



# Mentoring

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# Ground Rules

1. Turn any cell phones or other electronics to the off or silent position.
2. Participate to the fullest of your ability.
3. Listen actively.
4. Keep an open mind.
5. If you break any rules, you sing. 😊



# Introductions

- Name and title
- How long have you been with THF?
- Are you a mentor or mentee? Been one?
- What do you hope to learn from today's training?
  - Something unique about you
  - OR
  - Your definition of mentoring

# 12-12-12

- The Astronomical Society of the Pacific has declared Dec. 12, 2012, as Anti-Doomsday Day in celebration of rational thinking and reasoned discourse.
- Dec. 12 is the last of the repeating dates until Jan. 1, 2101. Repeating dates (like 12/12/12) can, for obvious reasons, only occur in the first 12 years of a century.
- At 12:12:12 p.m., the day offered fans of the number 12 a whopping six repeats! 12/12/12 12:12:12. Nice.
- At 1:21:02 a.m., palindrome lovers everywhere rejoiced in the single second that marked when the date-time combination was the same read both forward and backward: 2012-12-12 1:21:02 = 201212-1-212102.

# Agenda

- 1300 - 1315 Introductions
- 1315 - 1330 Coaching and mentoring program survey results
- 1330 - 1430 Benefits, roles and responsibilities
- 1430 - 1530 Coaching & mentoring differences
- 1530 - 1600 Relationship building strategies
- 1600 - 1645 Effective mentoring techniques
- 1645 - 1700 Conclusions

# Learning Objectives

By the end of this session, participants should be able to:

- Describe the roles and responsibilities of mentors and mentees at THF.
- Explain how a mentor can positively influence a mentee.
- Differentiate between coaching and mentoring.
- Discuss strategies to develop successful mentoring relationships.
- Demonstrate effective mentoring techniques including active listening, trust building, and challenging and encouraging improvement.

# Coaching Program Survey Results

- 100% of the coaches feel that the program is working and want to continue the relationship.
- 91% of the coaches meet with their team members at least monthly. This was confirmed by 80% of the team members.
- 18% of the coaches would like training.



# Coaching Program Survey Results

- 64% of the coaches do not have changes to the program.
- 80% of the team members feel the coaching relationship is working well.
- 70% of the team members would not change the program.

# Mentoring Program Survey Results

- 18% of the staff, seniors, and 1st year managers are using the mentor program.
- Of the 18% participating, 71% would not change the program.
- 43% of those participating meet only as needed and 43% meet monthly or every 6-8 weeks.
- There are only 4 mentors providing guidance to the 7 mentees participating.

# Mentoring Program Survey Results

- Of the 83% not participating, 30% are informally obtaining mentoring guidance from their coach, outside of the firm or informally within the firm.
- 21% of those not participating want to participate, however, they have not selected a mentor yet.
- 18% of the ones not participating did not provide an explanation as to why they were not participating.

# Suggestions for Improvement

- Keep it as it is
- Not sure what direction to head in my career - do I need a coach or a mentor?
- Provide training
- Add scripted scenarios
- Remove structure and formality
- Add structure including benchmarks

# Reasons for Not Participating

- Too busy
- Lack of understanding of the program
- Lack of training on mentoring
- Don't see the benefit
- Unique position or situation
- Already meet with partners informally
- Mentor is also coach
- Too old

**“Excuses are exits on the road to  
success.”**

***John Maxwell***

# **Business Case for Mentorship**

- Promotion
- Productivity
- Development
- Retention
- Morale

# Mentorship and Promotion

- 75% percent of executives point to mentoring as playing a key role in their careers.
- 44% of CEOs list mentoring programs as one of the three most effective strategies to enhance women's advancement into senior management.



# Mentorship and Productivity

- 71% of Fortune 500 companies use mentoring to assure that learning occurs in their organizations.
- Managerial productivity increased by 88% when mentoring was involved, versus only a 24% increase with training alone.

# Mentorship and Retention

- 77% percent of companies report that mentoring programs were effective in increasing employee retention.
- 35% of employees who do not receive regular mentoring look for another job within 12 months.

# Mentorship and Development

- More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation.
- 76% of Fortune's top 25 companies offer mentoring programs.
- 96% of executives say mentoring is an important development tool.

