

Insight on Coaching

The Value of Mentorship Transcript

Prepared for:
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Prepared by:
Ubiquus Reporting

Time	Speaker	Transcript
00:25	Tom Floyd	<p>Hello, everyone and welcome to Insight on Coaching.</p> <p>Insight on Coaching explores the many facets, flavors and sides of the emerging professional coaching field.</p> <p>I'm Tom Floyd, I'm the CEO of Insight Educational Consulting and your host for today's show.</p> <p>This week our topic is The Value of Mentorship.</p> <p>We'll discuss why mentoring is popular and important in today's business world.</p> <p>We'll highlight the benefits of mentoring for both mentors and mentees.</p> <p>We'll learn about the successes organizations are experiencing as a result of mentorship programs.</p> <p>We'll also talk about the differences between coaches and mentors and discuss situations when it may be more appropriate to have one over another.</p> <p>With me to explore this topic are four guests, and let me give you a quick overview of who we have with us today.</p> <p>Our first guest, named by <i>Cosmopolitan Magazine</i> as one of the country's top relationship experts, and an award winning psychotherapist, syndicated columnist and radio host, Dr. Barton Goldsmith, is an internationally recognized counselor, executive coach, author and speaker.</p> <p>For more than two decades Fortune 500 companies, educational institutions, and government organizations worldwide have relied on him to help them develop creative and balanced leadership. He has written several articles on mentoring including, "Creating a Company Mentoring Program" and "Mentoring is NOT Therapy."</p> <p>Barton's weekly column, "Emotional Fitness", which is syndicated by Scripps-Howard News Service, runs in over 200 other newspapers giving him a readership in the millions.</p> <p>Barton has appeared on <i>CNN</i>, <i>Good Morning America</i>, <i>Fox & Friends</i>, <i>CBS News</i>, <i>NBC News</i>, <i>Beauty and The Geek</i>, and he is also the national spokesperson for the Mars Candy <i>My M&M's Treasured Moments Challenge</i>..</p> <p>Welcome to the show Barton.</p>
02:05	Dr. Barton Goldsmith	Thank you. A pleasure to be here.

Time	Speaker	Transcript
02:07	Tom Floyd	<p>Our second guest, Dr. Susan Weinberger or "Dr. Mentor" as she is affectionately called in the field, is a leading authority on the design, implementation and evaluation of quality mentoring programs.</p> <p>She is the founder and president of the Mentor Consulting Group and is recognized for her expertise in establishing, maintaining, and evaluating youth and adult mentoring programs for schools, colleges, corporations and communities and school-to-work initiatives.</p> <p>Susan is the former Chair of the Public Policy Council of MENTOR/the National Mentoring Partnership, and is the founding member of its Technical Assistance Corporation.</p> <p>Susan is the author of several articles and publications on mentoring including: <i>The My Mentor and Me Series</i>, the <i>Business Guide to Mentoring</i>, <i>Strengthening Native Community Commitment through Mentoring</i>, <i>The Mentor Handbook</i>, and <i>Mentoring a Movement: My Personal Journey</i>.</p> <p>Welcome to the show, Susan.</p>
02:57	Dr. Susan Weinberger	It's my pleasure, indeed.
02:59	Tom Floyd	<p>Our next guest, Dave Williams, is the Corporate Director of Employee Training and Development at Hunter Douglas, North America's leading manufacturer and marketer of custom window fashions.</p> <p>Headquartered in Upper Saddle River, New Jersey, Hunter Douglas has more than 50 divisions and 9,000 locations throughout the U.S. and Canada. Hunter Douglas was recently named as one of the "Best Places to Work in New Jersey."</p> <p>At Hunter Douglas, Dave's role is to develop, implement and facilitate training initiatives that support Hunter Douglas' corporate culture and offer employees opportunities for professional growth and advancement.</p> <p>Dave was a key player in the development of a master's level corporate university curriculum for the organization.</p> <p>Welcome to the show, Dave.</p>
03:38	Dave Williams	Thank you very much.

Time	Speaker	Transcript
03:40	Tom Floyd	<p>And our fourth guest, Dr. Lois Zachary, is the President of Leadership Development Services and is an internationally recognized expert in mentoring.</p> <p>Lois coaches leaders and their organizations in designing, implementing and evaluating learner-centered mentoring programs.</p> <p>Her long list of clients includes IBM Corporation, IKEA, Motorola University, Nortel Networks, and Watson Wyatt & Company. Lois has published extensively on the on the topics mentoring, leadership and board development, staff development, consulting and adult development and learning.</p> <p>She is the author of <i>The Mentor's Guide</i>, the best-selling book that is the primary resource for organizations interested in promoting mentoring for leadership and learning, and her latest book, <i>Creating a Mentoring Culture: The Organization's Guide</i>, provides a comprehensive resource for promoting organizational mentoring sustainability.</p> <p>Welcome to the show, Lois.</p>
04:30	Dr. Lois Zachary	Thank you. Good to be here.

