

AGLP Leadership Development Curriculum

Mentoring & Coaching & Sponsorship & Partnering

4/18/2022

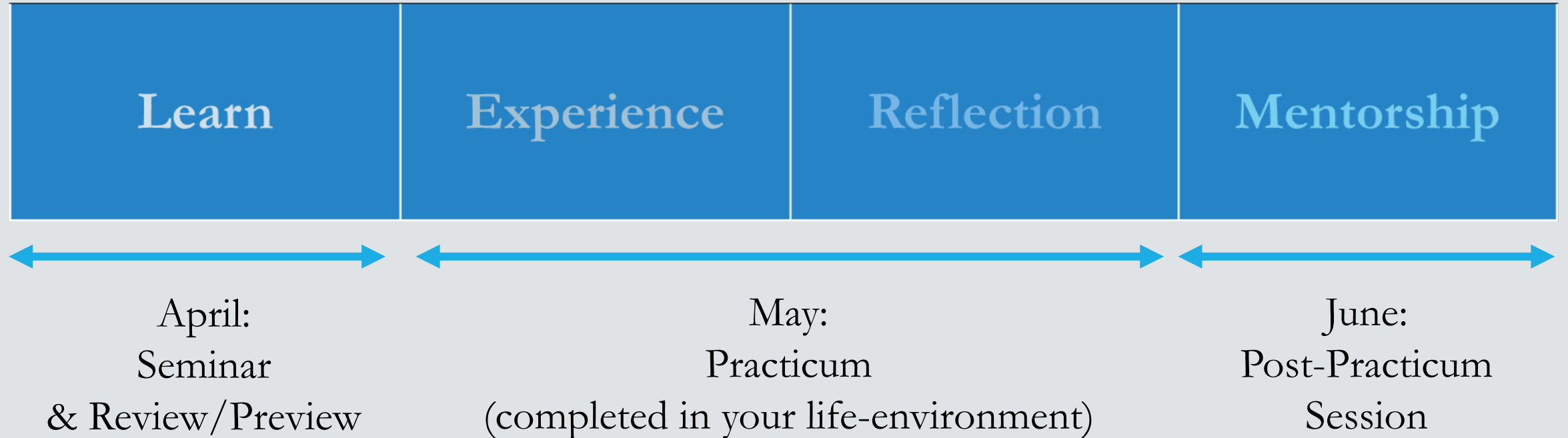
Leadership Competencies

(USCGA Leadership Development Model)

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Team Building
Aligning Values	Influencing Others
Followership	Effective Communications
Health & Well Being	Mentoring
Self-Awareness & Leading	Respect for Others & Diversity Management
Personal Conduct	Taking Care of People
Technical Proficiency	

AGLP Leadership Development Sequence

Leading-Others Competency: Mentoring & Coaching & Sponsorship & Partnering



*A mentor talks with you, a coach talks to you, a sponsor talks about you,
and you & a partner talk to others.*

Mentoring & Coaching & Sponsorship & Partnering - Outline

- Mentoring – a mentor provides answers to questions
- Coaching – a coach offers questions to answer
 - differences between C & M
- Sponsorship – a sponsor has your back
 - differences between C & M & S
- Partnering – partnerships are equal
- Next Steps



[Yale News Article: STEM Mentors educates local students about college decision process](#)

