

# MENTOR COACH LEAD:

*to peak professional performance*

## Disclosures:

Speaker has no disclosures.

# MENTORSHIP, SPONSORSHIP, COACHING



# MENTORSHIP, SPONSORSHIP, COACHING

## MENTOR

someone who has  
knowledge and  
shares  
it with you

## SPONSOR

someone who has  
power and will  
use it for you

## COACH

someone who has  
expertise and uses  
it to teach or train  
you

# MENTORSHIP, SPONSORSHIP, COACHING

## MENTOR

someone who  
talks TO you

## SPONSOR

someone who  
talks ABOUT you

## COACH

someone who  
PROVIDES FEEDBACK  
or ASKS YOU  
QUESTIONS to guide  
your discovery

# MENTORSHIP, SPONSORSHIP, COACHING

## MENTORING

is development  
driven

## SPONSORING

is advancement driven

## COACHING

is performance  
driven



# TYPES OF MENTORS

TRADITIONAL MENTORS



PEER MENTORS



REVERSE MENTORS








MENTORING TEAMS / CONSTELLATIONS



SPONSORS

# ACCESS TO ALLIES – WHAT WE KNOW

## Individuals who are mentored in the workplace:

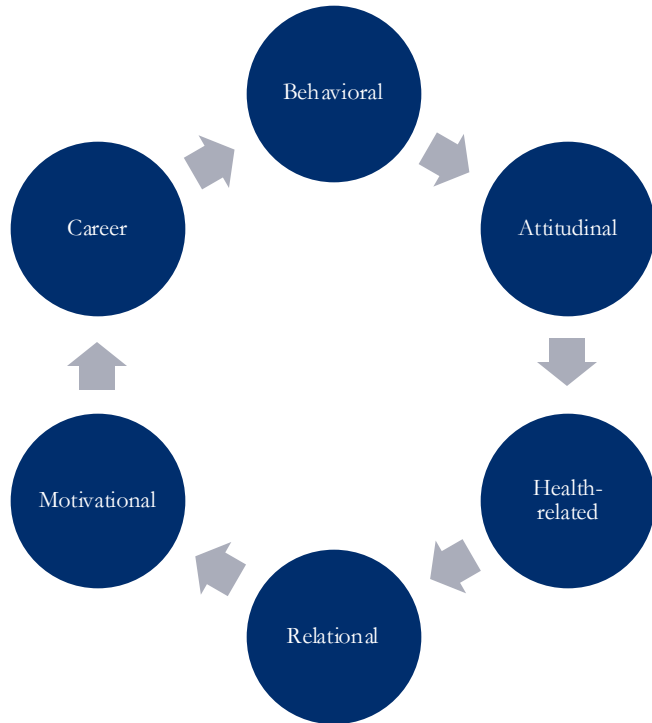
-  are better prepared for promotions and have higher success rates,
-  stay with their organizations longer,
-  feel more satisfied with their jobs and careers,
-  rate higher on performance measures,
-  are perceived as more innovative and creative,
-  show higher resilience to setbacks, and
-  have stronger networks.

Mentoring First Time Managers: Proven Strategies HR Leaders Can Use, Gentry and Walsh, 2016





# MENTORING DRIVES OUTCOMES



[J Vocat Behav](#). Author manuscript; available in PMC 2009 Apr 1.

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PMID: [19343074](https://pubmed.ncbi.nlm.nih.gov/19343074/)

## Does Mentoring Matter? A Multidisciplinary Meta-Analysis Comparing Mentored and Non-Mentored Individuals

[Lillian T. Eby](#), [Tammy D. Allen](#), [Sarah C. Evans](#), [Thomas Ng](#), and [David DuBois](#)

“Mentoring is significantly correlated in a favorable direction with a wide range of protégé outcomes.”

Does Mentoring Matter? A Multi-Disciplinary Meta-Analysis Comparing Mentored and Non-Mentored Individuals. Eby, et. al, Journal of Vocational Behavior, 2008 Apr; 72(2): 254-267.



# BENEFITS DERIVED FROM FORMAL MENTORING

SELF AWARENESS / EMOTIONAL INTELLIGENCE

SOCIAL / POLITICAL CAPITAL

WELL-BEING / RESILIENCE

CAREER MOBILITY

PATH / GOAL CLARITY

VALUES CLARITY



# LEADERSHIP BENCH STRENGTH

According to The Conference Board, one of the top challenges CEOs have is improving the effectiveness of frontline and first-time managers.

