

Sharing Your Knowledge-Mentoring as a Leadership Skill!

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Sharing Your Knowledge-Mentoring as a Leadership Skill!

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“Welcome! Today’s topic is ‘How To Give A Presentation Without Losing Your Audience’s Attention’. The End. Thank you for coming.”

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Objectives

1. *Leadership as a Competency-Mentoring as a Skill*
2. *Effective Communications*
3. *Understanding the role of the mentor and the mentee*
4. *Developing a “**mentor/mentee contract**”-moving forward*

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Quick Exercise

Take a minute and write down what your **PRIMARY** expectation is regarding the outcome of today's session. Answer the following:

1. *Why am I here?*
2. *Why is this important to me/my organization?*
3. *What do I hope to learn?*

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A Quick Review on Management and Leadership

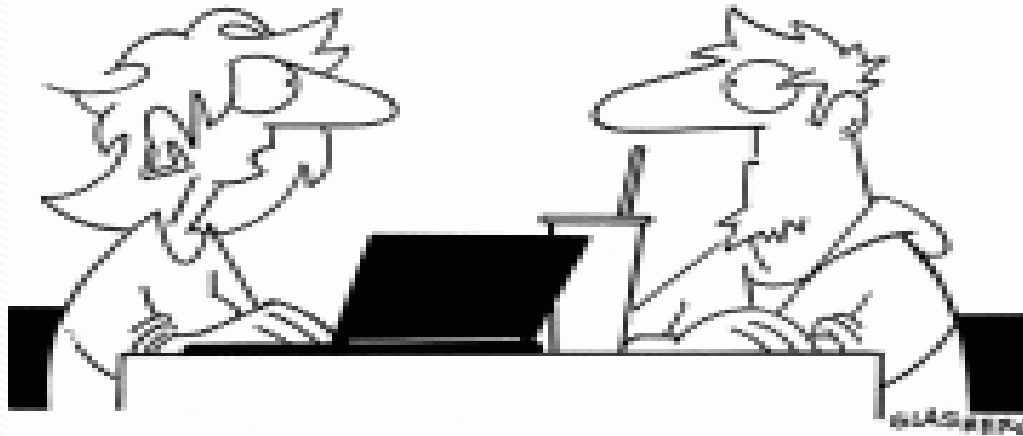
- Management consists of planning, organizing, staffing, leading, directing and controlling a group of one or more people or entities or effort for the purpose of accomplishing a goal (Murphy, 2009).
- Leadership is about influencing the activities of others in efforts toward goal achievement in a given situation (Hersey & Blanchard, 1981).
- Leadership can be thought of as a blending or fusion of different values, styles, attributes, and behaviors (Mineo, 2009).



"Is it just me, or does it seem like I've taken my leadership skills to the next level?"

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"I have plenty of management experience. I spent
18 years telling my parents what to do."

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Successful leaders recognize:

- Its all about the relationship
 - Productive relationships drive success
 - Interacting with people is a good thing
 - Time and energy is required
 - Value and respect for the concerns of others is a must

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It has been said that a person is **revealed**; not **defined** by challenges.

It is stepping outside one's "**comfort zone**;" allowing them to better understand the impact of what is being communicated.

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Styles of leadership currently practiced in EMS

- **Situational**-contingency theory is a model that seeks to better align the leaders to the situation. The term *contingency* is used to describe the style because the leader's effectiveness is contingent on the setting (Fiedler, 1964)
- **Transactional**-often referred to as the reward/punish style.

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Styles practiced in EMS (cont.)