Mentorship

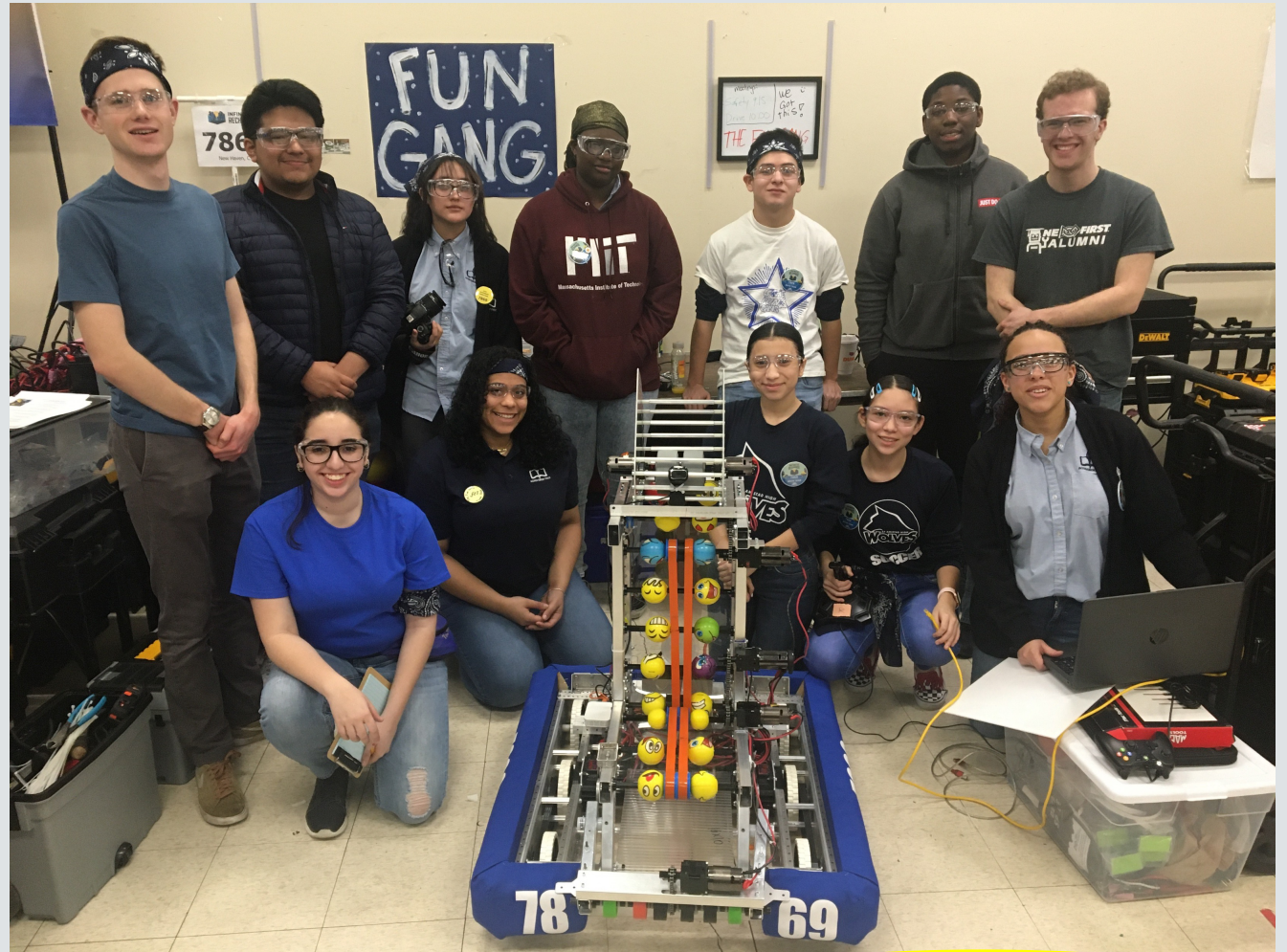
- a relationship where one person facilitates the development of another by sharing expertise, experience, skills, perspectives & resources
- mentor provides answers to the mentee's questions
- a mutually beneficial/reciprocal experience: mentee learns skills & knowledge; mentor furthers skills & grows from personal reflection
- focused on career/professional development & not specific skills



Telemachus - son of Odysseus - & Mentor (a trusted family friend) - 1699 image

Desirable Mentee Attributes

- strong interest in being mentored
 - desire to grow
 - is a good listener
 - devotes time & energy
- drives the process (sometimes)



[Yale HR Mentorship Resources](#)

[Yale Mentee Guide](#)