Time	Speaker	Transcript
04:32	Tom Floyd	<p>It's great to have all of you.</p> <p>As we do with each of our shows, I'd like to start out by just quickly sharing some data that our research team pulled together to set the stage.</p> <ul style="list-style-type: none"> ● According to a 2007 <i>Business Week</i> article titled "Why You Need A Mentor," Amy Barrett writes, "Plato had Socrates. Tom Peters had Peter Drucker. Luke Skywalker had Obi-Wan. Here's how to find yours...". According to the article: <ul style="list-style-type: none"> ● Mentors aren't your parents, friends, or even your more generous investors. They are business veterans whose only role is to tell you what you really need to hear about your company. ● Mentors do plenty of cheerleading, of course, but their real value is in the objective, unvarnished advice they can provide. ● Having been there and done that, mentors can save you from falling into common traps and point out things you may be too busy to notice ● In an even more recent March 20th, 2008 <i>Business Week</i> article titled "Mentors Make A Business Better," writer Emily Keller notes: "Successful mentorship can be in any number of forms: online or in-person, in both formal and informal settings, on a temporary or long-term basis, and between individuals or in groups. What is essential, experts say, is direction, dedication, and openness." Some additional questions and highlights from the article include: <ul style="list-style-type: none"> ● What makes a good mentor? Asking the right questions is key, but having all the answers is not expected. ● Yet mentors and mentees must be dedicated to skill-building for the relationships to work. ● Mentees should avoid seeking relationships for political or nebulous reasons, like trying to get a promotion, and mentors should avoid making promises they can't keep. <p>Well Lois, I'd like to start with you first. How's the information I just shared landing on you so far?</p>
06:25	Dr. Lois Zachary	<p>It's landing right square on what we know.</p> <p>I think that the mentoring model has evolved to one that's really focused on how adults learn best.</p> <p>We're really talking about a collaborative partnership and where it's not so much that a mentor gives answers, but asks the right questions that lead you to deeper places of insight.</p>

Time	Speaker	Transcript
06:52	Tom Floyd	<p>It also seems like there are more and more articles on mentoring. It's at least getting discussed more.</p> <p>Why is mentoring so popular today?</p>
07:07	Dr. Lois Zachary	<p>I think mentoring has really become a leadership competency in organizations.</p> <p>Certainly in an age where trust is important in an organization, mentoring is a way to build trust because it pays attention to a relationships.</p> <p>I think the other piece of it is the learning.</p> <p>We always say that learning is the purpose, it's the process and it's the product of mentoring.</p> <p>In organizations today, they cannot succeed without building and maintaining relationships and ongoing learning.</p>
07:43	Tom Floyd	<p>It's so interesting that you refer to it as a leadership competency because we often hear, as least on our show, and certainly in the line of work that I do as a management consultant, you hear the same thing about coaching too.</p> <p>You hear about the work that mentors can do and coaches can do.</p> <p>But then you also hear of it as a critical skill for managers and leaders.</p> <p>I think it's great that you highlighted that as well.</p> <p>Question for you that also comes up in coaching sometimes.</p> <p>Are people naturally good mentors?</p> <p>Or does it tend to be a skill that needs to be taught?</p>
08:18	Dr. Lois Zachary	<p>I think that in order to mentor and to be a good mentoring partner, it takes preparation, it takes understanding really what a mentoring relationship is all about and what the cycle is.</p> <p>It's important to remember that every mentoring relationship is a new relationship because of what the individuals who are involved in it bring to that relationship.</p> <p>So it's an organic kind of a relationship. Both parties need to share.</p> <p>Or even if it's group mentoring, you bring who you are to what you do.</p> <p>So both parties are bringing who they are to what they do, which means that you need to build the relationship. It's not enough just to mentor again and again.</p> <p>But when you combine mentoring with knowledge of a process, you can really catapult your mentoring results.</p>

Time	Speaker	Transcript
09:18	Tom Floyd	So it's really a nice compliment when it's combined with perhaps other training initiatives, other leadership development programs and things like that?
09:26	Dr. Lois Zachary	<p>I think it's very important that it be embedded.</p> <p>I always talk about building a mentoring culture, which means that it's part of the culture. It means that mentoring becomes, for example, a leadership competency.</p> <p>If you've got a leadership plan, one of the competencies should be mentoring. You should be mentoring up and you should also be a mentee.</p> <p>Because what we know is that the best mentors are mentees themselves.</p>
09:57	Tom Floyd	<p>Well and it's like you were reading my mind. Because one of the next questions I was going to ask you was, how can companies or organizations establish and cultivate a mentoring culture?</p> <p>It's interesting because we hear the same things about coaching too.</p> <p>Coaching has to be a part of the culture.</p> <p>Change management should also be a part of a company's culture.</p> <p>Focus on learning and growth and things liked that.</p> <p>But culture can often be one of the most difficult things for some people in an organization to get their arms around and understand how they impact that culture or play a role within it.</p> <p>If a company wanted to make mentoring a bigger part of its culture, how would it go about doing that?</p>

Time	Speaker	Transcript
10:36	Dr. Lois Zachary	<p>The first word that comes to mind is the word “carefully.”</p> <p>I think any company can do mentoring.</p> <p>A mentoring culture is a premium on the practice of mentoring excellence.</p> <p>What that means is that you need to put in some specific building blocks in place.</p> <p>That is the building blocks of the culture and building the culture, knowing what works in the culture, what doesn’t work and really doing a critical examination of that.</p> <p>Then building an infrastructure is another building block. Part of that infrastructure includes the usual suspects of technical, of knowledge, of human resources. But I include in that both time and leadership. Those are primary components.</p> <p>Then there are eight hallmarks that really need to be put in place.</p> <p>They’re the hallmarks of alignment, of accountability, of communication, of creating demand, creating value and visibility, providing not just one mentoring opportunity but multiple mentoring opportunities.</p> <p>Providing training for both those that are engaged in formal mentoring and those that are engaged in informal mentoring.</p> <p>What you want to do is raise the bar and the level of practice to mentoring excellence for everyone.</p> <p>Then you want to build in safety nets to make sure that mentoring is as successful as possible wherever it occurs in the organization.</p>
12:16	Tom Floyd	<p>Lots of great suggestions and tips there.</p> <p>Susan, I’d like to loop you in on the conversation next.</p> <p>Anything that you would add to the same question, the best ways to go about establishing and cultivating a mentoring culture within an organization?</p>