MMHA, 2011

Fortune Magazine, 2011

Accountemps, 2011

# Costs of Turnover

- THF's Turnover Rates

<b>2007</b>	<b>22%</b>
<b>2008</b>	<b>33%</b>
<b>2009</b>	<b>22%</b>
<b>2010</b>	<b>18%</b>
<b>2011</b>	<b>22%</b>

- Turnover Cost Calculator

Average salary	\$60,000
Payroll tax	25%
New hire ramp-up time	8 weeks
Total employees	100
Orientation training hours	25
Average number of new hires per orientation	1
Trainer hourly rate	\$150
Estimated recruiting cost (out-of-pocket expenses for items such as advertising)	\$10,000
Average number of weeks to fill position	4
Average number of candidates per position	5
Average candidate selection and interview hours per candidate	5
Substitute employee hourly rate	\$40
Recruiter hourly rate	\$150
Approximate annual profit of firm	\$1,000,000

#### Cost Per Person

New employee lost productivity (ramp-up time x salary)	\$9,000
New employee training (orientation hours x trainer rate)	\$3,750
Recruiting cost	\$10,000
Candidate selection and interview cost (selection and interview hours x recruiter rate x number of candidates)	\$3,750
Substitute employee cost (weeks to fill position x substitute rate)	\$6,000
Total turnover cost per person	\$32,500

Turnover rate	25%	20%	15%	10%
Turnover per person	\$32,500	\$32,500	\$32,500	\$32,500
Total firm turnover cost per year	\$812,500	\$650,000	\$487,500	\$325,000
Turnover cost as a % of annual profit**	81.25%	65%	48.75%	32.50%

AICPA  
(2010)

# Mentorship and Attrition

- 880 high-potential employees surveyed by Corporate Leadership Council of the Corporate Executive Board (2010).
- More than 25 percent said they planned to change jobs within the next 12 months - potential attrition 2.5 x greater than 2005.
- Among the dissatisfied, 64 percent said their current employment experiences are having little impact on their development.

# Mentorship and Talent Gap

- There is a disparity between confidence in growth and access to talent.
- Only 30% of CEOs believe they have the talent they need.
- 25% of CEOs said they've had to cancel or delay a strategic initiative because of talent constraints. Most say it is due to a deficit of qualified candidates at a time when more CEOs expect to expand their workforces than to reduce

# Mentoring and Coaching

Mentoring and coaching must be infused into all levels of leadership in an organization to remain competitive.





# Growing Employees

- “The most powerful form of learning, the most sophisticated form of staff development, comes not from listening to the good works of others but from sharing what we know with others....
- By reflecting on what we do, by giving it coherence, and by sharing and articulating our craft knowledge, we make meaning, we learn.”  
- Roland S. Barth



# **Differences Between Coaching and Mentoring**

# Coaching

- Focuses on core competencies, aptitudes, and skills
- Relates to performance on the job