Mentor Characteristics & Expectations



- deep domain-experience - been there, done that & knows the "code"
 - allocates time & energy
 - confidential, respectful & professional
 - freely offers perspective & feedback
 - is not the employee's supervisor*
- *leaders can always apply mentorship techniques

Yale Graduate-Undergraduate Mentorship Initiative

YAA Mentorship Program

Mentoring Process

Phase One: Purpose

*Why do I want a mentor?
Why do I want to be a mentor?*

Phase Two: Engagement

*Finding and Being a Mentor
How do I begin?*

Phase Three: Planning

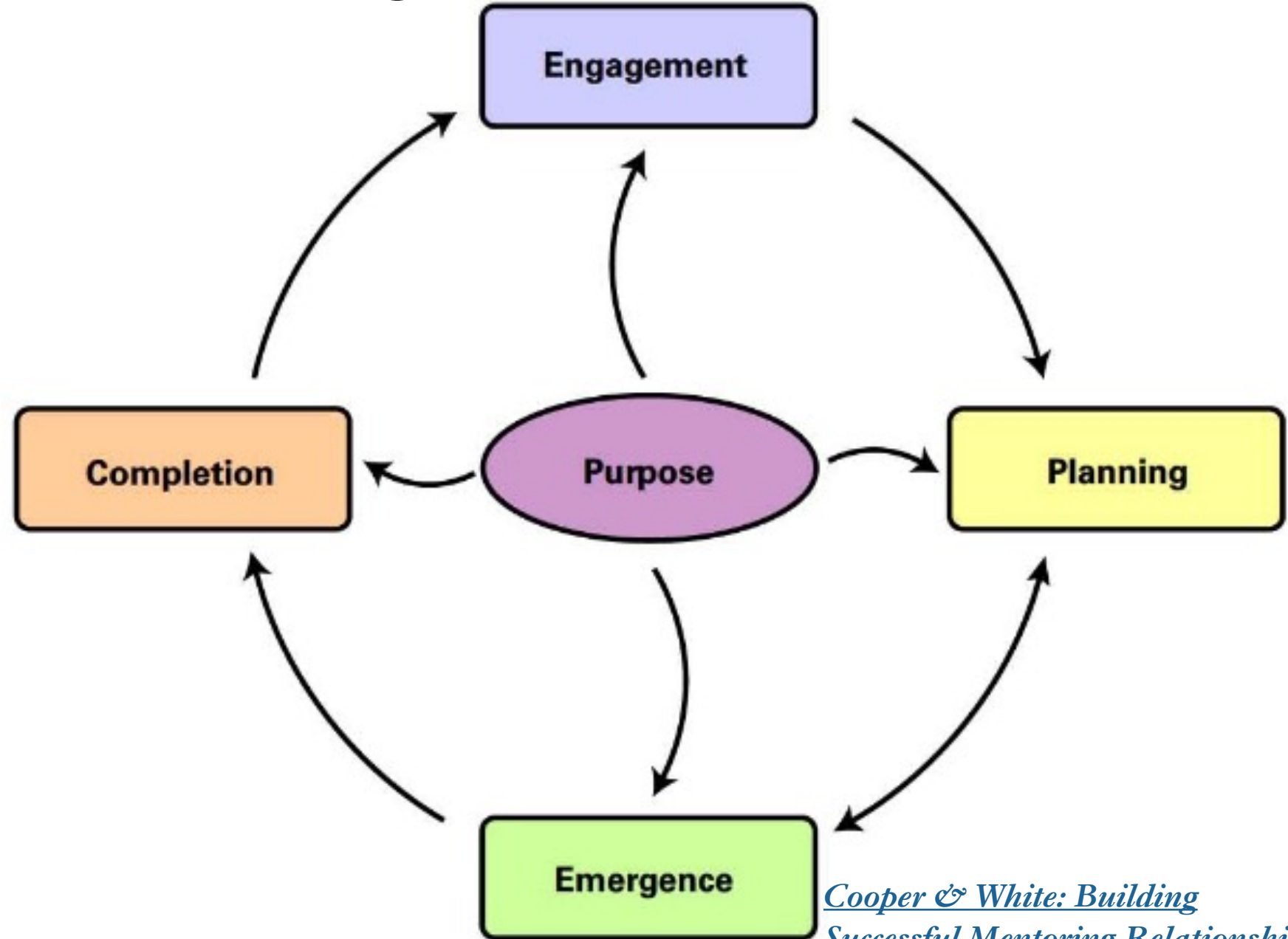
*Developing Your Mentoring Action Plan
How can I achieve my goals?
How will we work together?*

