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Mentor Programs – Mentor Culture

Saskatchewan Construction
Association
June 2016



Organization Challenges

- Talent Shortages
- Aging Workforce
- Lack of Succession Planning
- Lack of Succession Development
- Lack of leadership talent
- Mobile Workforce
- Disengaged Employees
- Culture



Mentoring

- ❑ What is your definition of mentoring?



Mentorship – Role and Definition

- ❑ A mentor is a person who through a **trusted relationship** helps guide, support and counsel a person with a focus on **personal and professional growth** and the facilitation of **critical thinking skills**
- ❑ A mentor is focused on **trusted relationships** and the **long term** investment in a person's development **personally and professionally**.



Value of Mentorship

- What would be of value to you in being a mentor?
- What would the value be to your organization?

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Value of Mentorship - Mentor

- Social and professional development of mentee/apprentice
- Self-reflection
- Passion and energy
- Fresh perspective
- Influence and share your key learnings with others
- Promote your organization
- Two-way learning



The Value to Your Organization

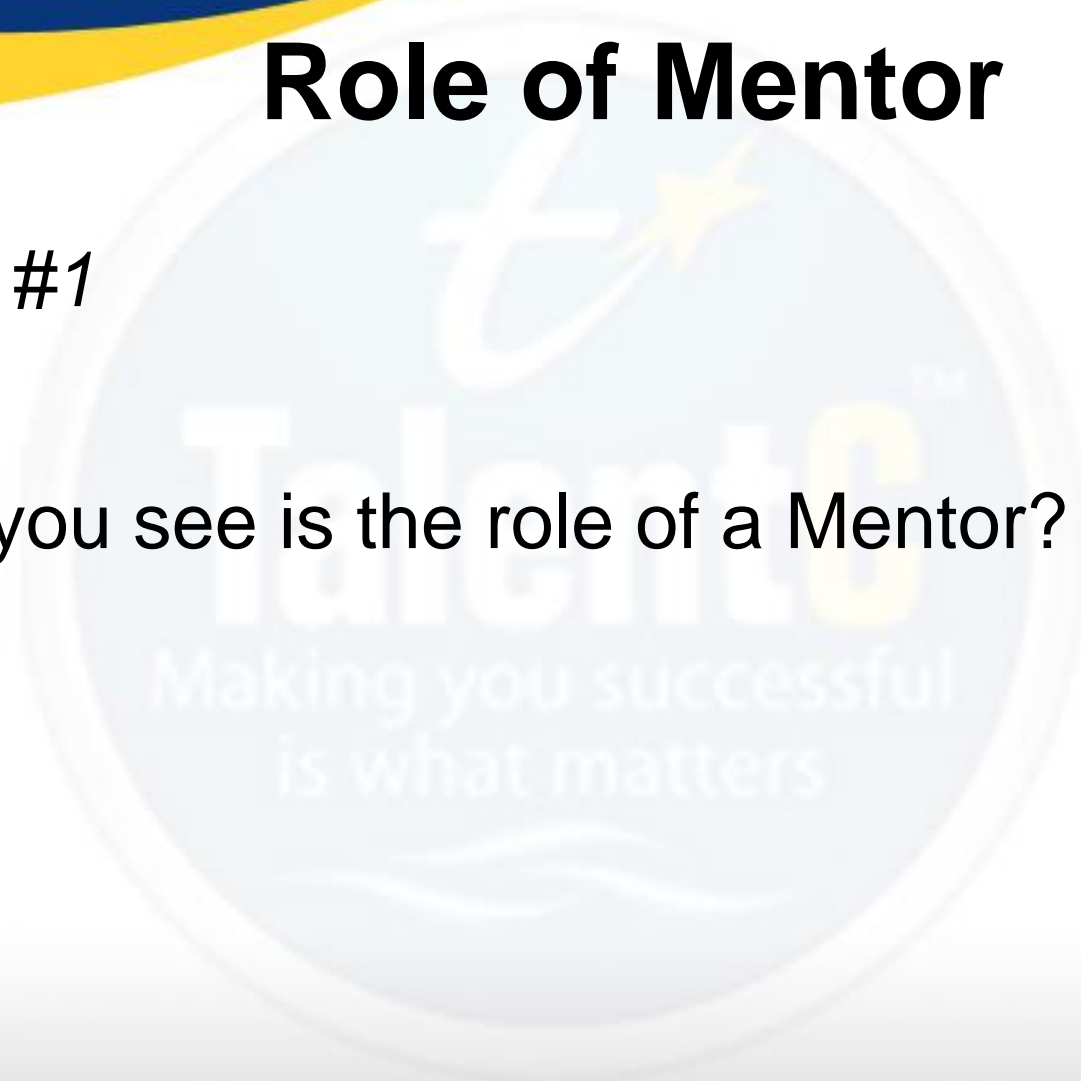
- Commitment to make the organization a better place to work – contribute to a mentoring culture
- Promote organization in the attraction, engagement and retention of staff
- Succession development/Succession Planning
- Develop potential and high performers for future leadership roles
- Disengaged employees



Role of Mentor

Question #1

What do you see is the role of a Mentor?