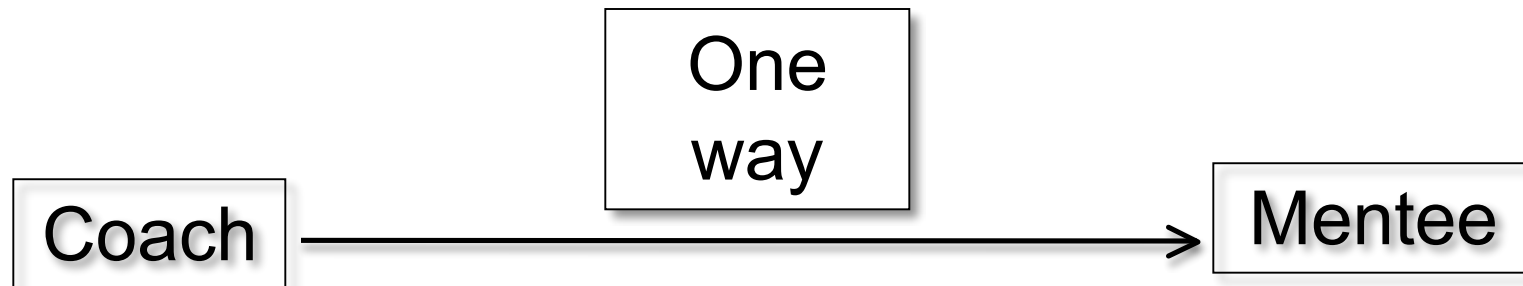
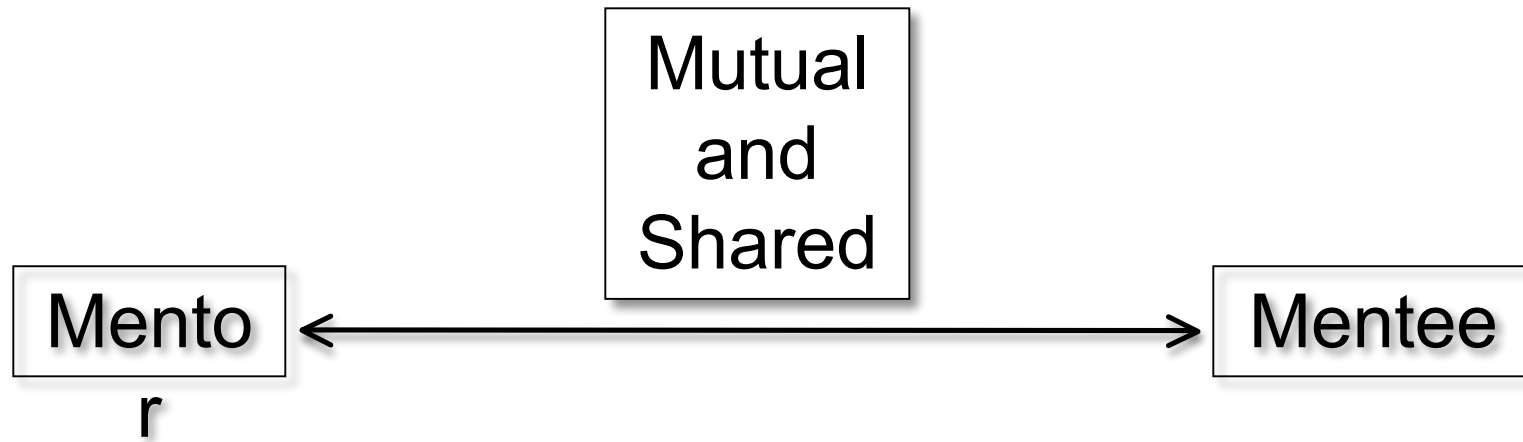
# Mentoring

- ***Mentoring*** is a mutually beneficial relationship where one person (the mentor) shares knowledge, experience, insight, and perspective to foster the personal and professional growth of someone else (the mentee or protégé).
- The word “Mentor” dates back to a character in Greek mythology who imparted wisdom.

# Different Kinds of Mentoring

- Individual formal
- Individual informal
- Group formal
- Group informal

# Mentoring and Coaching



# Mentoring vs. Coaching

	Mentor	Coach
Mode	Passive	Active
Focus	Individual	Performance
Timeframe	Long Term	Short Term
Objectives	Values-Based	Skills-Based
Selection	Chosen	Appointed
Guidance	Executive	Supervisor
Influence	Life	Career