Phase Two: Emergence

*Engaging in the Conversation
How am I doing?
What are we learning?*

Phase Five: Completion

*Celebrating Accomplishments
What are my next steps?*



Coaching



Coaching

- provides advice/guidance on specific skills & competencies
- coach provides questions for mentee to answer
- enables those coached to find solutions to their own problems
- draws out solutions through effective questions & listening skills
- need not have expert or subject-specific knowledge



TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK
OF SILICON VALLEY'S

BILL CAMPBELL

ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE



Many Forms of Coaching

- executive coach, certified professional coach, leadership coach, wellness coach, health coach, & more (certifications are common)*
- not just for those in peril - Bill Campbell coached CEOs of Apple, Google/Alphabet, Amazon, Twitter, & more
 - often a compensated & external
- focuses on a specific skill over a specific time period

* [International Coaching Federation](#)

* [International Coaching Council](#)

Mentoring & Coaching Continuum



Coaching & Mentoring for Leadership Development in Civil Society

Differences Between Mentoring & Coaching

Mentor	Coach
focused on capability & potential	focused on skills & performance
career development objectives	concrete objectives/outcomes
mentee establishes the agenda	coach sets the agenda, in partnership w/ “coached”
mentor does most of the talking	“coached” does most of the talking
typically informal & long-term	typically formal & short-term

Mentoring vs Coaching: The Key Differences & Benefits

Coaching Example

Grace Calpus BSN, RN, MPA, PCC

My own personal journey has been over 40 years so far and has taken me from nursing school to the Peace Corps to lobbying to skydiving. But don't let that fool you, I'm always a "work in progress" - so much to learn and do and so little time. My biggest personal value is spirituality and connection with the greater "Universe". I coach because it reminds me to listen deeply and hear what hasn't been heard before. It brings me joy to see others succeed and awakens me to new aspects of myself through others.

I am always on the edge of what I want to create. My biggest obstacle is always myself. I understand what it's like to be stuck. I understand what it's like to be disempowered and feel small or unworthy. But I also understand that motivation and empowerment don't always come before action. Often, action precedes empowerment and can snowball into motivation. So everyday I push away my fear and begin again.

I named my company "Between the Words" because so much of coaching is about listening to the space between the words - emotion, body language and energy. It's in this space where transformation begins as we tap into who we really are and what we care about.

[Read my bio.](#)



bw
BETWEEN THE WORDS

About Assessments EQ-i 2.0 Ei Course Universities Students Blog in

The difference is coaching.

Certifications

EQ-i^{2.0}
CERTIFIED ✓

EQ 360[®]
CERTIFIED ✓

L · M · A · P

PCC
Professional Certified Coach
International Coach Federation

Global Team Coaching Institute | Team Coaching Foundations Certified Coach

Grace Calpus: Coaching & Universities



(Forget a Mentor)
Find a Sponsor

The New Way to Fast-Track Your Career

Sylvia Ann Hewlett

HARVARD BUSINESS REVIEW PRESS

Sponsorship

senior leaders can
identify developing
leaders & create
opportunities for
growth, advancement
& succession

“Sponsorship is a
two-way, reciprocal
investment where
both the sponsor &
the protégé are
working for each
other’s success.”