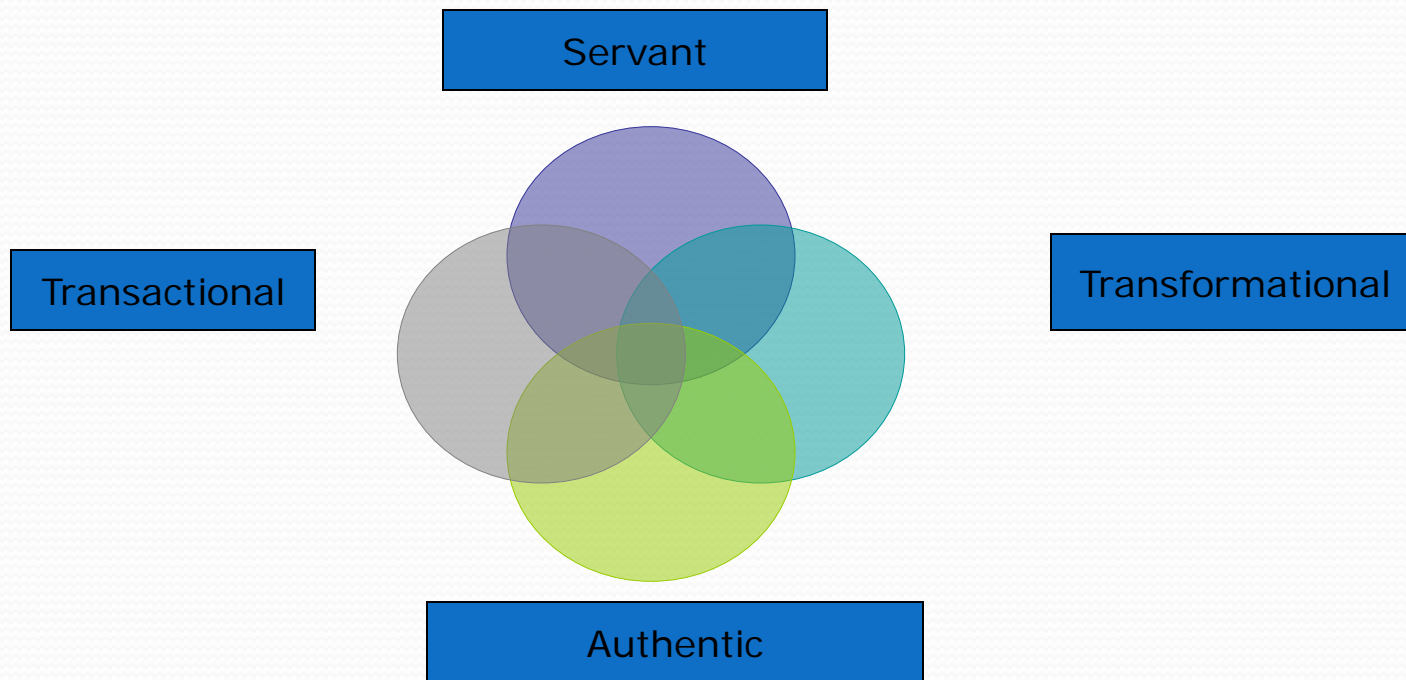
- **Transformational**-a style that encourages followers to perform above and beyond expectations, combining their own self-interests with those of the leader, the group, or the organization as a whole
- **Servant**-a theory is one in which the leader brings out the best in followers by trying to better understand their individual characteristics and interests. Servant leadership is not about the leader, but rather the relationship between leader and follower.
- **Authentic**-a people-oriented leadership style, which sees qualities such as honesty, integrity, and credibility blended as one.

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New Philosophy/Style

- Blend of transactional, transformational, servant, and authentic.
- More listening, less talking, more cooperation.

Philosophy of Leadership (new style-Mineo, 2009)



Blend of four styles=new
philosophy

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Successful leaders:

- Understand that positive relationships are key
- Learn to interact with people personally and professionally
- Value and respect the concerns of others
- Demonstrate integrity
- Are agreeable to change
- Listen first, then listen again
- Engage, accept and support (mentor)
- Resolve Conflict
- Use Power Wisely

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Learn How To Lead Through...

- Experience: trial and error
- Example: observing others
- Education: formal and informal training

Remember, Leaders are Lifetime Learners

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The Leadership Practices-A self-awareness model of leadership (Kouzes & Posner)-Comprised of 30 behavior related questions divided into the following five practices:

- Model the Way
- Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

Each of these contributes to being a successful mentor

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Model the Way

- All about credibility, yours and the organizations.
- Setting an example by what you say and do, aligning actions with values.

(Kouzes & Posner, 2003)

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Inspire a Shared Vision

- What is the vision-yours and the organizations?
- How can you get there-what will it take?

(Kouzes & Posner, 2003)

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Challenge the Process

- All about Change, and are you willing to try something different!
- Change can be small or large-you decide!
- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes!

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Enable Others to Act

- Plain and simple-You will not succeed on your own!
- Need to foster collaboration
- Create an environment of trust

(Kouzes & Posner, 2003)

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Encourage the Heart

- Recognizing contributions of others
- Sharing successes and celebrating victories
- Not individual-but Team

(Kouzes & Posner, 2003)

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Communication is leadership and leadership is communication (Fitch, 2009)

- Not so much what is being said, rather how it is being said.
- Three C's-communicate, compassion, candor.

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http://www.youtube.com/watch?feature=player_detail_page&v=xD8Ay9kLjS8

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Clearly; good communication opens doors; where the opposite tends to close them!

Successful communication includes knowing what your listener needs to hear; and then delivering that message.

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Successful communication involves **responding**; as opposed to **reacting**!

When communicating successfully; the listener gets to see the **person**; not just the message!

People like being seen as people

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Instead of Advice...Try being a Mentor!

