



# Institute for National Transformation

## Lecture 16

# Mentorship and National Transformation

OUR VISION: To develop value-grounded, no-excuse leaders that will transform their organizations, communities and nations to greater levels of performance and achievement.



# OBJECTIVES

- Define Mentorship, Mentor
- Explore Mentorship models and Concepts (
- Mentorship and Continuity (National transformation, Business, Organization)
- Personal Challenge/Charge



# Discussion starter

**What is mentoring?**

**Are you mentoring anyone?**





# Mentorship Philosophy

The only word with  
success in it is  
**successor.**

Myles Munroe



# Mentorship Defined

Mentoring is a **relationship** which gives people the opportunity to share their *professional and personal skills and experiences*, and to grow and develop in the process.





# Mentorship Defined

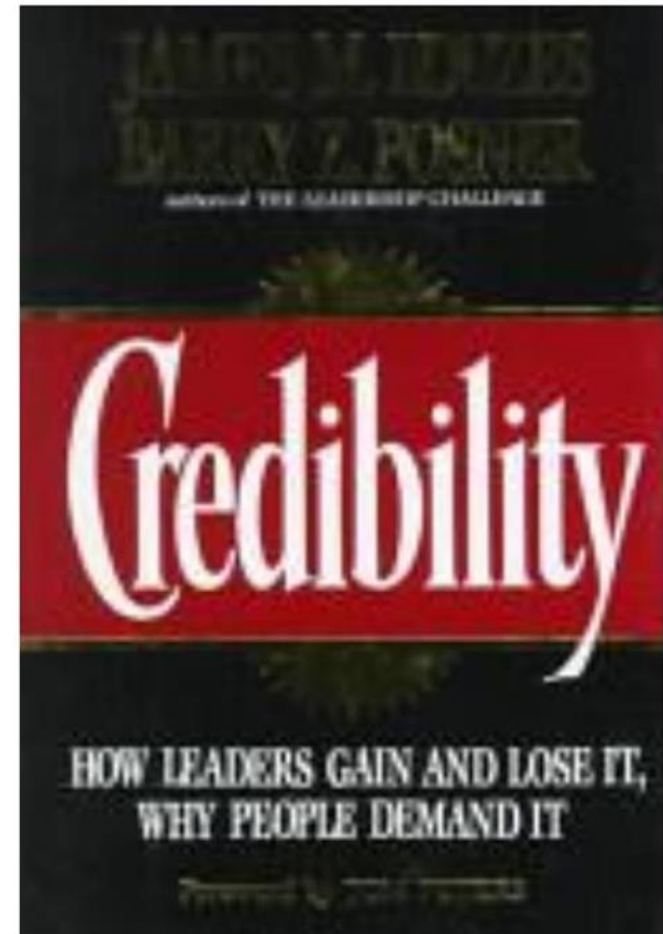
Is an **intentional relationship** in which a mentor is invited to share their life, experiences and God-given resources with another, helping them become all that **God wants him or her to be** as an effective Christ-like leader.

