

## **BUILDING AND MENTORING NEW LEADERS**

Mentoring is one of many tools that is available for management and an employee to enhance their professional opportunities.

**Deliberate learning is a cornerstone of success**

**Failures and successes are powerful teachers**

**Leaders need to share their experiences**

**Development of the mentoring relationship matures over time**

**Mentoring is a joint venture**

The term “mentor” has its origin in Greek mythology. Mentor was the loyal friend and advisor of Odysseus (also known as Ulysses) and teacher of his son Telemachus. By current definition it means a wise and loyal advisor; a coach; a wise and trusted counselor and teacher.

Mentoring has many dimensions, limited by the commitment and creativity of the participants. But in all cases it entails three components: a mentor (the coach or teacher), the mentee (the recipient of the advise) and effective two-way communication between them.

**Evolution of the mentoring relationship**

**On-going communications**

Mentoring can be a management tool to develop leadership skills of employees and can be used by employees to learn how to improve their leadership effectiveness.

Mentoring is a tool through which wisdom based upon experience is shared, while at the same time providing insights to questions and issues confronting the mentee. These questions can range from:

What is an appropriate career path for me to become an outstanding leader in the field of conservation?

*to*

How do I handle a difficult situation with a co-worker, supervisor, client or assignment?

**Benefits for the mentee**

**Benefits for the mentor**

In the development of the mentoring relationship both mentor and the mentee must engage each other in an appropriate manner for the experience to be effective. From a mentor's perspective, consider your ability to aid or facilitate but not to assuming the responsibility of the mentee's decision-making process. The mentor is most effective if one can focus attention on the goal or issue recognizing that there may be a need to build a foundation on which to grow. Often background information is needed before the mentee can adequately understand the issue or circumstance. Not only can the mentor advise but can aid the mentee to develop analytic skills and confidence by leading them through a thought process that helps them make good decisions. The Socratic questioning process can be very effective. A challenge of the mentor is to

the mentor's insights into their individual set of responsibilities and circumstances. The mentee must evaluate the mentors input and utilize the guidance that fits the circumstances.

**Characteristics of the mentee**

**Strategic and tactical balance**

**Alternative mentoring approaches**

A cardinal rule of mentorship is that the mentee builds on the experiences of the mentors, not hides behind the mentor. The mentee is responsible for their choices and actions. Often the mentee, aided by the development of an appropriate relationship over the short or long-term, can achieve more than the mentor by strengthening his or her own professional fabric with strong strands of insight from experience.

From an organizational standpoint there can be significant value to building a mentoring process into your strategic plan.

**Develop our vision**

**Consider what you call the mentoring program**

**The mentoring process**

**Potential pitfalls**

**Ethical guidelines**

Resources available:

**Mentoring Toolkit**

**Be strategic about mentoring** by Dr. Linda Phillips-Jones

**Reaping the Benefits of Success**

**Gordon Wenk**, Director  
Michigan Department of Agriculture  
Environmental Stewardship Division

**Joseph L. Loma** , President  
Lomax Morey Consulting, LLC  
Executive Board, NACD  
Supervisor, Cape Atlantic Conservation  
District

November 29, 2006