Time	Speaker	Transcript
12:30	Dr. Susan Weinberger	<p>First of all, I certainly concur with everything that Lois has said.</p> <p>I'd like to add that there are some folks who think that mentoring is easy.</p> <p>I don't think it's easy at all.</p> <p>I really believe that there are some additional characteristics of the individual who is willing to be the mentor in addition to what has already been discussed. And certainly preparation was one of the important ones.</p> <p>But I believe that a mentor has to be caring and committed and patient. A mentor has to be a good listener and somebody who likes other people.</p> <p>In terms of informal versus formal mentoring, there are many different kind of informal mentoring programs that we all remember.</p> <p>Perhaps it was your neighbor next door when you were young and your parents were not at home. That neighbor gave you cookies and milk and a listening ear.</p> <p>Maybe it was your high school football coach or a member of the clergy.</p> <p>Those are examples, in my mind, in the community, beyond the culture of the business community, that are informal in nature.</p> <p>What we are talking about here is what I call deliberate formal mentoring.</p> <p>Matching is an important part of this.</p> <p>Consideration of who the mentor and mentee will be in terms of each other and their interests is I believe also very critical.</p>
14:00	Tom Floyd	<p>Would you say within a typical organization that most people are open to being mentors?</p> <p>Is it a role that the average professional is typically interested in?</p>

Time	Speaker	Transcript
14:13	Dr. Susan Weinberger	<p>I wouldn't say that the average professional is interested in it.</p> <p>There are some individuals, because of what else is happening in their job, in their life in general, that feel as if they don't really have the time to commit given that they understand exactly what the important role of a mentor is.</p> <p>I think it's also important and interesting here that we are focusing on the role of a mentor within the corporation.</p> <p>And yet there's a whole other aspect of mentoring that I would like to at least identify and discuss if I may for a couple of minutes.</p> <p>That's the tremendous two directional benefits when a mentor within a company is given work release time to mentor and be matched with a mentee in the community.</p> <p>That is also a very important part of formal mentoring.</p> <p>Hundreds of corporations today are doing just that.</p> <p>They're not only creating a culture of very strong mentoring and coaching within the organization, but then taking it a step further.</p> <p>And the benefits to both the mentor and the mentee are tremendous.</p>
15:32	Tom Floyd	<p>Can you give us an example of that as well?</p> <p>Perhaps of a community organization that you've worked with has done two directional mentoring?</p>

Time	Speaker	Transcript
15:43	Dr. Susan Weinberger	<p>There are many in the community.</p> <p>I think that in your introductions earlier you were talking about one of our guests today who has been working with IBM and that's a company that's very mentor rich in terms of allowing their employees release time.</p> <p>United Technologies in Connecticut.</p> <p>I would say many, many corporations throughout the United States and the world now are recognizing the importance of mentoring.</p> <p>Goldman Sachs, I could just name a whole host of them that I have worked with.</p> <p>Even the American Institute of Architects who is involved now with this kind of a program.</p> <p>And let me just say in terms of our research findings that mentors who are allowed to spend time in the community mentoring a young person who may be elementary, middle, high school or college age, returns to work happier for having impacted a child's life.</p> <p>They improve their morale and satisfaction.</p> <p>The companies are telling us, including a project that I've been working on with Allstate Insurance in Illinois, that they're able to retain more of their employees because of this wonderful opportunity that's being given to them.</p>
17:09	Tom Floyd	<p>Those are perfect examples. Outstanding.</p> <p>I love some of the benefits that you highlighted also.</p> <p>Barton, I'd like to go ahead and loop you in on the conversation continuing on theme around benefits.</p> <p>From your perspective, just in general, what are the benefits of mentoring?</p>

Time	Speaker	Transcript
17:26	Dr. Barton Goldsmith	<p>It goes straight to the bottom line if you are a corporate executive, and/or a bean counter.</p> <p>The people who are happy at work, people who feel like they're doing something greater than they are perform better. It's that simple.</p> <p>I think most people walk into a new job, a new position in fear.</p> <p>It's like the first day of college or the first day of high school.</p> <p>You're wondering what your classes are and if you know everything. Having some guidance is going to make you perform better.</p> <p>That performance goes straight to the bottom line.</p> <p>In addition, when you have mentoring you have less depression and less anxiety in the workplace, which is costing Corporate America.</p> <p>I think the last estimate was that depression cost Corporate America over \$70 billion a year.</p>
18:14	Tom Floyd	Holy cow.
18:16	Dr. Barton Goldsmith	<p>So it's huge.</p> <p>If you have someone that you can go to and say, "you know, this sort of thing isn't working for me or I don't understand this, could you please explain it to me," without feeling embarrassed or without feeling like you're going to get looked at like you don't know what you're doing, you're going to perform better.</p>
18:35	Tom Floyd	It sounds like a lot of things...
18:35	Dr. Barton Goldsmith	We all want therapists we just don't want to have to pay for it.
18:42	Dr. Susan Weinberger	<p>If I could jump here for a minute.</p> <p>I think this is fascinating because there's a new study that also talks about a correlation between mentoring and a reduction of depression in children.</p> <p>So now we're talking about depression being reduced among the corporate employees as well as the young people, if in fact they're involved in this whole process.</p>