These leaders:

- Represent the **largest population of leaders** in organizations, and many are **managing for the first times** in their careers
- Directly **lead the most people** in the organization
- Build the **pipeline for future leadership roles** within the organization
- Are considered the **leadership bench strength** of the organization

Mentoring First-Time Managers: Proven Strategies HR Leaders Can Use, Center for Creative Leadership, 2015



# LEADERSHIP BENCH STRENGTH

A survey by Manchester International said:

 **40%** of newly promoted managers

fail within the first 18 months

A 2012 finding from Bersin & Associates said that first-level frontline supervisors receive the least amount of money and support for training and development.

Research at the Center for Creative Leadership uncovered that **50%** of managers in organizations are regarded as **incompetent, disappointments, the wrong hires, or failures.**

Mentoring First-Time Managers: Proven Strategies HR Leaders Can Use, Center for Creative Leadership, 2015



# 4 KEYS TO BUILDING LEADERSHIP BENCH STRENGTH

- 🔑 High quality internal coaching
- 🔑 Fair and accurate systems for accelerating talent from a diverse pool
- 🔑 High quality leadership development programs
- 🔑 High quality leadership assessment and feedback programs



Four Keys to Building Leadership Bench Strength, Alain Hunkins, Forbes, August 30, 2021



LAURIE BAEDKE



“Good mentors help us  
to get close to our full  
potential.”

Kimberly Manning, MD, FACP  
Professor of Medicine  
Associate Vice Chair, Diversity, Equity, and Inclusion  
Emory University School of Medicine

Mentors. Manning, K., ACP Hospitalist blog, July, 2012.



LAURIE BAEDKE

# DIVERSIFY YOUR ROSTER

## A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.

- 
- The diagram consists of a vertical green bar with five numbered circles (1-5) along its left edge. To the left of the bar is a vertical double-headed arrow. The top half of the arrow is labeled 'Private relationship' and the bottom half is labeled 'Public relationship'.
- 1 Mentor**  
Provide advice, support, or coaching.
  - 2 Strategizer**  
Share “insider information” about advancing; strategize getting ahead.
  - 3 Connector**  
Make introductions to influential people; talk her up with your peers.
  - 4 Opportunity giver**  
Provide a high-visibility opportunity.
  - 5 Advocate**  
Publicly advocate a promotion; fight for her in settings where she can't fight for herself.

# CURATE YOUR CIRCLE





# MY FIVE



Peers, mentors, and sponsors

Friends

Mentees

A players in my organization

National thought leaders

Individuals outside of my profession

# Your garden grows where you water it.

Get connected:

- ✓ Inside and outside of your **institution**
- ✓ Inside and outside of your **community**
- ✓ Inside and outside of your **profession**





# WHY A COACH?

THE  
NEW YORKER

ANNALS OF MEDICINE OCTOBER 3, 2011 ISSUE

## PERSONAL BEST

*Top athletes and singers have coaches. Should you?*



**By Atul Gawande**

September 26, 2011



*No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in.* Illustration by

Barry Blitt

Top Athletes and Singers have Coaches. Should You? Gawande, Annals of Medicine, The New Yorker, 2011



L A U R I E B A E D K E

# WHY A COACH?

“Coaches are not teachers, but they teach.

They’re not your boss, but they can be bossy.

They don’t even have to be good at the sport.

The famous Olympic gymnastics coach Bela Karolyi  
couldn’t do a split if his life depended on it.

Mainly, they **observe**, they **judge**, and they **guide**.”



”FEW CAN ACHIEVE AND  
MAINTAIN THEIR BEST  
PERFORMANCE ON  
THEIR OWN.”



# WHY A COACH?

When it comes to  
blind spots,  
ignorance is not bliss.





# FEEDBACK – GIVE, RECEIVE, GROW





# HIGH POTENTIALS / ACHIEVERS CRAVE FEEDBACK

“Elite performers crave feedback.  
They do not see it as a critique.



High achievers view feedback  
as an opportunity for enhancement,  
a way to outplay and outperform  
everyone else.”