“Sylvia Ann Hewlett makes the smart, practical case
for why all leaders should be sponsors.”
—Sheryl Sandberg, COO, Facebook

THE SPONSOR EFFECT

HOW TO **BE A BETTER LEADER**
BY INVESTING IN OTHERS

SYLVIA ANN HEWLETT

HARVARD BUSINESS REVIEW PRESS

What Is a Sponsor?

Delivers High-Octane Support

A sponsor is a senior leader who, at a minimum:

- **Believes in me and goes out on a limb on my behalf**
- **Advocates for my next promotion**
- **Provides air cover**

And comes through on at least two of the following fronts:

- Expands my perception of what I can do
- Makes connections to senior leaders
- Promotes my visibility
- Provides stretch opportunities
- Gives advice on “presentation of self”
- Makes connections to clients/ customers
- Gives honest/critical feedback on skill gaps

Slide from Sylvia Hewlett on Sponsorship - Talks at Google

SPONSORSHIP IN ACTION

What a **protégé** does:

Delivers

- Performance
- Loyalty
- Value add



What a **sponsor** does:

Invests

- Belief & willingness to risk political capital
- Advocacy
- Cover

LEADERSHIP**NOW**

Source: ©2019 *The Sponsor Effect* by Sylvia Ann Hewlett

LeadershipNow.com - Why You Should Be Sponsoring Others

Sponsors

1. Impact pay
2. Impact retention
3. Impact ambition

Forget a Mentor, Find a Sponsor –
Sylvia Ann Hewlett – Talks at Google



Winning Sponsorship*

A global sponsor is a senior leader who, at a minimum:

- Asks for favors on my behalf
- Advocates for my next promotion
- Supports my authority and empowers me to make decisions

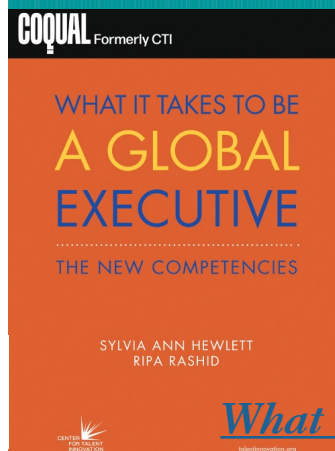
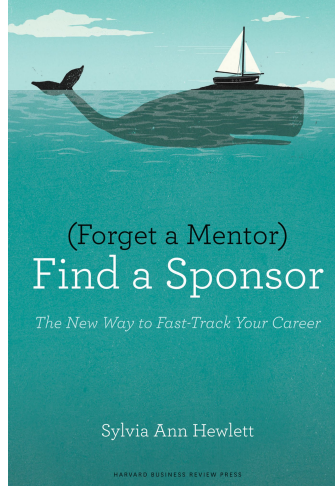
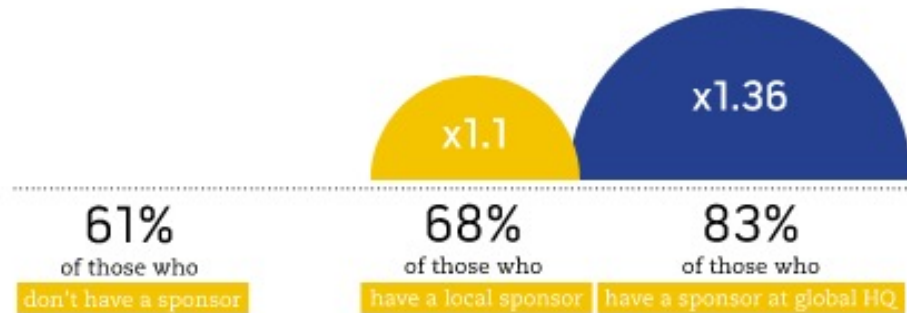
And comes through on at least two of the following fronts:

- Believes in my leadership potential
- Expands my perception of what I can do
- Gives honest/critical feedback on skill gaps
- Gives advice on "presentation of self"
- Provides stretch opportunities
- Provides air cover
- Makes me visible to regional leaders
- Makes me visible to top leaders at my firm
- Helps my geographic mobility

These behaviors make a sponsor global

Sponsorship impacts career progression satisfaction

MNC employees satisfied with career progress



Winning Sponsorship

Rising leaders in growth markets win global sponsors by...