Time	Speaker	Transcript
19:05	Dr. Lois Zachary	In addition, there was a study done at the University of Pennsylvania that talked about not that mentoring is better than aspirin, but it does reduce stress in the workplace.
19:20	Dr. Barton Goldsmith	It does. Anytime you have someone that you can talk to about something that you don't understand or something that is bothering you emotionally, it's going to reduce stress. It's how therapy works.
19:34	Dr. Susan Weinberger	Except we cannot confuse mentoring and therapy.
19:37	Dr. Barton Goldsmith	Well of course not. I mean that's the title of one of my best articles is <i>Mentors are not Therapists</i> . But the theory...
19:41	Dr. Susan Weinberger	And yet when you think about them, the...
19:45	Dr. Barton Goldsmith	The theory stands.
19:47	Dr. Susan Weinberger	It really is wonderful to think that an individual could rely on someone within the culture who does not supervise or evaluate them.
19:59	Tom Floyd	There's probably less pressure I would think, and less stress because the person that's their mentor isn't necessarily somebody who could impact their ability to get a promotion or a raise or take performance related action or anything like that.
20:12	Dr. Barton Goldsmith	You don't want your mentor to be the same person who's doing your reviews.

Time	Speaker	Transcript
20:16	Tom Floyd	<p>Well way back when, in the beginning of our series over two years ago, the second show we ever did was coaching versus therapy and the differences between the two. Some real good things came out of that.</p> <p>Barton, from you perspective, what is the difference between mentoring and therapy and how are they absolutely not alike?</p>
20:36	Dr. Barton Goldsmith	<p>Generally speaking, when you're coming in to therapy, you are dealing with some kind of an emotional crisis or mood disorder, anxiety, depression, as I named earlier. But you could also be dealing with divorce. You can also be dealing with adjustment disorders and even more serious conditions.</p> <p>These are things that if you're a mentor and you're dealing with somebody who can't stop crying, who is telling you that they are feeling depressed, who is telling you that they are worried about simple, normal things and it's been going on for a long period, like more than six months, this is beyond the scope of mentoring.</p> <p>It's well into the area of mood disorders and that person should be referred to HR who should get them into therapy.</p> <p>Mentoring itself is to help a person really integrate and feel comfortable and safe in the current work environment. And to help them grow along the lines of where the company wants to grow.</p> <p>The mentor, ideally, would have a piece of that picture, would be able to participate in the vision, the values and the mission of the company and share that mission, vision and values with the mentee in a way that not only trains the as to what the company needs, but also inspires them to go above and beyond and help them achieve the 20-year plan.</p> <p>If you have someone who's on your team, that's a heck of a lot easier.</p> <p>If you have someone who believes in you and who's helping you learn the ropes, it make it a lot easier to excel.</p>
22:05	Tom Floyd	<p>It definitely sounds like alignment is a big theme so far in our conversation.</p>
22:09	Dr. Barton Goldsmith	<p>Oh huge. The thing...</p>
22:11	Tom Floyd	<p>Dave I'd like to turn to you next. Just quickly before our first break.</p> <p>What are some of the characteristics that Hunter Douglas looks for in a good mentor?</p>

Time	Speaker	Transcript
22:20	Dave Williams	<p>We look for a series of things.</p> <p>We're looking for people who have a good understanding of the company, what our goals are, our values are, the structure.</p> <p>Actually within the workgroup they're familiar also with the goals and behaviors and dynamics.</p> <p>They should have a basic knowledge of what's going on within the other departments with which they interact.</p> <p>From another standpoint, they should a positive attitude.</p> <p>I would say that that's one of the main things that we look for, the divisions look for is to have a positive attitude about the company, about their job.</p> <p>They have a good safety history. A lot of the people whom they mentor, you know safety is a major issue for us at Hunter Douglas in our operations area.</p> <p>So we want them to be communicating effectively, really to be good role models, sensitive to the needs of other people.</p> <p>And I would say another thing is, again, this positive attitude effect.</p> <p>They're behind the company. They're behind the organization. They're behind the whole mentor/mentee relationship and stressing the importance of it.</p> <p>One thing I just wanted to tack on to what Barton was saying, we have really seen that mentoring does affect the bottom line.</p> <p>It's a major impact for us with regard to reducing turnover and was one of the main reasons that we initiated the whole process. So it definitely can contribute to the bottom line.</p>
23:48	Tom Floyd	<p>I'm dying to ask you more about that in our next segment.</p> <p>Last question before we jump to commercial.</p> <p>What have been some of your thoughts so far around the overall theme of alignment that's come up?</p> <p>Has it been your experience too that it's really helped, at least within Hunter Douglas, keep people more aligned to the organization and it's mission and the culture and all of those things?</p>

