

# AGLP Leadership Development Curriculum

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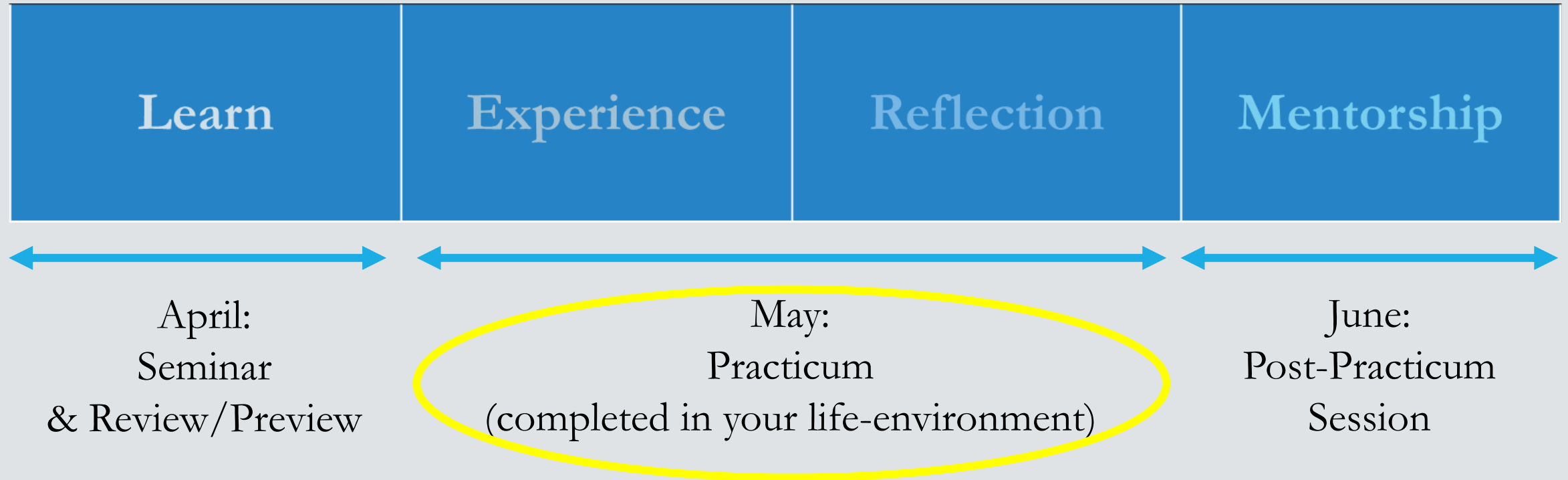
## Mentoring, Coaching, Sponsorship & Partnering: Experiential Learning & Reflections Preview

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4/18/2022

# 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.*

# AGLP Leadership Development Curriculum

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## Mentoring, Coaching, Sponsorship & Partnering: Review

