



Catalysts for Profitability and Growth



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THE WORLD'S NO 1 LEARNING &
DEVELOPMENT CONSULTANCY -
INNOVATING HOW COMPANIES CHANGE,
LEARN AND IMPROVE



NEED FOR MENTORING

The best performing companies empower and align people to maximise their contribution to company goals. These companies invest wisely in the development of their employees. They seek to retain talent and build new skills. They want to accelerate corporate change and increase engagement, loyalty and trust.

Many of these companies have tapped a highly cost-effective mechanism for developing people; leveraging the knowledge of experienced employees to drive the development of newer employees; in other words Mentoring. Through mentoring programmes, these high-performing companies help their people succeed personally and professionally.



The need for mentoring in the South African context

In South Africa today the pressure is on to grow the economy at record levels in order to drive out poverty, create new jobs and establish a stable socio-political context in which economic activity can flourish. The key to success is skills development; rapid skills development. Mentoring provides a highly focused, job specific and cost effective means of developing skills fast and fulfilling the career potential of talented individuals. Mentoring not only focuses on immediate key skills needs, but it also provides broader perspective on job, career and life contexts.

The changing face of mentoring programmes

While the concept of mentoring dates back as far as ancient Greece, the last few years have seen a new form of mentoring develop. No longer is mentoring mainly about relationships, introductions and networking. Today's mentoring programmes are designed to build skills and to help operationalise an employee's individual development plan.

The best mentoring programmes today are built to;

Retain talent

The most popular reason for creating a mentoring programme is employee retention. Some 73% of companies in the US cited retaining talent as a goal for their mentoring programme. Companies report noticeable reductions in attrition rates soon after initiating mentoring activities. Other companies have found that the availability of mentoring programmes enhances their success in recruiting top candidates.

Improve skills

In the past, mentoring was mainly used to introduce newer employees to a wider network of relationships. Today, that's no longer the case. Most mentoring programmes now focus on employee development. Mentors are now chosen for their ability to develop the specific skills that mentees need. Some programmes focus on leadership skills; others focus on managerial or technical development. Still others focus on building better interpersonal skills. Many programmes, however, focus more broadly on matching the mentee with the mentor who can assist with the specific skills that the mentee needs, whatever they may be.

Enhance career development

Mentors can offer a mentee a wider understanding of potential career options. The mentor can discuss lateral moves and promotion opportunities free from the self-interest that a mentee's immediate manager might have. The mentee can discuss both long-term aspirations and immediate needs for skill development with more candour than might be possible with his or her own manager.

Promote equity

Over the last decade, mentoring programmes have proven to be an effective way of helping blacks and women employees build networks of informal relationships. These networks also provide support to the individual which is particularly necessary in companies or echelons in which there is sparse black or female representation. In these circumstances a mentoring network can provide a great deal of comfort whilst also serving to build confidence in the individual.



THE KEY TO SUCCESS

Disseminate knowledge

Many companies approach mentoring programmes from the perspective of a learning organisation. They know the older, more experienced employees possess a wealth of intellectual capital. Mentoring programmes are a highly efficient way to transfer that knowledge to newer employees.

Align people with corporate goals

By pairing less experienced employees with more experienced people closer to executive levels, mentoring programmes enhance communication about corporate mission, vision, values and goals. A mentor can help a mentee better understand the "big picture". By exposure to perspectives beyond those of one's own department, a mentee can begin to build a broader appreciation of the company's direction.

Build loyalty and trust

Mentoring links an employee with a person who cares about him who is outside their supervisory chain. That relationship helps the mentee in a number of ways. If there is a conflict between the manager and mentee, the mentor can provide advice. If the mentee is exploring job opportunities outside the company the mentor can help broaden the understanding of alternative internal opportunities. The mentor provides a bond to the company even in difficult times.

Mentoring is efficient and cost-effective because it builds upon the experience of existing employees, a resource that every company already has in place. It is a just-in-time tool for employee development, in the sense that mentors focus their assistance on exactly what the mentee needs at the time they need it.

Establishing a Board of Mentors

Accelerated development requires that a talented individual develop rapidly across a broad set of skills incorporating not only job and career specific competence but also psycho-social support. The traditional approach of using a single mentor simply cannot meet these needs. It is vital today that young talent seek to establish a network or Board of Mentors from which to draw on to realise accelerated development. Superior networking skills are essential in this regard if an appropriate Board is to be established.