Ruth Gotian, EdD

Why Kobe Bryant and Michael Jordan Kept Winning On and Off the Court, Gotian, Forbes, 2021



# MASTERING THE ART OF FEEDBACK

*“The foundational element to receiving and adapting to feedback is an unshakable confidence in one's own capabilities and one's own ability to put the feedback into practice.”*

*Olympic fencer  
Iris Zimmerman*



How to Turn Feedback in to an 'Opportunity for Enhancement', Gotian, Forbes, 2021



# RECEIVING FORMATIVE FEEDBACK

"I WANT TO CONSISTENTLY GROW AND IMPROVE.

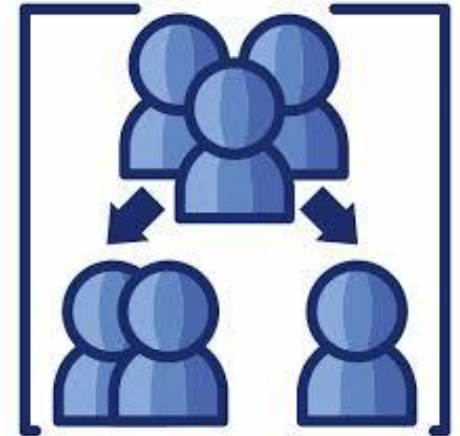


I WOULD WELCOME YOUR CANDID FEEDBACK,  
AND I WILL DO MY BEST TO RECEIVE IT GRACEFULLY."



# BREAKOUT DISCUSSION

Coaching:  
Perk or Penalty?



PUTTING IT IN TO PRACTICE

# CLARIFY THE NEED

DEVELOPMENTAL

SOUNDING BOARD

ACCOUNTABILITY

ALLYSHIP

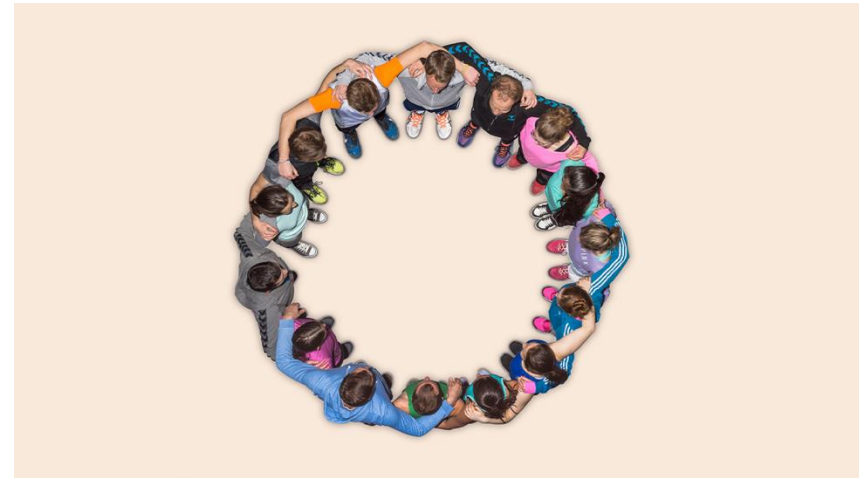
ENCOURAGEMENT



# REAL MENTORSHIP STARTS WITH CULTURE

“Mentoring programs aren’t as effective as they could be.

Single mentor-mentee matches are often **too formal** and **hierarchical**, and even the best mentoring programs are unlikely to achieve intended outcomes when the surrounding workplace is **competitive** and **individualistic.**”



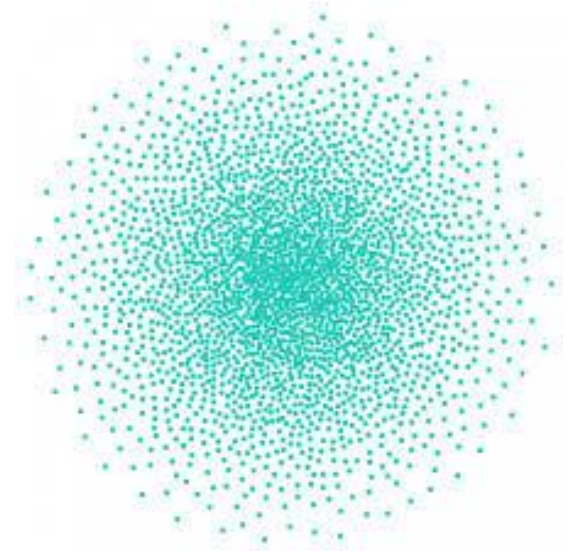
Real Mentorship Starts with Company Culture, Not Formal Programs, Johnson and Smith, 2019



# MENTORING CONSTELLATIONS

Single mentors are less career enhancing than **robust developmental networks** or **mentoring constellations**.