Time	Speaker	Transcript
24:06	Dave Williams	<p>Yes, I would say both for the mentors and the mentees.</p> <p>It has this reinforcement of the goals, the values, where the organization is heading and particularly where do they fit into the organization.</p> <p>What their role is not only within their own department or even their own division, but with Hunter Douglas as a whole of kind of aligning all of their activities together.</p> <p>So we've seen it as a definite positive way of reinforcing that.</p>
24:34	Tom Floyd	<p>Excellent. Well let's go ahead and go on pause and break for our commercial.</p> <p>Stay tuned everyone. More from Insight on Coaching when we return.</p>
27:20	Tom Floyd	<p>Welcome back to Insight on Coaching. I'm Tom Floyd.</p> <p>Today the topic is The Value of Mentorship.</p> <p>With me are Dr. Barton Goldsmith, CEO of Goldsmith Consulting and author of the syndicated weekly column "Emotional Fitness, Dr. Susan Weinberger internationally recognized expert on mentoring, President of the Mentor Consulting Group and author of several books on mentoring including <i>Mentoring a Movement: My Personal Journey</i>, Dave Williams, Corporate Director of Employee Training and Development at Hunter Douglas, and Dr. Lois Zachary, President of Leadership Development Services LLC and author of <i>Creating a Mentoring Culture: The Organization's Guide</i>.</p> <p>In this segment of the show I'd like to focus on how to design a mentoring program, some of the challenges that can arise within a mentoring program, and I'd also like to discuss the successes that Hunter Douglas has experienced from their mentoring program.</p> <p>Some more data to quickly set the stage.</p> <ul style="list-style-type: none"> ◆ According to a 2003 <i>Office Solutions</i> article titled "Creating A Company Mentoring Program" by one of our guests Barton Goldsmith, Barton is quoted as saying "If you've experienced the professional and personal growth that comes from a great mentoring relationship, then you'll understand the value that comes from creating your own company mentoring program (CMP). Barton elaborates as follows: <ul style="list-style-type: none"> ● If your company team believes they can be successful, and are supported to create more and better business, wouldn't you be more successful? A company mentoring program will help you achieve that goal. ● The basic premise is elegantly simple: Everyone in the company has some type of a mentor. The person who's been there one day can be mentored by the person who's been there two days. The CFO can be mentored by a board member and the CEO by the chairman. ● The objective is to have everyone in the company supported by someone who shares the goal of helping the protégé maximize his or her

Time	Speaker	Transcript
		<p>potential. This will bring value to your team, your clients, and will help your employees grow.”</p> <ul style="list-style-type: none"> ◆ Now in terms of some common pitfalls or challenges that can occur in a mentoring relationship, here’s some additional interesting data as well. According to a study to be published later this year in the journal <i>Group and Organization Management</i> which is a peer-reviewed journal, the study looked at a group of 242 mentees or protégés at the University of South Florida. <ul style="list-style-type: none"> ● More than half (55%) reported that mentors had neglected them at least occasionally ● Almost two-thirds (65%) said mentors had taken credit for the protégé's work. Indeed, 16% said this had occurred frequently. ● Almost a third reported at least some degree of sabotage by a mentor. <p>Yikes on all of those!</p> <p>Lois, I’d like to begin with you again for this segment.</p> <p>For an organization looking to build a mentoring program, what’s the best way to get started?</p>

Time	Speaker	Transcript
30:11	Dr. Lois Zachary	<p>The best way to get started is to begin, as they say, and to really look at what is your purpose.</p> <p>What is your business reason for beginning a mentoring program?</p> <p>To look and see if the climate, if the timing is right.</p> <p>Very often mentoring programs don't succeed because of either a lack of time in the organization or the timing. So that if you've got a bunch of efforts coming out at one time, one initiative, another, and then you put mentoring on top, this may not be the time.</p> <p>Another reason why mentoring doesn't succeed is because there's a lack of commitment.</p> <p>One of the things you need to do is to nurture the commitment and get buy-in. That means really creating awareness, understanding, getting buy-in and the getting the commitment. You'll also need to pay attention and listen loudly to the naysayers because there's important information there. Unless you pay attention to that, that's going to come back and bite you in the end.</p> <p>Untested assumptions, everybody has assumptions about mentoring. When you say we're rolling out a mentoring program, everyone has different assumptions about it. One of the things that you have to do to successfully create a mentoring program is to have the right kind of communication so that you begin to create shared assumptions about what mentoring is and what this mentoring program is going to be.</p> <p>Another reason and another thing that you need to do at the very beginning is to be very clear about your program goals. There's an old saying; "fuzzy program goals, fuzzy outcomes."</p> <p>So you have to be crystal clear about those goals because you will not be able to measure them unless you're clear. They become the benchmark against which you measure your progress. Continuously evaluating the program and building that in from the beginning. How are you going to measure it? And not waiting until you get into the program, but thinking about it proactively.</p> <p>Another thing that you need to do to successfully mount a mentoring initiative is to decide on some protocols of confidentiality and what does that mean in terms of the organization, what does that mean in terms of the relationship.</p> <p>Another thing that is really critical to do when you're beginning a mentoring program is to look at other initiatives that have come out in the organization and to say, what are the critical success factors in making these programs succeed. What has gotten in the way? And to actually make a list of what those things are and turn them into a checklist so that as you're building your mentoring program, you can look back and say, "oh, three times we have not cultivated the right leaders." Have we cultivated the right leadership, engagement and commitment to this.</p> <p>And then I would say communication is key at every stage of rolling out a mentoring program. Tell people what they can expect, what's going to happen and when. Have a continuous communication strategy in place for multiple audiences. And make sure that it's coherent.</p>