Wolf Riedner, Doug Sparks

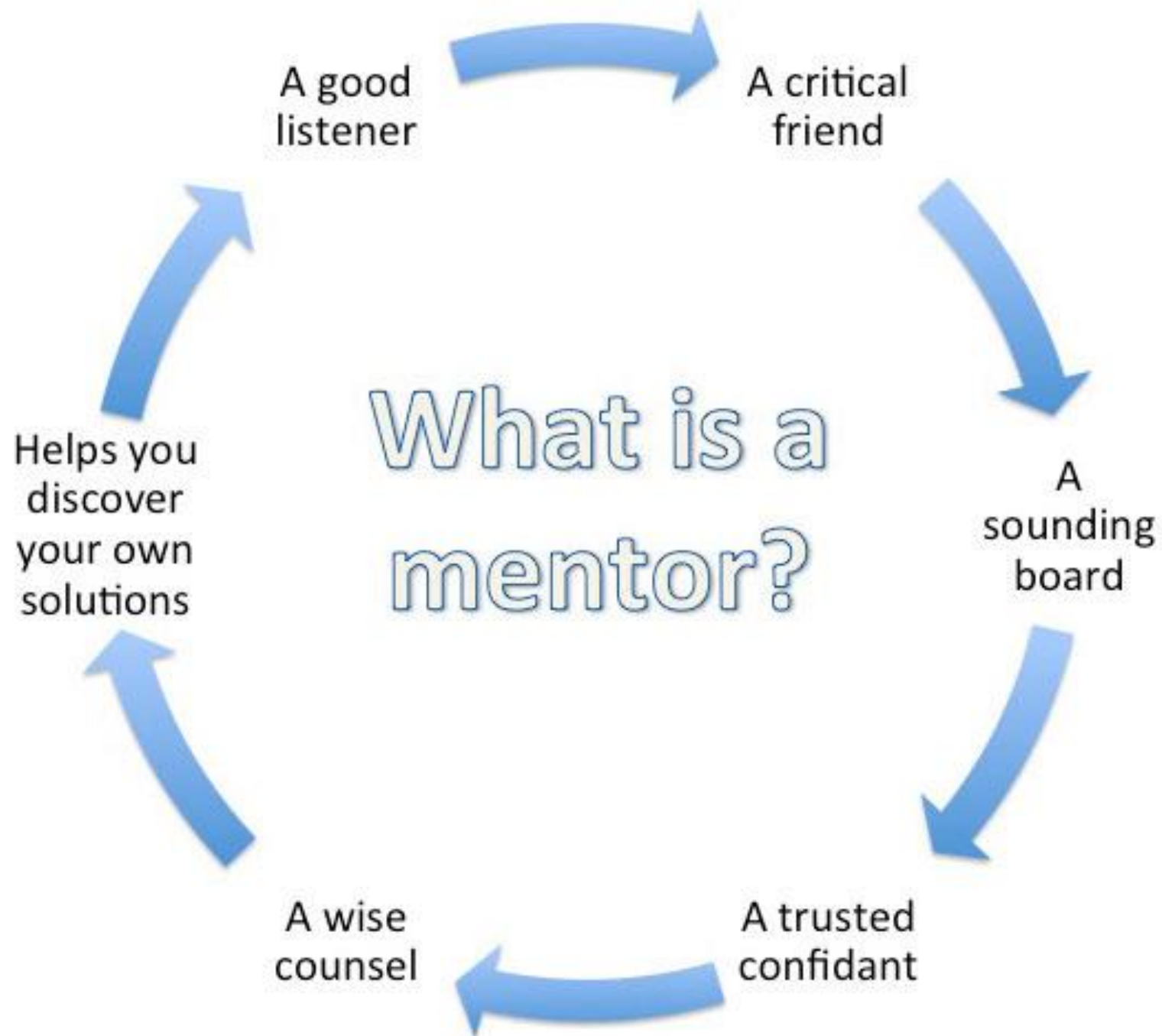
# Credibility

Leadership authors *Jim Kouzes* and *Barry Posner* advise mentors to look for "**teachable moments**" in order to "expand or realize the potentialities of the people in the organizations they lead" and underline that **personal credibility is as essential to quality mentoring as skill.**

1993









# Types of Mentoring

## 1. Informal

This is what most people think of when they think of mentoring: a spontaneous, casual relationship where a senior person takes a junior person "under his or her wing" and provides long-term guidance and counsel.

## 2. Structured

These programs are designed to create a culture where people can proactively support the development of one another. In these programs, mentors are generally matched with mentees to support specific goals such as leadership development, diversity, or retention.



