

MENTORING SKILLS FOR EXECUTIVES, MANAGERS AND TEAM LEADERS

HOW TO IMPROVE PERFORMANCE, DEVELOP TALENT AND ENCOURAGE SUCCESS

INTRODUCTION:

To compete successfully in today's marketplace, it is imperative for organisations to be able to develop people rapidly. They must be able to identify high potential people, develop them through successful mentoring and ensure their retention. The competition for talent has increased enormously over the last few years and progressive organisations have become more concerned about their succession planning. A well designed mentoring programme has numerous benefits to organisations, their mentors and mentees/ protégés.

OBJECTIVES:

This seminar provides information and research on best practices. It provides the skills needed by mentors to fulfil their roles successfully. Participants will learn about various types of mentoring programmes: what's in it for them and what to watch out for. They will also learn the essential competencies of mentoring, namely: assessment, development, feedback, coaching and counselling.

COMPLIMENTARY:

All participants will receive a complimentary copy of Paul Loftus' article "The Pygmalion Effect" which has appeared in a number of international management journals. In his article Paul describes the power of expectations on performance. He also discusses the relevance of expectations on the mentor – mentee / protégé relationship.

SEMINAR OUTLINE:

DAY 1

Introduction

- Objectives
- Background
- Definitions
 - Mentor
 - Mentee/ Protégé
- DVD

Mentoring Programmes I

- Advantages to Company
- Relationship to Career Development
- Phases of Mentoring Relationship
- Benefits to Mentors
 - Group exercise
 - Presentations
 - Lecturette

Mentoring Programmes II

- The Mentoring “Contract”
- Mentor-Mentee/ Protégé Meetings
- Mentoring Guidelines
- Role of the Mentor
- The Mentor Scale
- Programme Evaluation
- DVD

The Power of Expectations

- The Pygmalion Effect and Its Relationship to the Development of Mentees/ Protégés Expectations
- DVD
- Lecturette
- Case Studies

DAY 2

Assessment of Mentee/ Protégé

- Principles of Assessment
- Uses of Assessment
- Case Study: A Plant Staffing Dilemma

Development of Mentee/ Protégé

- The Work Plan
- Setting Up Action Plans
- Follow-Up on Action Planning

Feedback

- Self Assessment
- Guidelines for Giving Feedback Effectively
- Written Exercise
- Selected Skill Practices

Coaching

- Self Assessment

- Characteristics of a Great Coach
- Coaching Process Steps
- Coaching Guidelines
- DVD
- Case Study
- Business World Applications
- Personal Action Plan

Counselling

- Assisting Mentees through Counselling
- Principles of Counselling
- Directive vs. Non-Directive Counselling
- Case Studies
- Skill Practices

PROGRAM LEADER:

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