



Introduction

COACHES AND MENTORS

THE MENTOR'S ROLE

- Assist people in preparing for their future; tend to develop longer-term relationships, extending beyond a person's current role.
- Tend to be outside the person's direct area; they are usually more experienced, longer-term employees who are viewed as successful, but they may also be external to the organization.
- Tend to teach organizational reality (the organization's unwritten rules) as it relates to the organization as a whole, and introduce people to their networks.

HOW TO FIND A MENTOR

- Identify role models within or outside your organization whose leadership you admire. Ask those who know them to introduce you. Show a willingness to learn from them by asking smart questions and being open to their feedback.
- Think of what you can offer them in return - research, new ideas, different perspectives on the organization.

REQUIRED SKILL SETS for COACHES

The terms "coach" and "mentor" are sometimes used interchangeably because they have similar skill sets and share a common focus in developing people to maximize their potential. Skill sets include:

- **Facilitator:** Taking the time to listen to people.
- **Assessor:** Learning to give constructive feedback regularly, not just during performance appraisals.
- **Forecaster:** Talking about ways in which staff need to prepare themselves for the future.
- **Advisor:** Discussing ways in which people can grow in their current jobs, not only through promotions or lateral moves.
- **Connector:** Exposing people to staff in other parts of the organization.