# Delivery

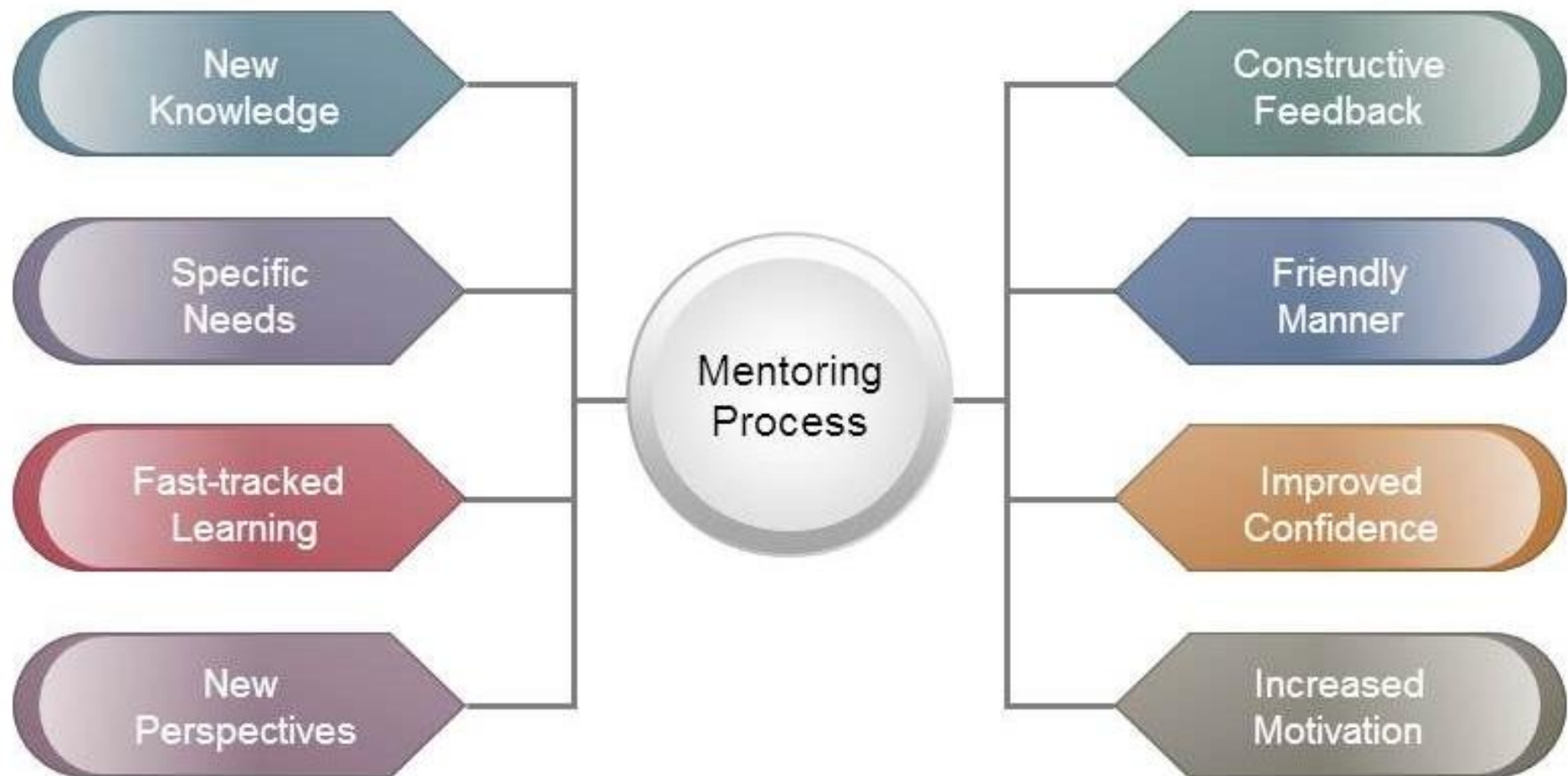
## 1) One-on-one

- Typically with a more senior person mentoring a less senior individual, or in small teams.

## 2) In teams

- Could consist of peers with different backgrounds and skills mentoring each other or a small group matched with a more senior person.
- **Peer mentoring teams** are effective since they are based on the concept of mutual benefit; participants receive support and advice as they provide support and advice for others.

# The Mentoring Process ..





# Developing a Mentoring Plan

Clarify:

- The **aims and the desired outcomes**
- The level of training and support to be given to mentees and mentors – **Quality time**
- How long the program will run (Business - nine to twelve months?)



# Developing a Mentoring Plan

- Develop a **timeline which allows for planning, preparation**, conducting information sessions, selection and training of participants
- The **cost of running the program**, (including a facilitator's fee if required, hiring of training rooms, printing of documents etc )
- **Performance indicators** for evaluating the program



# Matching Mentors with Mentees

- The mentor should be a person with greater experience and knowledge and, for the first mentoring experience, **usually working in the same area** as the mentee
- The mentor should have a **flexible and progressive management style**, particularly in people management
- The mentee must **trust** the mentor, and know that confidence will be kept



# Matching Mentors with Mentees

- The mentor needs to be a person who will **enjoy helping the mentee develop skills** and knowledge, and be able to share knowledge and experience openly and honestly
- The mentor acts as the mentee's **guide, consultant and coach**. While friendship may evolve, it is not the primary goal of the relationship;
- It is recommended that the mentor be someone **other than the mentee's immediate manager**, in order for the mentee to expand networks, and to avoid potentially conflicting roles. It is important, however, that the manager be involved in the process and kept informed, so that she/he can contribute to the process





# Mentoring in an academic institution ..

## Mentors should...

### Undergrads

- Help you solidify your career goals
- Guide you through coursework options
- Advocate for you
- Encourage you to find internships, research opportunities
- Assist you with "soft skills" (time management, adjusting to university, finding your place, etc.)
- Connect you with internships, lab openings, etc.