DID YOU KNOW

Being a sponsor impacts career progression satisfaction

Rate of advancement satisfaction



What it Takes to be Global Executive - the New Competencies

Mentors

- Offer guidance, stories, and advice based on their lived experience
- Come from a similar industry, geography or career background
- Provide direct feedback, advice, and practical solutions to day-to-day challenges
- Derive benefits from the relationship by developing communication skills and growing their leadership equity

Mentoring is usually a two-sided relationship

Coaches

- Ask powerful questions to people so that they can come up with the answers themselves
- Take a more holistic by encompassing all areas of life and the person as a whole
- Provide less "advice" and more impartial, non judgmental feedback which should be taken as constructive criticism for achieving better results

Coaching tends to be a one sided relationship

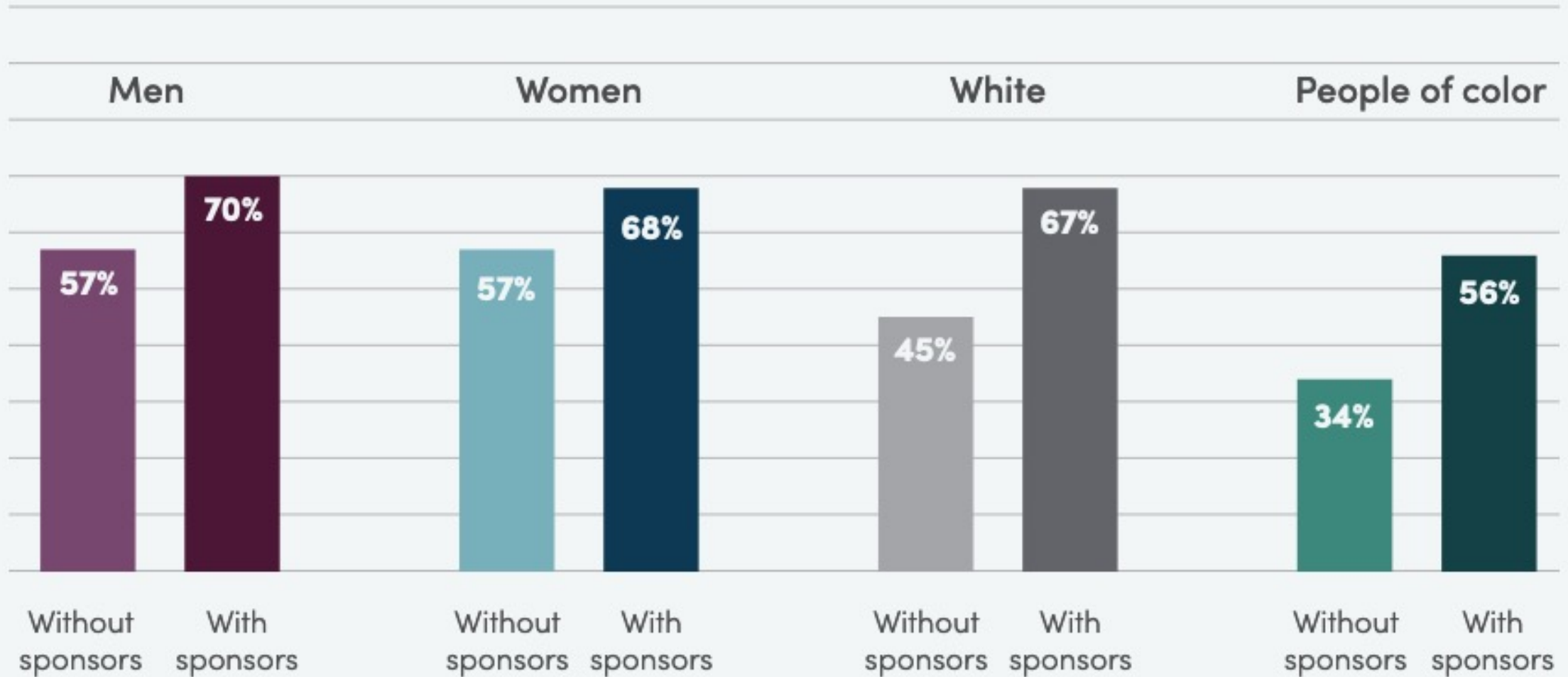
Sponsors

- Are more senior stakeholders, willing to use their reputation and credibility in service of their protege
- Endorse proteges directly, using their influence, power and networking to help give them exposure to better career opportunities
- Are involved in long-term relationships as trust and credibility builds over time

Sponsorship is usually a two-sided relationship

Sponsorship – Creating Opportunities for All

Employees in large companies who are satisfied with their rates of advancement ¹



The Sponsor Dividend

perspectives, leaders who
enable companies
and trim costs
innovative

TWO-DIMENSIONAL (2D) DIVERSITY
describes leadership that exhibits at
least three kinds of both:

&

Inherent diversity (gender, race, age,
religious background, socioeconomic
background, sexual orientation,
disability, nationality)

Acquired diversity (cultural fluency,
generational savvy, gender smarts, social
media skills, cross-functional knowledge,
global mindset, military experience,
language skills)

**TEAM MEMBERS WHO REPORT
THAT THEIR LEADER...**

63% vs. 29%
Ensures that everyone speaks up and gets heard

74% vs. 34%
Makes it safe to risk proposing novel ideas

82% vs. 40%
Empowers team members to make decisions