Time	Speaker	Transcript
33:36	Tom Floyd	<p>With my change management hat on, I am smiling and smiling and nodding.</p> <p>So much great things to come back to there. A couple of questions.</p> <p>You mentioned buy-in. Again, with my change management hat on, couldn't help but zoom in on that.</p> <p>When it comes to a mentoring program and rolling it out, who are the key groups that you've got to make sure you get buy-in from?</p>
33:56	Dr. Lois Zachary	<p>Well, I think for each organization it's different.</p> <p>But certainly you have to get your leadership.</p> <p>You have to get your supervisors.</p> <p>You need to be sure to get your program participants.</p> <p>I think in general it's important that you educate the company. You educate the institution what they can expect from this mentoring program.</p> <p>So again, it really means making people aware, creating understanding, and getting acceptance. Because you cannot have commitment unless you have acceptance.</p> <p>And out of that commitment, that's where you get your action and the integration so that everybody, this mentoring is about making us all better.</p>
34:42	Tom Floyd	<p>That leads me to another thing I wanted to ask about. That was assumptions.</p> <p>It reminded me of an example of a client that I worked with a few years ago as we were building a coaching program for the organization.</p> <p>One of the assumptions that was hard to correct in that instance was that the client had an assumption that the manager involved in providing coaching for his or her employees would only be involved about an hour a month.</p> <p>Every hair on the back of my neck stood up and I would just sweat bullets when I would hear her say that.</p> <p>I'd say, "I'm not sure that that's going to work because of your culture and because of some of the challenges you're experiencing."</p> <p>And some of the things that may work best, are those some of the things that you mean by assumptions with a mentoring program?</p>
35:28	Dr. Lois Zachary	<p>Yes, just focus...</p>

Time	Speaker	Transcript
35:28	Tom Floyd	So it could be making sure the mentor is on the same page with how much time they're committing for example.
35:33	Dr. Lois Zachary	<p>Tom, you've spoken to two really important things here.</p> <p>One is the alignment, what fits in the culture.</p> <p>And it even drills down to what you call, and I know Susan will speak to this in just a moment, but what you call your mentors and your mentees and what you call your mentoring program.</p> <p>Because everyone has assumptions about that.</p> <p>In terms of the example that you used, the example about an hour. Somebody anticipating it. In a mentoring relationship it is so imperative to clarify assumptions.</p> <p>This ties to what you mentioned, Tom, when you opened the show.</p> <p>A mentee may be expecting promotion. A mentor may have an assumption that it's about promotability. Or a mentee may be assuming that it's really about getting the answers whereas the mentor is assuming it's about asking the right questions.</p> <p>So one of the critical conversations to have in the beginning of a mentoring relationship are what are the assumptions we each hold about each other's roles.</p> <p>And certainly aligning the assumptions in terms of the expectations of a mentoring program with what works in the culture.</p> <p>It would be a waste of time to not test out those assumptions.</p> <p>Because when we have assumptions and they are negative assumptions or they're invalid assumptions, inevitably we under ride trust and communication, whether it's on a corporate level or an individual level.</p>
37:17	Tom Floyd	Susan, what would you add?

Time	Speaker	Transcript
37:20	Dr. Susan Weinberger	<p>I would add that first of all I am really appalled at what I'm hearing these days about the high attrition rate among mentoring matches.</p> <p>Retention of the matches is so critical in a quality mentoring program.</p> <p>So we need to go back and ask ourselves the questions that relate to how are we recruiting the mentors and mentees in the first place. Is there some sort of a screening model so that we can screen out or counsel out those individuals who say they would like to be in this important and honorable role as a mentor but really do not fit the requirements that we've all been talking about.</p> <p>And then there is the whole area of training.</p> <p>I really believe that both mentors and mentees have to have clear understanding and expectations of the program and what are the hopeful outcomes.</p> <p>Training and ongoing training is an important part of this.</p> <p>I actually have seen from my own experience that the difference between a mentoring program that fizzles and dies and last the long term has a lot to do with support.</p> <p>Mentors need to be supported in the process and know that what they're doing is making a difference, as well as the mentees.</p> <p>So we always like to ensure that in that leadership group in the corporation that really has committed to a mentoring program both emotionally and financially, that they're also going to set aside two or three individuals, or at least one, who is going to be that liaison who will provide support and ongoing support to the process.</p> <p>May I also make a comment since Lois was kind enough to mention about the word mentee?</p>
39:05	Tom Floyd	Yes, absolutely.
39:06	Dr. Susan Weinberger	Well we've all been talking about the word mentee as if it has existed forever. In fact, a more popular term early on was protégée.
39:17	Tom Floyd	Correct.