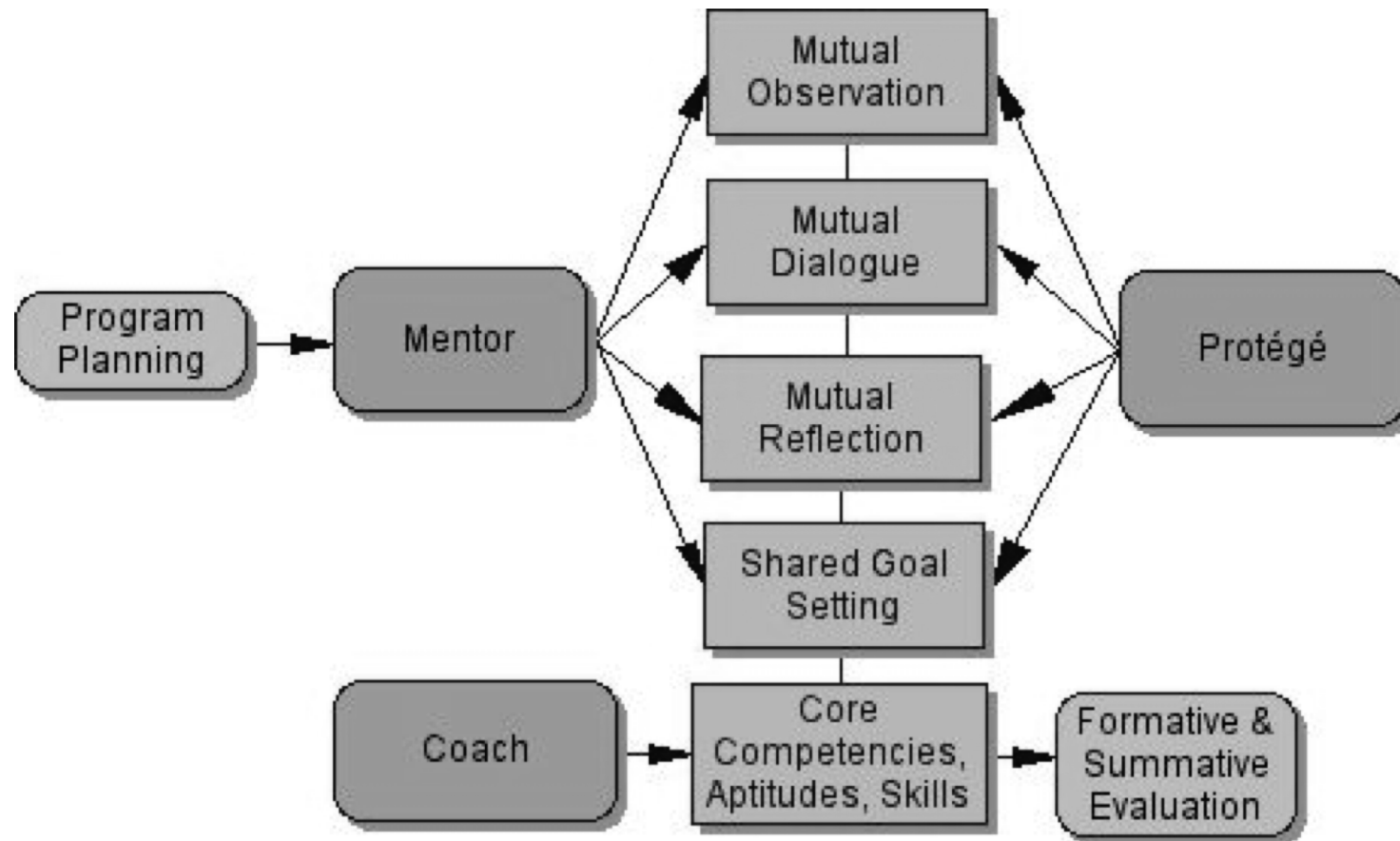
# Mentoring and Coaching Benefits

Individual	Organization
Maximize individual strengths	Increased employee satisfaction
Overcome personal obstacles	More productive work groups
Reach maximum potential through learning	Expanded organizational capability
Gain new skills and competencies to become more effective	Greater trust between managers and employees
Prepare for new responsibilities	Reduces turnover

*Improves performance results through feedback and recognition*



# Systematic Mentor-Coach-Protégé Model



# Which Person is the Mentor?



# Mentor Responsibilities

- Acts as a sounding board
- Shares knowledge and experience
- Takes required training
- Provides honest and open communication
- Completes mentoring program survey
- Builds trust
- Ensures confidentiality
  - Except when the greater good of THF is affected\*

# Mentee Responsibilities

- Arrives fully prepared for meetings
- Asks questions
- Listens carefully and respects the mentor
- Wants to improve, learn, and grow
- Never withholds information that would help the mentor
- Puts what was learned from the mentor into action
- Documents meetings
- Completes mentoring program survey
- Has gratitude to the mentor and reciprocates

# TGOROW Model

- **T**opic
- **G**oal
- **O**utcome
- **R**eality
- **O**ptions
- **W**ay Forward

# Topic Question

- What is it that you'd like to discuss today?  
(the topic is always theirs)

## Goal Questions

- What is it that you'd like to achieve (in 3, 6, 12 months)?
- What does success look like?

# Outcomes Questions

- What is that you'd like to achieve from our time together today that helps you move toward that goal?
- How will you measure the success of what accomplished our tasks?

# Reality Questions

- What's happening now?
- How is the current situation affecting you?
- What are the factors that you need to consider?
- How will your success or failure at addressing this affect you?
- What prevented you from achieving your goals in the past?
- Is there anything holding you back?



# Options

- You help them brainstorm ideas and possibilities.
- There is no judgment.

## Way Forward

- What are the actions that you are willing to take to help achieve your goals? On a 1-10 scale, how committed are you to achieving each of your goals.