64% vs. 25%
Takes advice and implements feedback

73% vs. 30%
Gives actionable feedback

64% vs. 27%
Shares credit for team success

(% respondents whose leader has at least three acquired diversity traits
vs. % respondents whose leader has NO acquired diversity traits)

Innovation, Diversity & Market Growth

Partnering

- working side-by-side as a peer w/a leader in your organization
- common career progression in law, finance, architecture, venture capital offices - a decade+ process that you get invited into
- look for ways to partner – as an equal contributor – w/senior leaders on specific projects



Partnering Book Review

AGLP Leadership Development Curriculum

Mentoring & Coaching & Sponsorship & Partnering Questions

4/18/2022

Mentoring & Coaching & Sponsorship & Partnering - References

- “Coaching and Mentoring for Leadership Development in Civil Society” – Chapter 2.3, *International NGO Training & Research Center*, 2007 ([available online](#))
- “The Wild West of Executive Coaching” – Stratford Sherman & Alussa Freas, *Harvard Business Review*, November 2004 ([available online](#))
- “What is the Difference Between a Mentor and a Sponsor” – Janice Omadeke, *Harvard Business Review*, October 2021 ([available online](#))
- “What Every Leader Needs to Know About the Power of Sponsorship” – Sylvia Ann Hewlett, . *Leader to Leader*, Summer 2019, Vol. 2019, Issue 93 (available via Yale Library)

Mentoring & Coaching & Sponsorship & Partnering – Add'l References

- “Building a Coaching Culture- The Roles of Coaches, Mentors & Sponsors” – Edward L. Baker, MD, MPH, et al., *Journal of Public Health Managements & Practice*, May/June 2021 ([available online](#))
- “Connecting with Coaches, Mentors, and Sponsors: Advice for the Emerging Leaders” – Helen Hengelbrok, MPH and Edward L. Baker, MD, MPH, *Journal of Public Health Managements & Practice*, July/August 2021 ([available online](#))

Next Steps

- Mentoring EL&R – APR 18
- EL & R – Mentoring+ – all MAY
- Seminar: Effective Coms – MAY 1
- Mentorship: Influencing Others – MAY 4

Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship

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4/11/2022