The key to success is a sound mentoring foundation

Yet, as effective as mentoring programmes can be, their success is not automatic. The key to success lies in establishing a sound mentoring foundation based on trust and understanding. Only from such a base can the relationship develop in support of building technical skills as well as providing psycho-social and career support.

The type of dialogue that makes a mentoring relationship successful is different than anything most employees have experienced before. One day of facilitated experiential learning can have a huge impact on the success of a mentoring programme.



ENSURING SUCCESS



Learning content and style

Adults learn best through a self discovery experience. This is especially true when it comes to establishing a robust mentoring relationship upon which a mentoring pair may build a successful mentoring endeavour. Hence the appropriate content to be included in mentoring training is not focussed on how to mentor. Rather it is focussed on practically building the mentor-mentee relationship itself followed by the development of goal-directed action plans. It is about sharing insight into personal values, behavioural styles, talent profiles and developing interpersonal familiarity and social comfort. Only then is it worthwhile proceeding to identifying and executing on development needs

Ensuring success

As with any other employee development activity, success depends on careful planning that builds on best practices. The keys to a successful mentoring programme are;

- Clear connection to corporate goals
- An enthusiastic executive sponsor
- A carefully evaluated pilot programme
- Thoughtful matching of mentors and mentees
- A networking approach to mentoring
- A vibrant training programme
- Supportive coordination of mentor-mentee activities
- Thorough evaluation and regular programme revision

When these steps are taken, companies find that mentoring programmes offer an unbeatable combination of employee development and cost-effectiveness.



MENTORING PROVIDES PROFESSIONALS
AND THEIR MENTORS A FLEXIBLE
YET STRUCTURED PATH TOWARD
MUTUAL DEVELOPMENT, RESULTING IN
IMPROVED ALIGNMENT AND INCREASED
ENGAGEMENT



PRODUCT SHOWCASE

MENTORING: WHERE 1+1=3

Product Showcase - MENTORING

Our one day Mentoring workshop delivers a comprehensive approach that includes support materials for designing and launching a mentoring programme. The workshop is designed to provide a fast start to the mentoring pair and is followed by a set of learning extensions that can be used by the mentoring pair to further develop their relationship in a planned and goal oriented manner. Clients have applied this programme to the fast development of scientists, the rapid on-boarding of sales managers and as a means of developing high potentials.

Program Benefits

The innovative, experiential MENTORING program's learning tools and guides, structured follow-on field learning extensions, and supporting Web tools provide an all-inclusive package for initiating, implementing, and measuring a successful mentoring initiative. MENTORING's design supports easy customization to match the needs and requirements of both the organization and the specific work unit. A series of guidebooks help the leader set the proper stage, the taskforce successfully implement and track the progress, and the mentors and mentees make the best match possible. The one-day workshop is a fast-start for each of the mentoring pairs as they embark on their joint development path together.

Mentoring helps participants:

- Understand their unique talents
- Increase their engagement with their current assignment
- Identify and focus on the most important key skills for their current assignment
- Find and stay on their personal mastery path for their longer-term professional and personal development
- Create a concrete action plan for the first thirty days of the mentoring experience, with clearly defined roles, responsibilities, and individual commitments
- Increase their loyalty to their team and organization

OUR ONE DAY MENTORING WORKSHOP
DELIVERS A COMPREHENSIVE APPROACH
THAT INCLUDES SUPPORT MATERIALS
FOR DESIGNING AND LAUNCHING A
MENTORING PROGRAMME

Program Description

The MENTORING program, based on solid research conducted by successful organizations and leading professionals around the world, is designed to be highly experiential and facilitate self-discovery.

A set of mentoring guidebooks assures a successful customization and implementation process.

They include:

- A guide to help the leader communicate and launch the program
- A guide to help a taskforce customize and launch the program
- A guide to help the potential mentee select a mentor and prepare for the workshop
- A guide to help managers understand their role in supporting their team members' involvement in a mentoring program
- A guide to help the administrator of the program plan and manage ongoing activities during the twelve-month mentoring cycle

Before the Program

- Program sponsors, coordinators, and advisors receive documents with recommendations and best practices to make their jobs easier.
- Mentors and mentees are identified.
- Mentors and mentees are matched into pairs.

Pre-Work

- Mentees review a brief guide that helps them set expectations and identify skills, goals, and priorities.
- Mentors and mentees individually complete a strengths assessment instrument and bring their results to the workshop.