### Grads

- Help you find your "fit"
- Assist you in the transition to graduate school
- Support you through life changes
- Encourage you to integrate work and life
- Help you solidify your career goals
- Share knowledge about their experiences
- Provide you with general knowledge about your career path
- Help you find funding
- Connect you with professionals in your field

### Faculty

- Support you through life changes
- Provide constructive and support feedback
- Demystify departmental, college and university culture
- Advocate for you
- Provide information about promotion and tenure processes
- Help foster important connections and visibility
- Assist with grant writing, etc.

# Reverse mentoring.. (heard of it?)

## 8 Rules of Engagement for Reverse Mentoring





# Mentorship and National Transformation



# Leadership Defined

**Leadership...** is  
communicating a persons  
worth and potential so clearly  
that they come to see it **in**  
**themselves.**

• .

Steve Covey

# Countries that mentor...?

- **Tanzania** and the Chama Cha Mapinduzi Model
- **South Africa** Mandela and Mbeki ... andn the breakage, Zuma
- **China** and the Communist party (unbroken development)
- **Singapore**; Lee Kwan Yew, Training of mid-level political leaders



# Political Examples



1959 - 1990



1990 - 2004



2004 - Present

# Business Examples



Bill Gates - \$56bn



Warren Buffet - \$50bn



# Business Mentoring in NT...?

- **Mulwana** Kalema-Mulwana; Mulwana and Children;
- **Mukwano** - Mukwano Industries, Older to younger
- **USA** - Warren Buffet - Bill Gates; **GE** the company that makes leaders
- **Bitature** - The desire to training individuals;
- The **URA -> KCCA -> DPP** Model - Helping



# Business Examples



- **Carlos Slim Helú** is a Mexican business magnet and philanthropist. World's wealthiest person estimated at **\$74bn.**
- Active in philanthropy especially since the mid 1990's.
- Holds **annual retreats with other family businesses** In Latin America to instill their business ethos to the next generation. Actively mentoring his children in business.



And you?



# One transformation at a time

What can you do?

Where can you plug in?