# 5-Phase Mentoring Relationship

## 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 Four: Emergence

*Engaging in the Conversation*

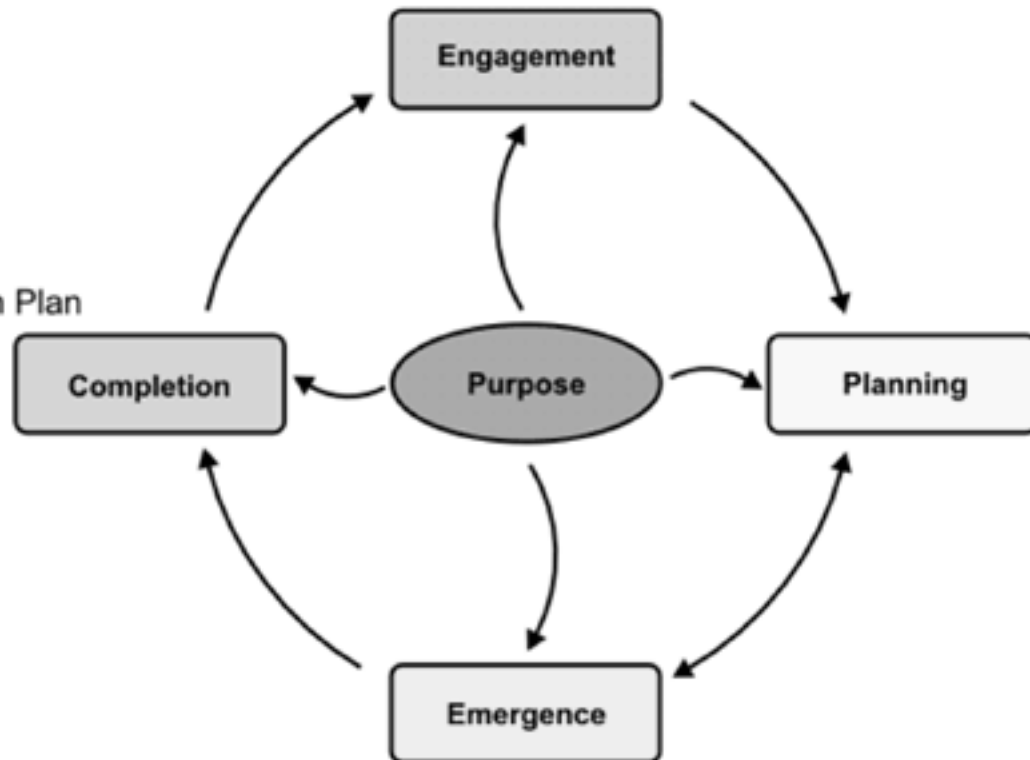
*How am I doing?*

*What are we learning?*

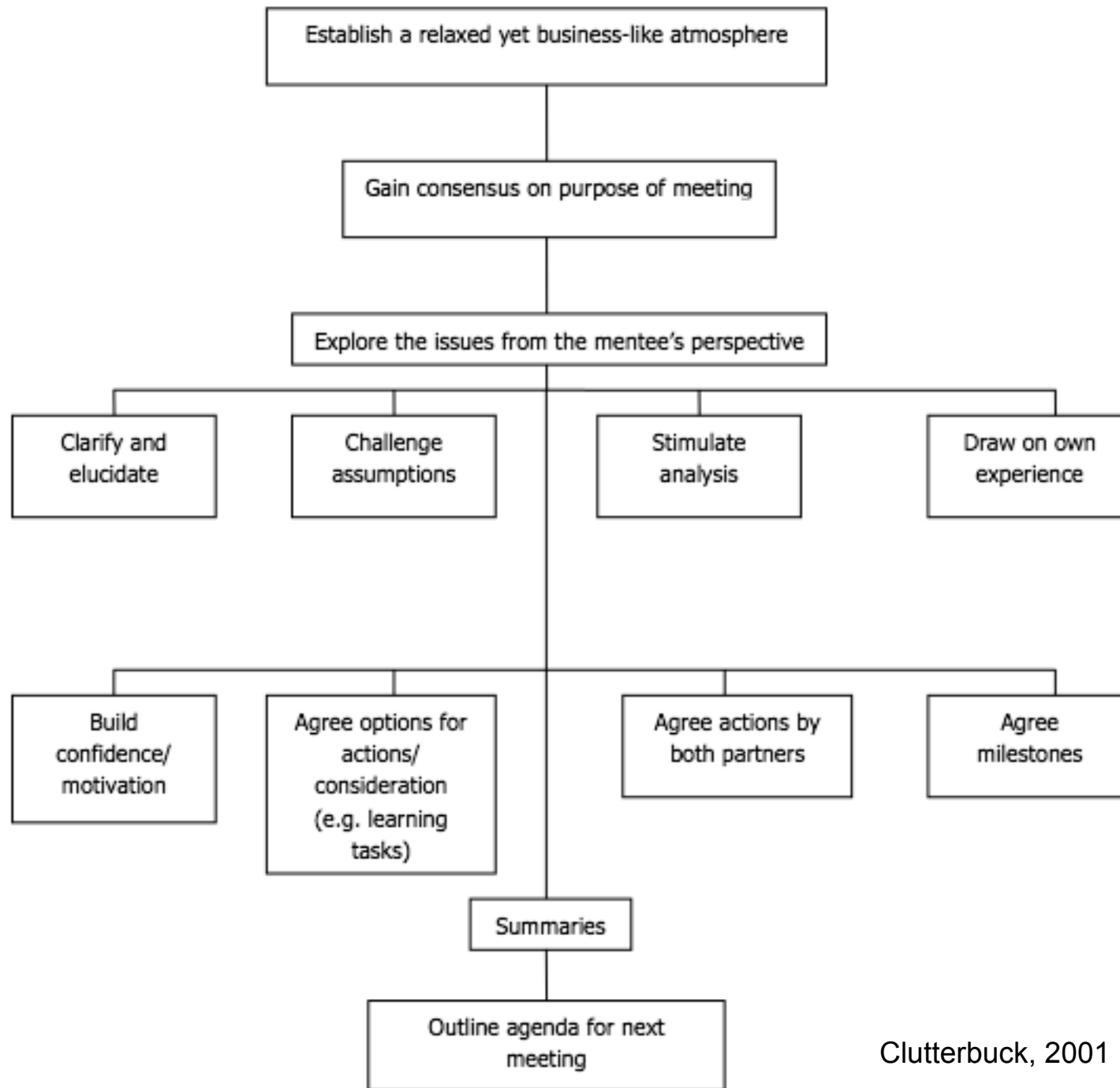
## Phase Five: Completion

*Celebrating Accomplishments*

*What are my next steps?*



Cooper & Wheeler (2007)



Clutterbuck, 2001

# Mentor Program Benefits

## What Is In It for YOU?

- Personal satisfaction
- Knowledge sharing
- Reciprocal learning
- Professional relationship cultivation
- Leadership skill development

# Mentor Program Benefits

## What Is In It for Your Mentee?

- Professional guidance
- Early career development
- Broad career development
- Ethical and moral guidance
- Networking opportunities

# Characteristics of a Successful Mentor

- Knowledgeable
- Experienced
- Committed
- Honest
- Motivating
- Supportive
- Nonjudgmental
- Communicative
- ...What else?

# Juggling



# Discovery Questions

1. What's new or different?
2. What's the gap?
3. What's the current reality?
4. What's the unspoken truth?
5. What's possible?
6. Where should we begin?
7. How brave do you need to be to tackle this?
8. What will happen if you do nothing?



# Keys to Successful Mentoring Relationships

- Get acquainted
- Set clear goals and expectations
- Monitor progress and success
- Provide developmental feedback

# Get Acquainted

- Start strong during first meeting
  - Discuss:
    - Background and experience
    - Professional and personal goals
    - Strengths and weaknesses
- Relationship will naturally grow over time

# Set Clear Goals and Expectations

- During your first meeting with your mentee:
  - Get to know each other
  - Set clear goals (short and long term)
  - Define expectations
  - Identify high value topics and activities
  - Set communication and meeting schedule
    - Determine frequency, method, and location

# Activity: First Meeting Preparation

- Imagine that you are about to meet with your new mentee for the first time.
- Outline your first meeting agenda.
- Include a few questions that you plan to ask.

