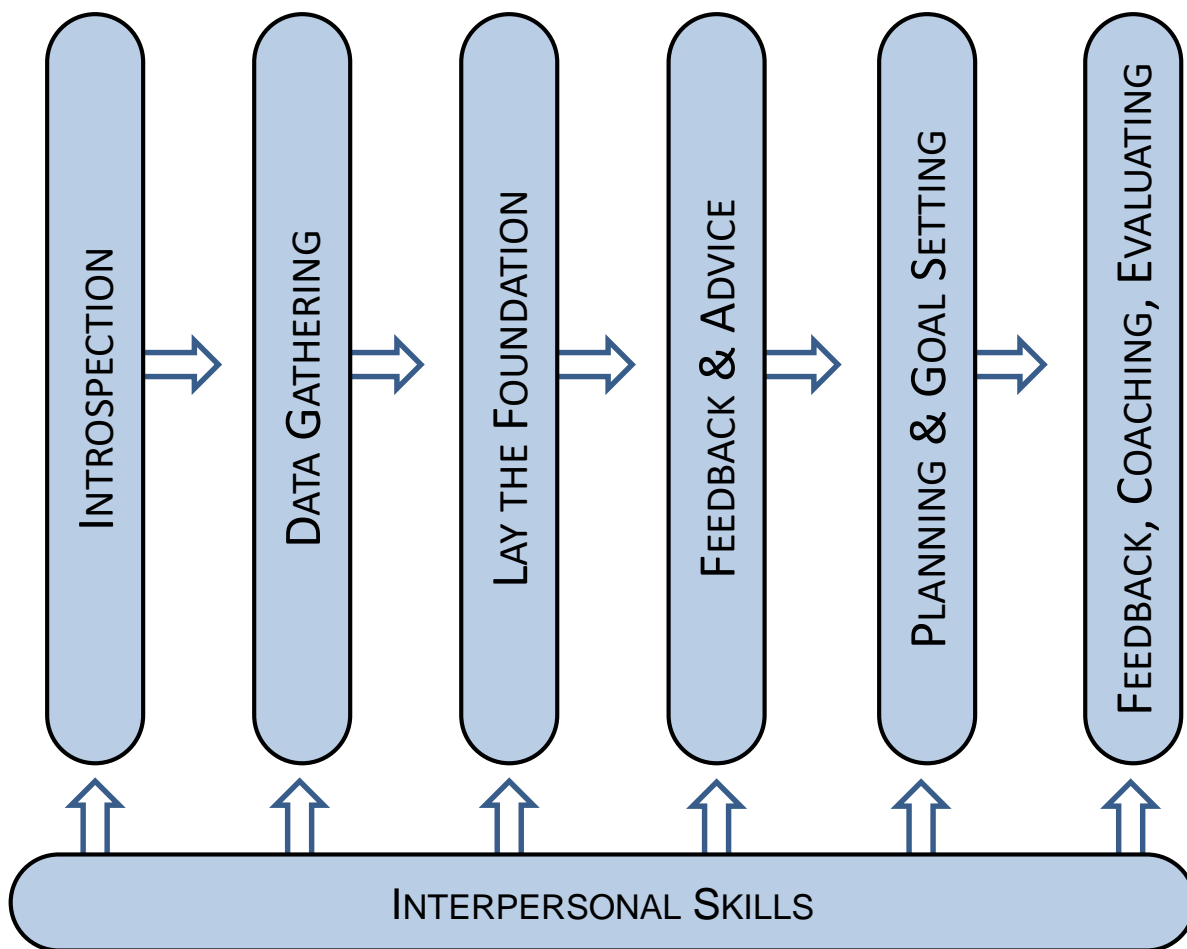
- Commit to meet with the mentor on a regular basis.
- Communicate openly and honestly about your successes and failures.
- Accept constructive feedback and input without getting defensive or upset.
- Avoid complaining to your mentor.
- Follow through to take actions on your goals in-between meetings.
- Document write-ups and reports, as agreed.
- Find ways to give back.
- Communicate gratitude for your mentor's time and expertise.
- Own the relationship...No one cares about your career more than you!





# MENTOR-PROTÉGÉ MODEL

## *THE TECHNICAL PROCESS*





# THE TECHNICAL SIDE OF MENTORING



## INTROSPECTION

### MENTOR

### PROTÉGÉ

#### SELF-ASSESS READINESS TO BE A MENTOR:

- Skills and talents
- Communication style
- Time to commit to the relationship
- New skills needed for mentoring

#### REFLECT ON HOW YOU GOT TO WHERE YOU ARE:

- Challenges and how you overcame them
- Strengths and weaknesses you bring to the relationship
- Lessons learned critical to share with your protégé

#### SELF-ASSESS WHAT YOU WANT FROM THE EXPERIENCE:

- Enhance your mentoring and coaching skills
- Enhance interpersonal skills
- Gain unexpected knowledge from your protégé
- Give back to your Agency
- Personal satisfaction