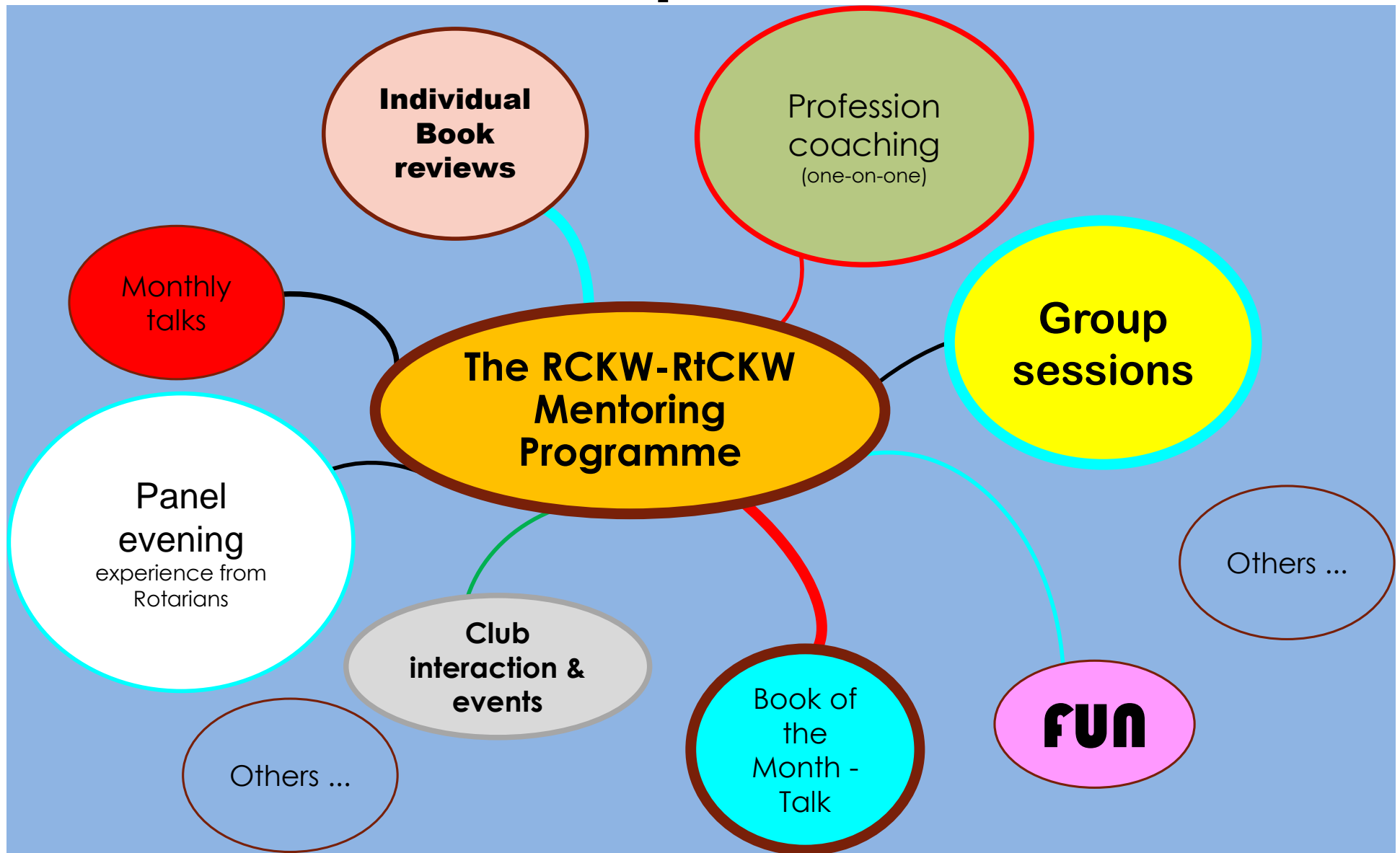
(Rhema Ministries, Girl for girls, Rotary, NGOs, Govt?)



# Benefits to Mentee and Mentor



# An Individual engagement, with a 12 months platform ..





# Benefits to the Mentee

1. Increased **skills** and **knowledge**
2. Increased **potential for career mobility** and Promotion
3. Improved understanding of their roles in the organisation insights into the culture and unwritten rules of the organisation
4. Creates a **supportive environment** in which successes and failures can be evaluate;
5. Sets up a **smoother transition** through management levels



# Benefits to the Mentee

6. A powerful **learning tool** to acquire competencies and professional experience
7. Development of **professional skills and self-confidence** recognition and satisfaction
8. Empowerment





# Benefits to the Mentor

1. Opportunities to test new ideas enhanced knowledge of other areas of the agency;
2. Renewed enthusiasm through challenging discussions with people who have fresh Perspectives;
3. Satisfaction from contributing to the mentee's development;
4. Improved ability to share experience and Knowledge



# What it takes to be a good Mentor

# What it takes to be a good mentor



**BE RELATIONAL**  
Establish and  
maintain  
relationships.



**BE AFFIRMING**  
Believe in your  
mentorees and  
tell them so.



**BE PASSIONATE**

Passion is what  
drives us.

# What it takes to be a good mentor



## BE TRUSTING AND TRUSTWORTHY

Trust the word of  
your mentoree  
and keep their  
confidences.



## BE OPEN AND TRANSPARENT

Be integral in what  
you say and do



# What it takes to be a good mentor



## **BE AVAILABLE**

Make and meet  
agreed  
commitments.



## **FACILITATE LEARNING**

Help your  
mentorees to learn  
and don't hurry to  
give advice.



# What it takes to be a good mentor



## **BE A SAFETY NET**

Allow them to make  
mistakes



# What it takes to be a good mentor



## **BE COMPETENT**

Be capable in the areas in which your mentoree wants to grow





# What it takes to be a good mentor



## BE PRAYERFUL

Prayer is not an add-on for a good mentor – it is, in the words of in the word old hymn, the mentor's 'vital breath'

**John Mallison**



# CONCLUSION



## SUCCESSFUL MENTORING

4

You do the task

3

You do the task and ...  
I watch and I offer feedback

2

We do the task together

1

I do the task...  
You watch and learn



# *Happy Mentoring*

## *Thanks!*