Role of a Mentor

- Role model
- Guidance and encouragement
- Develop a romantic relationship with your mentee
- Create a comfortable learning environment
- Share all information about your mentee with their supervisor
- Effective communicator and relationship builder



Role of a Mentor

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BuildForce Canada Benefits

❑ Measurable benefits

Mentoring benefits the industry as a whole through **increased productivity, improved quality of work, improved safety and a better overall public image.** And it makes especially good sense for **smaller companies** that do not have access to more formal training programs.

<http://www.buildforce.ca/en/dimensions/article/149>



Buildforce Canada Study

- ❑ To be effective, however, mentoring must be done properly.
- ❑ “We train workers to be good tradespeople, but we don’t train them to be good teachers.”
- ❑ “the approach to mentoring is “haphazard” and “tends to happen by default rather than by design,” which may explain why some apprentices don’t complete their apprenticeship.”

<http://www.buildforce.ca/en/dimensions/article/149>



Construction Owners Association of Alberta

Benefits:

- Health and safety performance
- Increased productivity
- Development of new skills – leadership skills
- Increased confidence, self-esteem and enthusiasm
- Teamwork and mutual cooperation
- Transfer of experience
- Supportive and trusting relationship



A Mentor!

“A Mentor is not someone who walks ahead of you to show you how they did it.”

“A Mentor walks alongside you to show you what you can do.” (Anonymous)

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Effective Mentoring



Relationship Builder

3 Phases:

- Trusting Phase – Foundation
- Learning and Development Phase
 - useable structure
- Maintenance Phase
 - ongoing maintenance



Socratic Method

- ❑ Socrates – classical Greek philosopher
- ❑ Unique style
- ❑ Great leadership style
- ❑ Asking questions versus “telling”
- ❑ Problem is broken down into a series of questions guiding the seeker to the answer



Socratic Method

Question #2

Which of the following is a good example of the Socratic Method?



Socrates



Socratic Method



Which of the following is a good example of the Socratic Method?

- I don't have time to discuss this with you and you should know what to do anyhow so just do it.
- You seem to be struggling with this challenge, is there a different way that we could approach this?
- I am hearing something in your voice that tells me that you don't believe in yourself as much as I believe in you. Can you help me understanding why that is?
- If I were you, I would tell your boss that he is wrong. That is what I did when I was younger.
- What would happen if we were to do XXXXXX?



Socratic Method



Which of the following is a good example of the Socratic Method?

- I don't have time to discuss this with you and you should know what to do anyhow so just do it.
- You seem to be struggling with this challenge, is there a different way that we could approach this?**
- I am hearing something in your voice that tells me that you don't believe in yourself as much as I believe in you. Can you help me understanding why that is?**
- If I were you, I would tell your boss that he is wrong. That is what I did when I was younger.
- What would happen if we were to do XXXXXX?**



Effective Communication

- Effective Communication
 - Active Listening
 - Crucial Conversations
 - Socratic Method
 - Trigger Words - Deflections



Effective Mentoring

- Transferable skills

- Leadership

- Organization

- Family

- Community

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The Questions

- Why do you want to implement a mentoring program or mentoring culture?
- What is the business problem that you are trying to solve?
- How are you going to measure success?
- Do you want a mentor program or a culture based on mentoring?



Mentorship Programs

- A structured formal program where mentors and mentees are matched.
- May have start and end dates.



Mentorship Culture

- ❑ A combination of formal and informal mentoring with no end date in mind.
- ❑ Mentoring becomes a way of life in the organization resulting in a learning and development environment where effective communication and trusted relationships are the corner stone of success.



Why Mentoring Fails

- Lack of Corporate Support
- Lack of Structure
- Lack of Training
- Culture will not support mentoring

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Next Steps

- Decision
 - Culture or Programs or combination
- Champions – Advocates
- Communication
 - Buy in
 - Why we are doing this
 - How it will be rolled out
 - Success Stories

Next Steps

- Structure
 - Formal
 - Informal
- Matching
 - What process and who manages
- Committee Approach
 - Bank of Canada

Next Steps

- Training
 - Basic for all
 - Enhanced for Champions and Advocates
- Marketing
 - External – “We support and maintain a mentoring culture”
- Milestone Evaluation
- Recognition - Participant

References:

<http://www.aboriginalconstructioncareers.ca/toolkit/step-5-coaching-and-mentoring-long-term-success>

<http://www.coaa.ab.ca/LinkClick.aspx?fileticket=ZGGGN4eIA6E%3D&portalid=15>

<http://www.buildforce.ca/en/dimensions/article/149>



Your Challenge

- ❑ **WHAT:** Every company knows what they do – what products and services they provide
- ❑ **HOW:** Some companies and people know how they do **WHAT** they do – the **HOW** can sometime explain how something is different or better
- ❑ **WHY:** Very few people can articulate **WHY** they do **WHAT** they do
- ❑ **Can you explain to your staff WHY you do what you do? (hint: its not about making money – that's an outcome)**



Questions?





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