MODULES

MODULE ONE: GREAT MENTORS AND MENTEES

Divided into groups of mentors and groups of mentees, teams assume opposite roles and identify what they would want from a mentoring partner. To reach a clear understanding of the attitudes and responsibilities of each role, they identify what it will take to do a great job in being either a mentor or mentee during the twelvemonth mentoring cycle.



MODULE TWO: TALENTS

This section is the first of three activities that help the mentor-mentee pairs better understand each other's unique nature and develop a plan for how they will communicate and interact during the mentoring cycle. In this activity, pairs share their personal talents and strengths, using their pre-work. They identify opportunities within the mentoring relationship to leverage each other's strengths.

MODULE THREE: COMMUNICATION STYLES

Pairs identify their individual communication styles under both ordinary and stressful conditions. They then identify best practices for communicating with each other.

MENTORING IS DESIGNED TO NOT ONLY PROVIDE A DEVELOPMENTAL EXPERIENCE FOR THE MENTEE, BUT ALSO HELP THE MENTOR HONE THEIR LEADERSHIP AND SUPERVISORY SKILLS

MODULE FOUR: VALUES

After individually exploring their personal values, the mentoring pairs share their top values and discuss why they are important to them and how they affect their view of themselves and their jobs.

MODULE FIVE: WORK SKILLS

The mentor and mentee work together with a set of tools to assess current work skills, developmental opportunities, and potential areas of interest for the first thirty days together.

MODULE SIX: BEST PRACTICES

The pairs explore best practices in mentoring and choose five they will apply to their work together.

MODULE SEVEN: OBSTACLES AND BARRIERS

The pairs explore what can get in the way of success and brainstorm together how to eliminate or neutralize potential obstacles.

MODULE EIGHT: ACTION PLAN

Each mentoring pair plans the twelve-month performance cycle by determining what they want to achieve and how they will get there. An action plan specifies measurable developmental areas, needed activities, and target completion dates.

MODULE NINE: CONTRACT

The pairs reach agreement about how they are going to work together. They identify what each person needs from the other, creating a list of roles and responsibilities. These agreements will facilitate their carrying out the actions plans they have created. Finally, they sign their agreement.

AUDIENCE

Both experienced and inexperienced knowledge workers.

IMPLEMENTATION / CUSTOMIZATION

MENTORING is a one-day program prefaced by Web-based pre-work and followed by six structured post-workshop paired-learning experiences. The program requires one trained facilitator per four to six tables of three mentoring teams each. Materials may be customized around organizational values, the specific design of the mentoring initiative, and key skills as appropriate.



UPCOMING EVENTS

CONDUCTOR

(FREE SEMINAR)

Research consistently confirms that it is the immediate supervisor, manager, or leader that has the greatest impact on employee performance. Great companies recognize that one of the single greatest capabilities that fuels success is the ability of leaders, managers, and supervisors to concisely communicate performance expectations and follow up with consistent, ongoing feedback to guide exceptional performance. However, effective feedback and coaching require much more than just communication skills, clarity, and timeliness.

Enter *Conductor* from The Real Learning Company. *Conductor* is an experiential learning program that builds on the power of a trust-based relationship as a foundation for all feedback and coaching interactions. *Conductor* emphasizes the importance of recognizing the inherent differences in each person and coaching situation while remaining consistent, fact-based, and nonjudgmental.

Conductor addresses the skills required to provide job performance feedback and coaching. As a result of the *Conductor* learning experience, participants:

- Realize the importance and power of effective feedback and coaching
- Learn the importance that relationship plays in successful coaching
- Understand what those being coached want in a coach
- Discover the differences between directed and guided feedback and coaching
- Learn how personal filters lead to assumptions and judgments
- Identify barriers and find common interests on which to build stronger relationships
- Improve their probing and listening skills
- Master a natural and non-manipulative model for coaching interactions
- Create a specific coaching plan for one or more of their current performers

We are now marketing this programme in South Africa and are inviting a select group to participate in a live demonstration workshop during which time we will provide you with an up-close look and feel for our Learning map technology.

INVITATION

We invite you or team member(s) designated by you to join a select group of peers that we have invited to this free seminar (*Conductor*).

Venue:	Protea Hotel, Midrand
Date:	Friday, 18th July 2008
Time:	08h30 - 17h30

Contact Person:	Elsie Mogale
Phone:	012 663 6909

(Seats are limited, call early to book your place.)
Further details of the seminar may be obtained from:
Mike Lewis.

LEADERSHIP NEWSLETTER

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