# Monitor Progress and Success

- Track key activities
  - Maintain log
    - Activities
    - Topics of discussions
    - Reflection on key success factors, challenges, suggestions
- Monitor success
  - Discuss mentee's development
  - Ask about personal wins/accomplishments
- Modify mentoring plan as needed

# Provide Development Feedback

- Feedback should be:
  - Specific
  - Constructive
  - Frequent
  - As immediate as possible
- Purpose:
  - Positive feedback: To reinforce your mentee's actions
  - Corrective feedback: To alter your mentee's actions
- Allow mentee to ask questions or for clarification about feedback
- Ask for feedback from your mentee

# FOCUSed Feedback

When giving feedback, remember to **FOCUS**:

- **F**ocus on key issues
- **O**ffer opportunities for development
- **C**reate care and empathy
- **U**nderstand and have unconditional acceptance
- **S**upport strengths

# Focusing Questions

1. What would be the best use of our time today?
2. How much time do we need to accomplish our task?
3. How should our time be organized?
4. What are the issues you want to deal with?
5. What procedural agreements should we make?
6. Are you wanting to make a decision, close a gap, vent, get feedback, etc.?



# Mentoring Issues

- Issues may arise during the mentorship
- Reduce the potential for problems by:
  - Setting clear goals and expectations from the start
  - Keeping your relationship professional
  - Being patient and understanding
  - Providing adequate direction
  - Dealing with conflicting demands

# What To Do If Problems Arise

- Select an appropriate meeting space
  - i.e. free of distractions
- Identify the problem
  - Each of you should take an opportunity to describe it
  - Be specific
- Brainstorm potential solutions
- Agree on a mutual solution
  - i.e. a win/win solution

# Scripted Scenarios

- 4 volunteers are needed to demonstrate the difference between coaching and mentoring.

# 3 Keys to Success

- Discovery
- Awareness
- Choice

# Improve Active Listening

- Listen for ideas, emotions, and feelings.
- Listen for what is NOT being said.
- Control your emotional reactions.
- Overcome personal prejudgments and distractions.
- Keep an open mind.

# Improve Active Listening

- Listen more than you talk.
- Show that you are listening including with positive body language.
- Don't interrupt.
- Use open-ended questions.
- Provide respectful and honest feedback.

# Activity: Active Listening

- Pair up with someone you don't work with very often.
- Person A: Spend five minutes sharing a current challenge you have (or if you don't have a current challenge, one in the past).
- Person B: Demonstrate active listening skills including positive body language.

# How to Build Trust

- Maintain integrity.
- Openly communicate vision and values.
- Show respect for employees as equal partners.
- Focus on shared goals rather than personal agendas.



# How to Build Trust

- Do the right thing regardless of personal risk.
- Listen with an open mind.
- Demonstrate compassion.
- Maintain confidences.
- Give trust to earn trust (Maxwell, 2010).

# Role Play 6 - Mentoring

- Person A was hired at THF just out of college and has excelled at every task that he/she has been assigned. He/she is well respected in the company but for the past year has been feeling unfulfilled in his/her job. Person A is seriously considering leaving the company and possibly even the industry. He/she decides to go to his/her mentor and ask for guidance.

# Role Play 5 - Mentoring

- Person A has had a smooth transition into the company. Person A gets along with coworkers and completes his/her work on time. Up to this point, Person A has had no complaints about his/her new job. Person A has been working with one supervisor on 3 separate engagements. When Person A asks for guidance on how or why to perform certain audit procedures, his/her supervisor ignores the question and says she/he is too busy to be bothered with those kind of questions. The supervisor tells Person A to look at last year's workpapers. Person A is concerned that he/she is not doing the procedures correctly and does not feel he/she is learning. Person A decides to seek the advice of his/her mentor.

# Role Play 4 - Mentoring

- Person A was very pleased to earn a promotion, and is now a new manager with THF. Unfortunately, one of his/her former peers is not listening to the new manager's advice and has exhibited unprofessional behavior to a client on more than one occasion. Recently the client reported that the employee arrived 20 minutes late for a meeting, and then was disrespectful during the meeting including by responding to personal texts. Person A is at wit's end about how to handle the situation and decides to ask his/her mentor for advice.

## Role Play 3 - Mentoring

- Person A enjoys working at THF and has had positive evaluations since being hired about two years ago. However, Person A has had a new supervisor the past six months and does not feel like the working relationship is nearly as positive as with the previous supervisor. Person A has been meeting regularly with his/her mentor and has discussed how to improve the relationship. Unfortunately, a few months later when it came time for the performance review, Person A received a poor review.

## Role Play 2 - Mentoring

- Person B became Person A's mentor two months ago. Person A has yet to schedule the first official appointment with his/her mentor. Person A worked in the accounting industry before and did not feel that a mentor was necessary until recently when Person A began having a lot of life changes. Person A has an infant child who was just diagnosed with leukemia. Person A isn't sure of how he/she can balance the time between work life and personal life with so many medical challenges ahead. Person A has decided that a mentor is exactly what he/she needs and has set up the first appointment with Person B.

