Putting What You've Learned Into Practice

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What benefits are you experiencing from serving as a mentor?
Anxiety

Growth

Stasis

Confirmation

Spectrum of Coaching Skills

**DIRECTIVE**

- Instructing
- Making Suggestions
- Giving Feedback
- Offering Guidance
- Giving Advice
- Asking Questions that Raise Awareness
- Summarizing
- Paraphrasing
- Reflecting
- Listening

**PULL**: Helping someone to solve their problems

**NON-DIRECTIVE**

- Push: Solving someone’s problem for them
<table>
<thead>
<tr>
<th><strong>Automatic Listening</strong></th>
<th><strong>Generative Listening</strong></th>
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<tbody>
<tr>
<td>• Right/ Wrong</td>
<td>• What could make that possible?</td>
</tr>
<tr>
<td>• Win/ Lose</td>
<td>• What could that allow us to do?</td>
</tr>
<tr>
<td>• Agree/ Disagree</td>
<td>• What goals could that idea advance?</td>
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<tr>
<td>• Good/ Bad</td>
<td>• What do you see that I don’t?</td>
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<tr>
<td>• Either/ Or</td>
<td>• Say more</td>
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Developmental Questions

* Looking at last year: What are you proudest of? And what would you have done differently?

* What do you want to accomplish in the next 1-2 yrs? 5-10 yrs? What steps are you taking now toward these goals? How will you measure your success?

* What relationships outside our discipline and institution might it be wise to cultivate?

* What skill areas do you think are most important to work on now?
Good Coaching Questions

* How will you develop the necessary expertise?
* Tell me more about your understanding of this choice/dilemma/situation.
* What was the lesson? How can you lock in the learning?
* What concerns you the most about…?
* Where are you being too hard [or easy] on yourself?
* What are your back-up plans?
Reminders about Differences

*We respond automatically to each other's *visible* characteristics

*We tend to rank which differences are “better” and to then mistake our categories for reality

*The more similar someone is to us, the more accurate our guesses about them

*What is vital to me may be trivial to you
Disadvantages Women and Minorities Experience more than Majority Men

* relationships occur most naturally between “like” individuals
* face higher hurdles to prove selves to potential mentors
* the accents of some ethnic minorities interfere with communication
* allowed a narrower band of assertive behavior
He’s confident
He’s analytic
He’s authoritative
He’s good at details
He’s open
He follows through
He’s passionate
They’re networking
They’re debating

She’s conceited
She’s cold
She’s bossy
She’s picky
She’s unsure
She doesn’t know when to quit
She’s a control freak
They’re chitchatting
They’re catfighting
Millennials

* ”Trophies for everyone”
* Digital natives: expect fast connections and results
* Act as if no hierarchy

Expect:
* faculty to be invested in them
* frequent positive feedback
* exceptions to rules
* to be treated like a team member
"We’ll take it."
"I had an epiphany."
“Sure, I want out, but I also want to enjoy the journey.”
In “Diverse” Pairs

What differences have you found most difficult to bridge in developmental relationships?
Your Brilliant Career
Trajectory?
“Difficult Conversations” for Mentors

• The resident showed up 15 minutes late with a Starbucks cup in hand!

• I never would’ve talked to my boss that way—what’s happened to respect for authority?

• His first question was “do you know what counts as a vacation day?”!!

• She dresses for work like she’s going to a cocktail party—it’s so inappropriate.

• I given him a lot of attention, but he says it doesn't count as mentoring!
Feels “Undiscussable” to Mentees

• I don’t see my mentor as a role model--all she does is work.

• He believes that unless I’m willing to be just as focused as he was, I’ll not succeed.

• My division chief is from a culture where women are expected to obey the men. Sometimes he like ‘commands’ me to do something-- it makes me want to scream.

• Sometimes I don’t understand what my mentor is saying. But I am afraid I will look stupid if I ask for an explanation.

Take turns in pairs
Use this opportunity to prepare for a difficult conversation with a mentee that you've been postponing.

First consider:

--What are your goals in this conversation?

--Given the impact you want to have, how might you open the conversation?

--What questions might serve?
What's most likely to derail you or hold you back?
Keep Expanding Your Circle of Colleagues

Mentors, Coaches

Content Experts

Informal Advisors

Potential Collaborators, Learning Partners
Developing Talent across Career Stages

Identify “coachable moments” and select best coaching method

Ask open-ended questions and then listen

Create safety

Work with differences; stay aware of assumptions

Ask for feedback

NB: Accurately attuning to others saves time and maximizes your impact
Johari Window

- **Known to self**
  - OPEN
  - Blind

- **Not known to self**
  - Hidden
  - Unknown
Mentoring is critical...

- To attract and engage high performers
- To nurture academic aspirations
- To acculturate new members
- To increase productivity
- To promote diversity
- To develop leadership talent
- Being a mentor is the most effective way of extending one’s professional contributions
- Everyone can become a better mentor.