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4/18/2022

# 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](#)

# 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

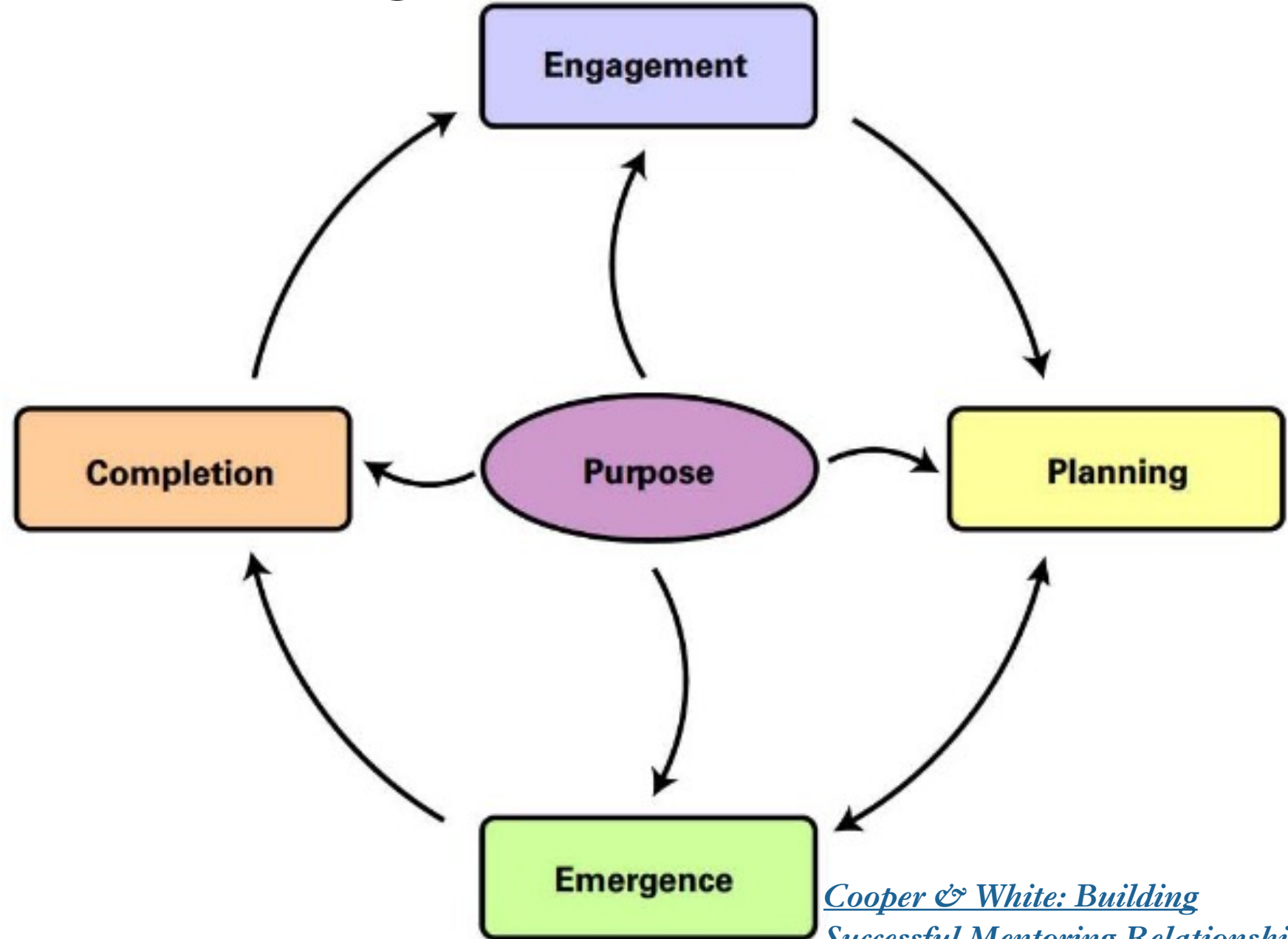
*Developing Your Mentoring Action Plan  
How can I achieve my goals?  
How will we work together?*

## 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



*"ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership."*



# 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](http://LeadershipNow.com) - Why You Should Be Sponsoring Others



## 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*



# 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*

# Active Listening Skills

## 6 KEY ACTIVE LISTENING SKILLS



1. PAY ATTENTION.



2. WITHHOLD JUDGEMENT.



3. REFLECT.



4. CLARIFY.



5. SUMMARIZE.



6. SHARE.



Center for Creative Leadership®

- ask OPEN-ENDED QUESTIONS
- use PROMPTS to keep conversation moving
- REPHRASE to summarize & emphasize
- use EMPATHY to relate to others

*Center for Creative Leadership Active Listening Skills*

# Active Listening Techniques

## OPEN-ENDED QUESTIONS

- What do you see as the problem?
- What are some things your feel are going well?
- What things do you wish you were doing differently?

## PROMPTS

- Tell me more about that...
- Go on...      I see.....      How so?...
- Yes....      Uh-hmm.....      Silence
- Repeat a key phrase

# Active Listening Techniques

## REPHRASING

- What I hear you saying is ....
- It sounds like you are saying ...
- In other words, ...

## EMPATHY

- I can see how you would feel that way.
- That must be frustrating.
- I can see that and I understand.



# Connecting Active Listening Techniques



- ask OPEN-ENDED QUESTIONS – “What do you see as the problem?”
- then PROMPT – “Tell me more about that ...”
- then REPHRASE – “What I hear you saying is ...”
- then show EMPATHY – “I can see that ....”
- Then ask another OPEN-ENDED QUESTION – “ Let me ask you this, ...”