#### SELF-ASSESS READINESS TO BE MENTORED:

- Skills and talents
- Communication style
- Willingness to receive feedback
- Eagerness to learn
- Strengths and weaknesses
- Developmental goals and objectives
- Fears and concerns
- Time to commit to the relationship

#### SELF-ASSESS HOW YOU CAN SUPPORT YOUR MENTOR:

- Use of technology
- Share state-of-the-art tools
- Share relevant research
- Other

*A self-assessment tool is provided in this guide.*



# THE TECHNICAL SIDE OF MENTORING



## DATA GATHERING

### MENTOR

#### PREPARE FOR THE INITIAL MEETING

- Decide how you will introduce yourself
- Identify resources to share
- Develop a list of questions to ask
- Consider potential assignments
- Set the agenda for the meeting
- Assess availability for scheduling future meetings
- Set up the meeting with protégé

### PROTÉGÉ

#### PREPARE FOR THE INITIAL MEETING

- Decide how you will introduce yourself
- Bring a copy of your resume to review your career and work experiences
- Bring copies of self-assessments to share
  - Be prepared to elaborate on strengths
  - Be prepared to discuss weaknesses you hope to address
- Read mentor's corporate bio, if available
- Be prepared to answer many questions
- Develop a list of questions you have for your mentor
- Develop a list of your short and long-term goals
- Assess availability for scheduling future meetings
- Confirm the meeting logistics

*A sample Question List is provided in this guide.*



# THE TECHNICAL SIDE OF MENTORING



## DATA GATHERING

*MENTOR*

*PROTÉGÉ*

### HOST THE INITIAL MEETING

Be prepared for the meeting.

Remember to turn off phones and emails.

Use a Journal as a management tool

- Record notes, tasks, observations, comments, milestones, lessons learned, etc.
- Use it to record questions and key points in between meetings.

Recognize you are the host

- Prepare to make your protégé at ease
- Propose an agenda.

Initiate discussion on confidentiality.

Formally introduce yourself providing information on your personal and professional life.

- Sharing personal information helps to build trust

Ask protégé to introduce him/herself providing details about both personal and professional life.

Tune-In for:

- Clues about your protégés' personality and perspectives
- Areas of passion and struggles
- Potential resource materials to recommend
- Potential assignments supporting career goals.

Ask key questions from your list.

Check calendars to set standard time for future meetings.

### PARTICIPATE IN THE INITIAL MEETING

Be prepared for the meeting.

Remember to turn off phones and emails.

Use a Journal as a management tool

- Record notes, assignments, tasks, observations, comments, milestones, lessons learned, etc.
- Use it to record questions and key points in between meetings.

Discuss confidentiality.

Formally introduce yourself providing information on your personal and professional life

- Share resume and self-assessments.

Share your goals for the mentorship.

Recognize you are the primary beneficiary

- Show your eagerness
- Express appreciation for time and expertise.

Ask key questions from your list.

Tune-In for:

- Clues about your mentors' personality and perspectives
- Areas of passion
- Ways you can give back .

Check calendars to set standard time for future meetings.



# THE TECHNICAL SIDE OF MENTORING



## LAY THE FOUNDATION

### MENTOR

### PROTÉGÉ

#### PROVIDE FEEDBACK AND ADVICE

Share initial observations and insights on protégé's professional life.

Give feedback on protégé's stated goals (realistic?)

- Share several areas of strengths
- Share several areas for growth
  - Weigh the degree of feedback you provide at this early stage.

Check-in on the protégé's reaction to your feedback

- Tune-in to the non-verbals
- Be prepared to discuss any discomfort or disagreement
- Assess if the meeting should end early.

Discuss and reach agreement on areas of focus for the mentoring

- Asses if goals are realistic and attainable
- Rein in unrealistic expectations.

Discuss and agree on Team Protocols

- Team Values
- Team Norms / Ground Rules
- Roles and Responsibilities

Wrap-up

- Ask for feedback on the meeting
- Suggest specific actions to take (E.G., Draft SMART Goals)
- Agree on schedule for future meetings.

#### RECEIVE FEEDBACK AND ADVICE

Receive initial observations and insights from your mentor

- Be prepared to hear things you may not like
- Keep in mind feedback is a gift
- Internalize feedback on previously stated goals
- Ask for clarification when unclear of the message
- Only clarify points you may have misstated.

Use active listening.

Discuss and reach agreement on areas of focus for the mentoring

- Discuss if goals are realistic and attainable.

Identify specific actions your mentor wants you to take prior to the next meeting

- E.g., Self-Assess against the NCA Intern Competencies, Draft SMART Goals

Discuss and agree on Team Protocols

- Team Values
- Team Norms / Ground Rules
- Roles and Responsibilities

Wrap-up

- Agree on schedule for future meetings



# THE TECHNICAL SIDE OF MENTORING

## PLANNING & GOAL SETTING



### MENTOR

### PROTÉGÉ

#### PLANNING AND GOAL SETTING

Check in with the protégé following the feedback and advice discussion.