Evidence shows that many employees prefer mentorships with a more **reciprocal** and **mutual character**.



Real Mentorship Starts with Company Culture, Not Formal Programs, Johnson and Smith, 2019



LAURIE BAEDKE



# MENTORS OF THE MOMENT

“Mentors of the moment help to promote

a mentoring culture where all

members of the organization –

*especially those in the middle to upper ranks* – seek

opportunities in daily interactions to **develop** or

**grow** junior colleagues and peers.”




Real Mentorship Starts with Company Culture, Not Formal Programs, Johnson and Smith, 2019





LAURIE BAEDKE


# MENTOR OF THE MOMENT CONVERSATION STARTERS

 “I noticed that you’ve been working on / doing great things in \_\_\_\_\_. **Well done!**”

 “I wonder if I could get your take on \_\_\_\_\_. **I’d value your perspective.**”

 “The hiring committee sure got it right bringing you on board. **How can we keep you here?**”

 ”In a perfect world, what would you like to be doing in 1/3/5 years? **How can I help make it happen?**”

 “I know that I keep a busy pace, but **I want to be available to you.** Drop by if you’d like a sounding board, or put yourself on my calendar at the cadence that best meets your needs.”

# MENTORING CULTURES DRIVE OUTCOMES

- ✨ better retention
- ✨ more loyalty and commitment among employees
- ✨ stronger succession planning
- ✨ more organic mentoring
- ✨ stronger developmental networks at work
- ✨ greater inclusion of women and POC

Real Mentorship Starts with Company Culture, Not Formal Programs, Johnson and Smith, 2019



# MENTORSHIP ETIQUETTE

👉 Don't ask for a mentorship, ask for a conversation

👉 Branch out

👉 Do the heavy lifting {proactive, prepared, reflective, flexible}



I'M ALREADY WHERE I WANT TO BE –  
WHY DO I NEED MENTORING?

Mentors can help with leadership development and career advancement, but the practice isn't only about development and mobility. *It's about continually pursuing growth, being better, adapting, and setting the example for others around you.*



# WHEN DO WE NEED MENTORSHIP + COACHING?

- 1 ALWAYS!
- 1 Career transitions
- 1 Adversity
- 1 Success



# BARRIERS TO EFFECTIVE MENTORSHIP



Time



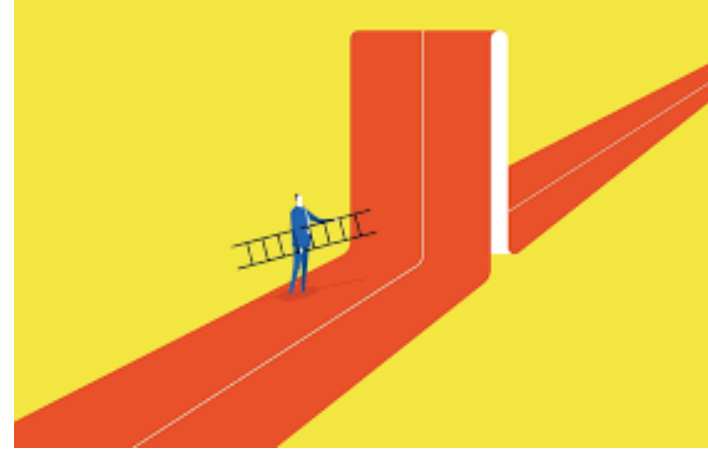
Training | resources



Privacy | confidentiality



Unconscious | implicit bias



# KEY TAKEAWAYS:

- ✓ Role definition – mentor, sponsor, coach
- ✓ Mentorship is bidirectional
- ✓ Mentorship drives outcomes
  - ✓ Self-awareness
  - ✓ Growth
  - ✓ Performance
  - ✓ Engagement
  - ✓ Purpose
  - ✓ Well-being





*Let's chat*

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