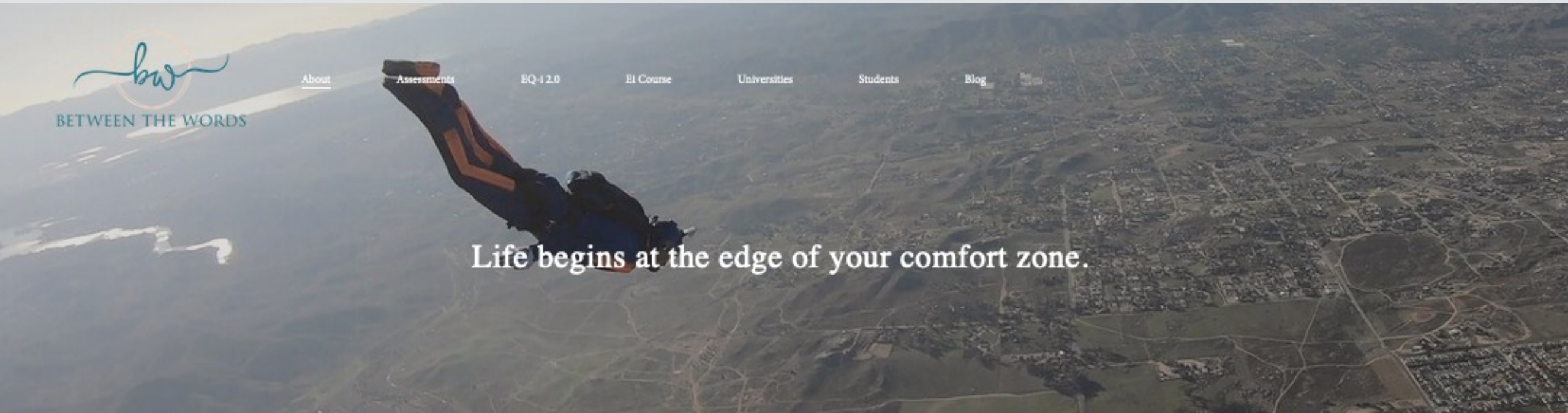
Reference: USCGA Lead Reference Program

# Mentoring, Coaching, Sponsorship & Partnering

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## Practicum

# Coaching: Experiential Learning Scenario



- **consider coaching** – review the resources on coaching, including the website of Grace Culpus, to see if coaching can help you understand yourself & lead to higher quality decisions & actions

*[Grace Culpus: Between the Words](#)*

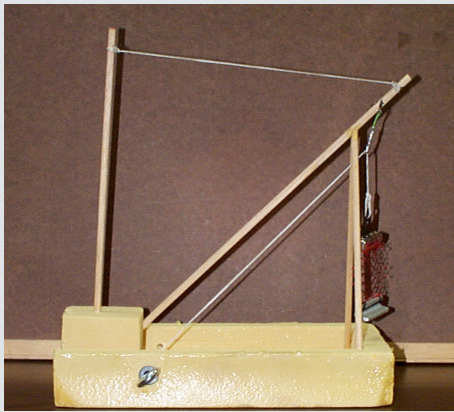
# M, C, S & P: Experiential Learning Scenario

- **active listening exercise** – practice active listening at least 3 times, using:
  - open-ended questions
    - prompts
    - rephrasing
    - empathy





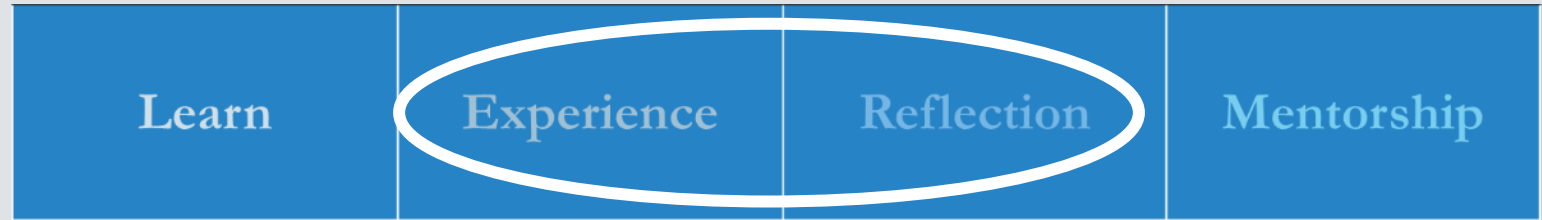
# M, C, S & P: VW Reflections on Experiential Learning Scenarios