Time	Speaker	Transcript
39:17	Dr. Susan Weinberger	<p>And in Canada it was always the most popular term.</p> <p>I want you to know that for those folks who are not too familiar with the word mentee, which you can tell from all of us as the experts on this show are using it all the time because it's the popular and most acceptable term for the person who is being mentored.</p> <p>That until last year if you tried to write the word mentee in the word processor, it came up with a red squiggly line.</p> <p>And if you went to spell check, you were suggested that perhaps the word you were looking for is manatee, which as we know is the large mammal in Florida.</p>
39:55	Tom Floyd	Lovely animal in Florida, yes!
39:57	Dr. Susan Weinberger	<p>So I am really happy to announce officially on this program that the Miriam Collegiate Dictionary this past year has chosen in its infinite wisdom to include the word mentee.</p> <p>Now that's because a word like that doesn't even get into the dictionary unless it's been used over and over again and is acceptable because of the research too.</p> <p>So it really is good news. It may be a while before the word processor begins to understand that it doesn't need the little red squiggly line anymore.</p> <p>But I think it's worth it to note. And it's quite exciting as well that mentee is certainly a real accepted term today.</p>
40:37	Tom Floyd	<p>Absolutely. That is fantastic. I would literally clap if I could put the phone down and do it right now.</p> <p>Dave, can you speak to us about the mentoring program at Hunter Douglas, just the basics.</p> <p>How long ago was the program started?</p> <p>What were some of the business reasons or pain points that drove the need for the program? Things like that.</p>

Time	Speaker	Transcript
40:57	Dave Williams	<p>It's very interesting. Going back, as Lois was speaking I highlighted a number of things she said because it was actually kind of why we did what we did.</p> <p>The main business reason that we actually—back in 2001, we initiated the program because we found that with regard to turnover, a large percentage of the people who were leaving the organization were leaving within the first 90 days.</p> <p>So we said, “well what can we do about that?”</p> <p>We started to investigate and found that mentoring had been successful in organizations as a way of retaining employees at all different ranges, but particularly initially. So the business reason we had was to reduce turnover.</p> <p>Back in 2001, in order to get buy-in, we initiated the program at several of our divisions just to see how it would work.</p> <p>We started with about four divisions back in 2001. Just kind of set it up and it's continued to today where we have really four major roles that are involved.</p> <p>The program administrator, the mentors, the mentees and also the supervisors.</p> <p>Not to go into the specifics of the training but when we kick it off at a division, we would actually have a training program that would train the mentors and the supervisors as to their distinct roles in the process and give them some training on coaching and other areas as well.</p> <p>Actually the second day is when the mentors and the mentees get together, meet each other, talk to each other and kind of break ice and really start to learn a lot about each other in that second day.</p> <p>It has been tremendously successful.</p> <p>The divisions that have utilized the program have show at least a 25% reduction in turnover within the first 90 days.</p>
42:58	Tom Floyd	Outstanding.
42:59	Dave Williams	Up to some divisions which have actually realized up to 60% reduction within the first 90 days.
43:06	Tom Floyd	Wow!

Time	Speaker	Transcript
43:06	Dave Williams	<p>It was very interesting, Lois, when you mentioned about getting the buy-in.</p> <p>Just all the things that you mentioned, the definition, what the roles are, understanding what it exactly is, that was something that was particularly difficult at the beginning because people really were unsure as to what the role would be.</p> <p>We're in a heavy production environment, a lot of operations and let's get the job done.</p> <p>But once the supervisors and managers realized that all the time and energy that was being spent as a result of turnover could be reduced as a result of this program, the buy-in has been tremendous.</p> <p>So all of those different things, the goals that we had in mind we have been able to measure it.</p> <p>We've able to define the roles and who is supposed to be doing what.</p> <p>It's been tremendously successful.</p> <p>So that's why we started it and why we're continuing to do it.</p>
44:02	Dr. Lois Zachary	<p>Dave, you've really spoken to a critical point in terms of what's to be expected. I think where a lot of programs fail is that they don't define the roles for all of the players.</p>
44:18	Dave Williams	<p>Exactly.</p>
44:18	Dr. Lois Zachary	<p>And really think about it, how is it going to impact the manager?</p> <p>What is going to be the role of HR?</p> <p>What are the boundaries of asking questions of the mentor and mentee?</p> <p>What is the role and really clearly define, what's the role of what Susan was talking about, the leadership team.</p>
44:37	Tom Floyd	<p>I hate to interrupt and cut you off, but I'm hearing the music for our commercial break. Let's go ahead and go on pause.</p> <p>More about mentoring and more from Insight on Coaching when we return.</p>

Time	Speaker	Transcript
47:36	Tom Floyd	<p>Welcome back to Insight on Coaching. I'm Tom Floyd.</p> <p>Today the topic is The Value of Mentorship.</p> <p>With me are Dr. Barton Goldsmith, Dr. Susan Weinberger, Dave Williams and Dr. Lois Zachary.</p> <p>In our last segment of today's Insight on Coaching show I'd like to focus on the similarities and differences between coaches and mentors.</p> <p>Here's some additional data to quickly set the stage. One of our former Insight on Coaching guest, Keith Rosen, highlights the differences between a coach and mentor on his website, allbusiness.com.</p> <p>According to Keith, a coach is an expert on people and personal development. He continues as follows and I'm going to quote directly from the website.</p> <p>"Typically a skilled specialist regarding a certain topic, competency or industry, a coach's role is to provide structure, foundation and support so people can begin to self-generate and have the results that they want on their own. Coaching is a process of inquiry, relying on the use of well crafted questions rather than continually sharing the answer to get people to sharpen their own problem solving skills. Learning and growth are achieved by both parties involved. In coaching the relationship is objective and the focus is not only on what the person needs to do to become more successful, but also who the person is and how he or she thinks. A coach works on the whole person and is multidimensional rather than focusing only on what the person is already doing. The coaching relationship is built on choice rather than necessity."</p> <p>Now here's how Keith defines what a mentor is.</p> <p>A mentor is an expert in a field, industry or at a company who typically acts as an internal advisor.</p> <p>Keith elaborates as follows.</p> <p>"Usually this is done on a professional level to advance the mentored person's career. Often mentors have their own approach already in mind and use the system that has worked for them in the past without taking into consideration the style, values, integrity or strengths of the person they mentor. As such, the mentor offers more solutions and answers to the person they mentor rather than questions that challenge people to change their thinking and behavior, making this more of a one-way training driven versus collaborative or coaching relationship. Mentors may also have something to gain professionally and as such have their own personal agendas. Often mentors are not trained and their guidance is based more on their experience rather the skills or proficiencies needed to mentor. Often the mentoring relationship is need driven rather than driven by choice."</p> <p>Barton, I'd like to start with you for this segment. Two questions.</p> <p>How do those definitions land on you?</p> <p>From your perspective what's the difference between a coach and a mentor?</p>

