

Mentoring & Coaching development of Competencies

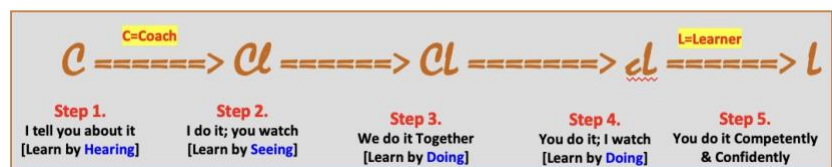
Each of the Mentoring & Coaching Solutions below was successful because each involved a **Mentoring Solutions Expert**, who facilitated **Collaborative Program Planning** with Key Stakeholders to design and implement the right kind of Formalized Program.

Properly-matched Mentoring Partners participated in **Mentoring for Results™ Partner Training** where actual mentoring began. This developed good mentoring relationships and produced faster goal attainment that satisfied the Business Case for launching the Program and produced ROI to offset costs.

All examples below – and others not listed – developed the **Diversified Workforce**. These examples illustrate that “one-size-fits-all” will not work, because each situation is different.

- ✓ Proteges rotated through Executive Mentors at **Winthrop Pharmaceuticals**, to learn new competencies and different perspectives from each mentor.
- ✓ Technical Leaders developed Emotional Intelligence at **NCR**.
- ✓ Executive Mentors developed Female Leaders for the **Womens Foodservice Forum**.
- ✓ Global Executive Leaders mentored and coached their replacements at **SNC Lavalin**.
- ✓ Multi-levels of Leaders developed Competencies at **Defense Supply Center Columbus**.
- ✓ Executives helped Proteges develop Competencies in **Sony Electronics’** Talent Management Program.
- ✓ Results-oriented Project Managers developed people-oriented Competencies at **Turner Construction**.
- ✓ Mentoring developed better Project Managers at **Varian Associates**.
- ✓ Newly-hired MBAs developed 103 Commercial Loans Competencies at **Scotiabank**.
- ✓ Mentoring & Coaching promoted a Paradigm Shift (sell Solutions instead of Products) at **NCR**.

Gray’s Systematic 5-Step Skill Coaching Model™



Gray’s Situational Mentoring Model © 1984

M	Mp	MP	mP	P
Style 1 Informational Mentoring Style	Style 2 Guiding Mentoring Style	Style 3 Collaborative Mentoring Style	Style 4 Confirming Mentoring Style	GOAL = Consciously Competent
Mentor uses 1-way communication to impart information in various ways	Mentor guides a 2-way communication with Protege	Mentor & Protege mutually exchange ideas with no one dominating	Mentor acknowledges & confirms feelings & ideas expressed by Protege	Protege is aware of what to do & able to do it
Mentoring Styles that equip Protege with what the Mentor knows		Mentoring Styles that empower the Protege’s ideas & goals		

- ✓ Mentoring enabled New Hires to overcome resistance to selling and Coaching developed sales skills at **Purdy’s Chocolates**.
- ✓ Future Leaders developed Competencies in Bell Atlantic’s diversified workforce (now **Verizon**).
- ✓ 3 Levels of Leaders developed appropriate Competencies within the **Air National Guard**.