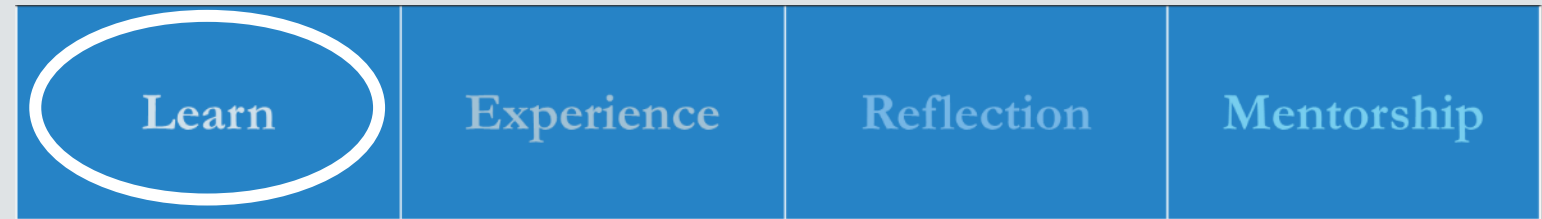
- the long arm of mentoring in academia – from foam models to partnering on COVID response & from mentoring to outer space ...

# Next Steps

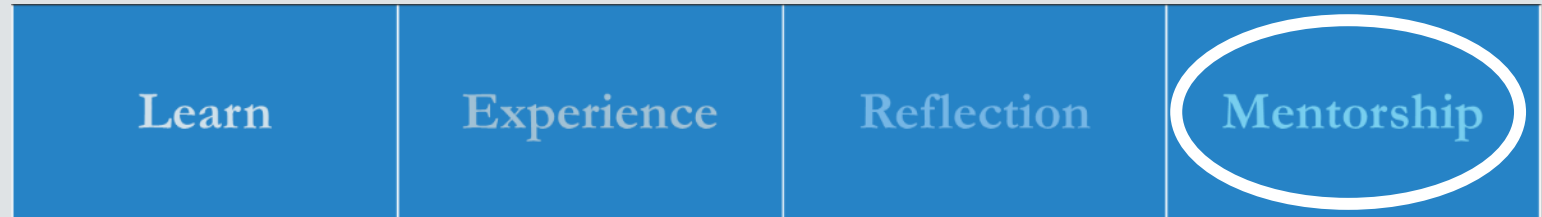
- M, C, S, P – all May



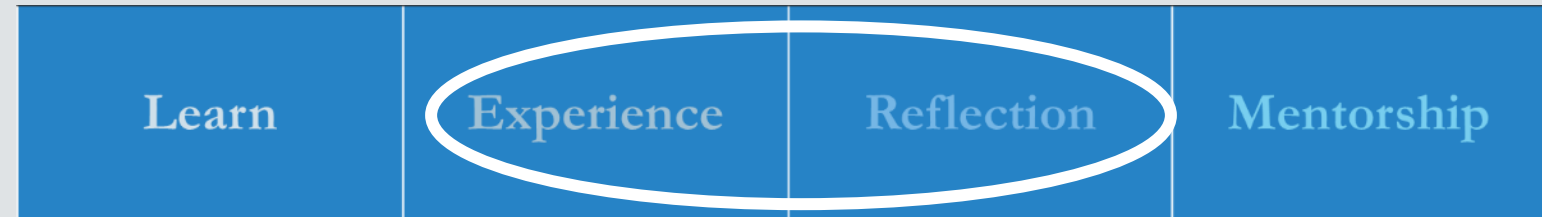
- Communications – May 2
- Review/Preview – May 9



- Influencing Others – May 4 – Grace Culpus



- Communications - all June



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## Mentoring, Coaching, Sponsorship & Partnership

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