Time	Speaker	Transcript
50:22	Dr. Barton Goldsmith	<p>The definitions don't really work for me.</p> <p>Once you pigeonhole me then I'm not going to be able to be as flexible, as creative, and I'm not going to be able to take in what it is that you have to say.</p> <p>I suppose there is a need to define the difference between coaching and mentoring.</p> <p>To really simplify it, for a lot of people, they are simply more comfortable calling the person their coach rather than their mentor.</p> <p>For a lot of companies they need to instill a formal program and so I think using the word mentor is more professional than using the word coach.</p> <p>I think that what he is saying is something that I in essence agree with.</p> <p>There is a difference in the two relationships but I don't think that one is less than the other.</p> <p>I think that a person can be a good business coach or coach within a business and help someone achieve their goals as well as the company goals.</p> <p>I don't think that's it's limited to just what's at work.</p> <p>I think that in order to be proficient at what you do, you need to be proficient in all areas of your life. And if you're not proficient in any, greatness in any one area can create greatness in other areas. It spills over.</p> <p>I mean I understand the words and the linguistics and the semantics, but I don't think there's a necessity to separate them out that formally.</p> <p>I think the coaching can be something that might be considered in the corporate world a little bit lighter and it might ease someone into the idea of having a mentor.</p> <p>Imagine a 40-year-old person going into a company and being mentored by a 22-year-old or a 27-year-old. That might be a little difficult for them to take.</p> <p>They might feel better if that person was their computer coach or their tech coach or something along those line. Make sense?</p>
52:08	Tom Floyd	<p>It does. I know one way that helps me, I'm a Meyers Briggs J, so I can't help it.</p> <p>We J's just love buckets.</p> <p>For me, when I think of a coach and a mentor, a key difference is a coach, at least from what I've learned on the show, doesn't really give the answer. It's up to the person being coached to self-realize and come up with the answer on their own.</p> <p>To me a mentor should be able to give the answer based on their experience. "Hey, this is what worked for me. Here's some things you can try."</p> <p>What are your thoughts on that?</p>

Time	Speaker	Transcript
52:46	Dr. Barton Goldsmith	<p>If you look at coaching from the pure sense, I don't think that Bill Belichick is saying to Eli, well you tell me what plays we should run.”</p> <p>I think that coaching and/or mentoring, and I'm not going to argue with the difference about the semantics, is really about helping the person who has the relationship with the coach or the mentor be the best that they can be.</p> <p>And by doing that, the mentor or the coach makes themselves better than they were in the beginning.</p>
53:22	Dr. Lois Zachary	<p>Can I jump in here for a moment?</p>
53:24	Tom Floyd	<p>Of course.</p>
53:26	Dr. Lois Zachary	<p>I think the definitions are a moving target. Because the field of coaching has evolved. I see coaching and mentoring as kindred spirits. We like to say that all mentors are coaches, but not all coaches are mentors. So in other words, under the mentoring umbrella, one of the ribs is coaching. And the way I'd like to differentiate it is that coaching, and again it's a moving target because the field is emerging of coaching and establishing itself much more formally than mentoring is. But I look at coaching as something that is the present tense and it really focuses on boosting performance. Mentoring really focuses on development and the future. Again, I have to say that even putting that out there, because of what's happening with the field and how coaching has become much more formalized and much more rooted, that's why it's kindred spirits. There is a bleeding over. However, I think also in mentoring there are many more options in terms of the range of learning opportunities and there are multiple forms of it. Having said that, coaching there's also group and individual kinds of formats as well. So I like to go back to this idea that mentoring and coaching are kindred spirits and it's really a moving target in terms of where the line is drawn between them. Or as you've said before, if the line should be drawn. I do defer with Rosen completely in terms of his differentiation.</p>

Time	Speaker	Transcript
55:19	Tom Floyd	<p>Those are great points. I hate to interrupt us and I cannot believe it is 11:56 as I'm staring at my clock.</p> <p>But we are unfortunately at the end of the show for today.</p> <p>Huge, huge thank you to the four of you.</p> <p>I can definitely feel a follow-up show coming on.</p> <p>And as always, a huge thank you to our listeners out there as well.</p> <p>For more information about our show you can look us up on the Voice America business channel.</p> <p>You can visit our website at www.ieconsulting.biz.</p> <p>You can always email me at tfloyd@ieconsulting.biz</p> <p>And don't forget, you can download the podcast version of this show through Apple iTunes.</p> <p>Just open you iTunes, go to the Music Store, click podcasts on the left side of the screen and enter Insight on Coaching in the search field.</p> <p>Thanks everyone. We'll see you next week.</p>