Review and support finalizing SMART goals to focus on over the next 6-12 months

- Assess if long-term goals are realistic and achievable
- Determine the short-term goals to focus on
- Identify key developmental experiences to focus on
- Agree on measures to evaluate progress.

Provide support to draft action plans to accomplish the short-term goals

- Consider if mini-goals are needed to chunk the work to show progress
- Define deliverables to measure success and evaluate progress.

Request a copy of the completed Individual Development Plan (IDP) prior to the next meeting.

#### Wrap-Up

- Agree on actions the protégé will take before the next meeting
- Request feedback on the session
- Confirm schedule for follow-up sessions

#### PLANNING AND GOAL SETTING

Review work completed and finalize SMART goals to focus on over the next 6-12 months

- Share draft goals with your mentor
- Finalize goals for the IDP
- Agree on measures to evaluate progress.

Determine the short-term goals to focus on.

Develop action plans to accomplish the short-term goals

- Consider if mini-goals are needed to chunk the work to show progress
- Define deliverables to measure success and evaluate progress.

Populate the Individual Development Plan (IDP) Template

- Provide your mentor a copy of the completed IDP following the session.

#### Wrap-Up

- Agree on actions to complete before the next meeting
- Confirm schedule for follow-up sessions
- Inquire about reference materials and resources that may support your efforts.



# THE TECHNICAL SIDE OF MENTORING

## FEEDBACK, COACHING, EVALUATING



### MENTOR

### PROTÉGÉ

#### HOST ON-GOING SESSIONS

Review the List of Actions protégé worked on since the previous meeting

- Discuss progress towards the previously set goals
- Discuss actions to consider to make new progress
- Assess if roadblocks exist and how to address them.

#### Mentor feedback

- Be a source of encouragement communicating successes
- Communicate weaknesses that need addressing
- Provide project specific feedback when available
- Communicate areas of concern and problem-solve to overcome.

Participate in problem-solving difficult challenges using the Socratic Questions Technique.

- *Guidelines provided in this handbook*

Identify new developmental opportunities to consider.

#### Wrap-up

- Arrange networking meetings to make connections, as needed
- Identify resources to provide to protégé
- Confirm schedule for follow-up session
- Ask for feedback on the meeting
- Reinforce your desire to have them be successful

#### PARTICIPATE IN ON-GOING SESSIONS

Come to the meeting prepared

- Come prepared to lead the meeting
- Write out questions prior to the meeting.
- Report progress made toward your goals
- Report tasks that are challenging you

Receive feedback and advice

- Seek clarity as needed
- Identify lessons learned

Request help in areas that are challenging you?

Express appreciation for the mentor's support.

#### Post-meeting Reflections:

- Reflect on the mentoring meeting to assess the outcome
- Determine what worked, didn't work and changes you will make for future sessions





## SAMPLE QUESTIONS FOR THE INITIAL MEETING

### *PROTÉGÉ*

#### **PREPARE FOR THE INITIAL MEETING – SAMPLE QUESTIONS**

- *How do you think I can benefit from your counsel and experience?*
- *What are the specific skills you feel are important to focus on during my mentorship?*
- *Where do you think I have the most potential for growth?*
- *What do you see as my weaknesses?*
- *What do you see as my biggest challenges in meeting my career goals?*
- *What are the keys to being successful at VHA?*
- *Do you feel you have time available to commit to mentoring?*
- *How often should we plan to meet?*
- *What is your experience with formal mentoring programs that we should leverage?*
- *How might I help you during our time together?*
- *What are your pet peeves?*
- *Etc. Etc. Etc*



# PROTÉGÉ SKILLS CHECKLIST

Use the first column to identify your strengths and the second column to identify your weaknesses.



- Administrative skills
- Analytics
- Budgeting
- Business development
- Business solutions
- Career planning
- Change management
- Coaching
- Counseling
- Communication, presenting
- Communication, public speaking
- Communication, writing
- Conflict management
- Computer skills
- Cost management
- Creativity
- Customer service
- Decision-making
- Delegation
- Developing people
- Empowering others
- Flexible thinking

- Influencing others
- Interpersonal effectiveness
- Interviewing skills
- Leadership
- Leading without autonomy
- Listening
- Market development
- Marketing
- Motivating others
- Negotiating
- Networking
- Organizing
- Planning
- Problem solving
- Project management
- Recruiting
- Supervising
- System thinking
- Team building
- Technical credibility
- Time management
- Industry trends



## Reference Page

# A Mentoring Model

## The GROW Model

- **Goal**
  - What do you want?
- **Reality**
  - Current situation?
- **Options**
  - What could you do?
- **Will**
  - What will you do?
- Recycle to achieve your goal