# Role Play 1 - Mentoring

- Person A enjoys working at THF but doesn't always feel like he/she fits into the culture. While examining documents during a recent audit, Person A discovers documentation that appears to show that an employee of the client is making checks out to himself without proper approval or support. Person A immediately asks his/her supervisor how to handle the situation. The supervisor tells Person A that he/she is too busy to deal with the situation and advises that Person A should ignore it. Unsure of what to do, Person A decides to seek the advice of his/her mentor.

# Discussion

- What should remain confidential and what should be shared (for the better good of the company?)



# Activity: Self Assessment

- What are (or do you think will be) your strongest strengths as a mentor?
- What have been (or do you think will be) some of your biggest challenges as a mentor?
- What characteristics or skills do you think you need to develop to succeed as a mentor?

# 7 Key Unlearning Points

1. You do not need to know how to do something, or be experienced at it, in order to coach someone to improved results in it.
2. The coach is not an expert (only in how to facilitate the coaching process). We hear with our ears, we listen with our emotions.
3. The power is in the process, NOT in the coach.
4. The answers are ALWAYS in the individual.

# 7 Key Unlearning Points

5. Non-directive is more powerful for lasting change than directing. They will own it and they will change their behavior if they are not instructed. Our behaviors will never change unless we change our beliefs.
6. Coaching brings clarity, responsibility, awareness, and intelligent action ( increases conscious participation).
7. The heart of the coaching process is discovery, awareness, and choice.

# **8 Steps to Mentoring for CPA Firms**

- 1. Reshape the perception of what mentoring means.**
- 2. Pair your people well.**
- 3. Develop the skills of your mentors and their protégés.**
- 4. Encourage a structured approach to conducting mentoring conversations.**

**CPA Mentoring: You Can Munch, But It's More Than Lunch.**

Eight structured steps that CPA firms can use to develop and nurture talent. 6 April 2009

# **8 Steps to Mentoring for CPA Firms**

- 5. Support the learning process.**
- 6. Listen.**
- 7. Make enhancements.**
- 8. Communicate your success.**

**CPA Mentoring: You Can Munch, But It's More Than Lunch.**

Eight structured steps that CPA firms can use to develop and nurture talent. 6 April 2009

# Conclusions

- THF needs mentoring.
- Mentoring benefits the mentor, the mentee, and the entire company.
- Everyone is busy, but consider your time with mentoring as a wise investment that pays off over time.

# FREE Lunch and Learn

- Thursday 20 December 11:30am - 12:30pm in Tallahassee
- Co-facilitating with Michelle Newell
- Topic is Maxwell's latest book, The 15 Invaluable Laws of Growth: Live Them and Reach Your Potential
- Register at <http://tinyurl.com/MaxwellLunch>

# Overview of 15 Laws

1. **The Law of Intentionality** - *Growth Doesn't Just Happen*
2. **The Law of Awareness** - *You Must Know Yourself to Grow Yourself*
3. **The Law of the Mirror** - *You Must See Value in Yourself to Add Value to Yourself*
4. **The Law of Reflection** - *Learning to Pause Allows Growth to Catch Up with You*
5. **The Law of Consistency** - *Motivation Gets You Going; Discipline Keeps You Growing*



# Overview of 15 Laws

6. The Law of Environment - *Growth Thrives In Conducive Environments*
7. The Law of Design - *To Maximize Growth, Develop Strategies*
8. The Law of Pain - *Good Management of Bad Experiences Leads to Great Growth*
9. The Law of the Ladder - *Character Growth Determines the Height of Your Personal Growth*
10. The Law of the Rubber Band - *Growth Stops When You Lose the Tension Between Where You Are and Where You Could Be*

# Overview of 15 Laws

11. The Law of Tradeoffs - *You Have to Give Up to Grow Up*

12. The Law of Curiosity - *Growth Is Stimulated by Asking Why*

13. The Law of Modeling - *It's Hard to Improve When You Have No One Else but Yourself to Follow*

14. The Law of Expansion - *Growth Always Increases Your Capacity*

15. The Law of Contribution - *Growing Yourself Enables You to Grow Others*

# Post-Session Website

<http://gabrielleconsulting.com/thf-mentoring>

Questions?

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