- Mentoring (coaching) is about helping others grow, improve and perform better ((Touchstone, 2009)

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http://www.youtube.com/watch?v=B2hrexC2ZAI&feature=player_detailpage

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Mentoring (Exercise)

Turn to a colleague and introduce yourself. Then take a couple of minutes and mentor your colleague on something you are really good at (non-EMS).

When done, reverse roles!

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So what is Mentoring?

- Mentoring is a process that provides for transfer of knowledge, feedback and support from someone with experience to someone who has less experience
- What are some examples of mentoring that you can think of?

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Mentoring-Principles that affect leadership and change (JEMS, 2010):

- *Advocate total communication... and then do it!*
- *Spend time with your staff (rounding) to build strong relationships*
- *Be a role model (mentor)*
- *Encourage/empower others to challenge the status quo and offer new ways of doing things*

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“Mentoring provides individuals with a chance to succeed!”

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Mentors and Managers

- Many leaders don't bother to learn how to mentor someone, because they believe it is the same as managing people. It is not.
- Immediate managers provide direction, resources, encouragement, consequences and measures progress. Mentors, on the other hand, provide high-level guidance and help track progress.
- Finally, a mentee is under no obligation to accept the feedback or advice offered by a mentor, whereas the feedback and advice offered by a direct supervisor is often not optional.

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The Role of a Mentor

- A key part of learning how to mentor someone is to understand the role of this important relationship. As a mentor, you should act as a(n):
 - Sounding Board
 - Development Coach
 - Interpreter and Guide
 - Role Model

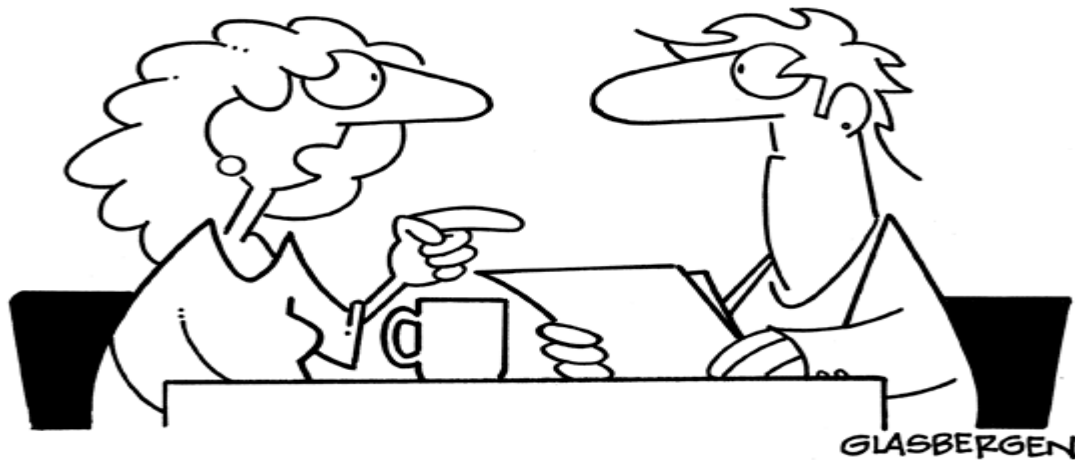
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What the Mentee Expects:

- Encourage learning, achievement, and trying new approaches.
- The mentee expects the mentor to keep their confidences.
- Mentors who provide specific and honest feedback regarding their performance.
- Mentors who suggest strategies for specific work challenges.
- Most of all, participants want mentors who care about them and want them to succeed.

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“Your advice is very important to me, so I wrote down exactly what I want you to say.”

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The Mentoring Agreement

- A very useful tool for learning how to mentor someone is the Mentoring Agreement. There are a variety of different formats for Mentoring Agreements, but here are some standard category contents for a mentoring agreement:
 - Purpose
 - Responsibilities of the mentor and the mentee
 - Measures of Success of the mentoring relationship.
 - Barriers
 - Ground Rules
 - Meetings

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Things to Remember about how to mentor someone:

- Don't bother if you are not committed. A mentoring relationship will take some time and energy. If you are unwilling to make that investment, you should decide early on NOT to do so.
- It's about accelerating development. Mentoring relationships are intended to advance the career of the mentee, and skill building. If you are uncomfortable in such a role, you should not volunteer.
- Use a mentoring agreement. A bit of structure can advance the relationship significantly.

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Last, but not least....Be Transparent

Be truthful

Keep your promises

Take ownership of your mistakes

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“A true leader does not set out to be a leader; but rather becomes one by virtue of their actions and the integrity of their intent” (author unknown).

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http://www.youtube.com/watch?v=UhxINyIZ454&feature=player_detailpage

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Ladies and Gentlemen-

“You are the future of EMS!”

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