

# Leading Edge Forum 2.0

## Mentoring

Presented to: LEF 2.0 Participants

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Date: May 7, 2009



Federal Aviation  
Administration



# Breakouts

1. Identify Benefits & Barriers: Develop Plan to Minimize the Barriers
2. Develop Plan to educate managers and increase manager mentoring
3. Develop Plan to utilize the website for mentor/mentee matching
4. Develop Plan to utilize managerial competencies for Development
5. Develop Plan to Share Giving & Receiving Feedback Best Practices



# Overview

- Mentoring Terms, Roles and Benefits
- Mentoring Tools
- Formal Programs
- Breakouts



# What is a Mentoring?

Mentoring is a personal enhancement strategy through which one person facilitates the development of another.

The mentor shares known resources, expertise, values, skills, behaviors, perspectives, attitudes and proficiencies.



# Why is Mentoring Important?

## **Mentoring brings value to everyone involved (mentor, mentee, organization)**

- Mentees have the opportunity to gain wisdom from someone who has traveled the path before them
- Mentors have an opportunity to invest themselves in someone who seeks what they can offer
- The organization has the opportunity to share and spread its acquired learning



# Mentor Characteristics – Critical

- Portrays positive personal image and is well respected
- Enjoys interacting with others
- Be able to question and listen to mentee
- Review competency assessment, determine areas for development and activities for improvement
- Encourage and motivate
- Honest feedback
- Extensive network



# Mentor Characteristics - Supportive

- Strangers don't form partnerships
- Has managed groups of employees successfully
- Willing to share personal experiences relevant to needs of the mentee
- Demonstrates and encourages teamwork



# What Mentees Need to Know about Development

## •Where am I now?

- Focus on current strengths and areas of improvement

## •Where do I want to be?

- Focus on short and long-term development goals

## •How will I get there?

- Focus on developmental activities to strengthen areas for improvement

## •How do I know I am developing?

- Focus on assessing your development areas needing improvement



# Mentoring Benefits:

## Growing leadership at all levels

- By having the opportunity **to reflect and think out loud** about day-to-day decisions, Mentor and Mentee will grow new perspectives and behaviors
- By coaching managers, we all have tremendous **opportunity to strengthen leadership competencies**, especially “Developing Talent”

# Mentoring Benefits: Growing leadership at all levels (con't)

- By **assessing mentee**, each Mentor is challenged to:
  - Model leadership reflected in the behavioral indicators
  - Make employee development a higher priority
- By **working with mentee**, Mentors will grow in coaching skills and personal investment in others development



# Foundation Tools for Individual Development

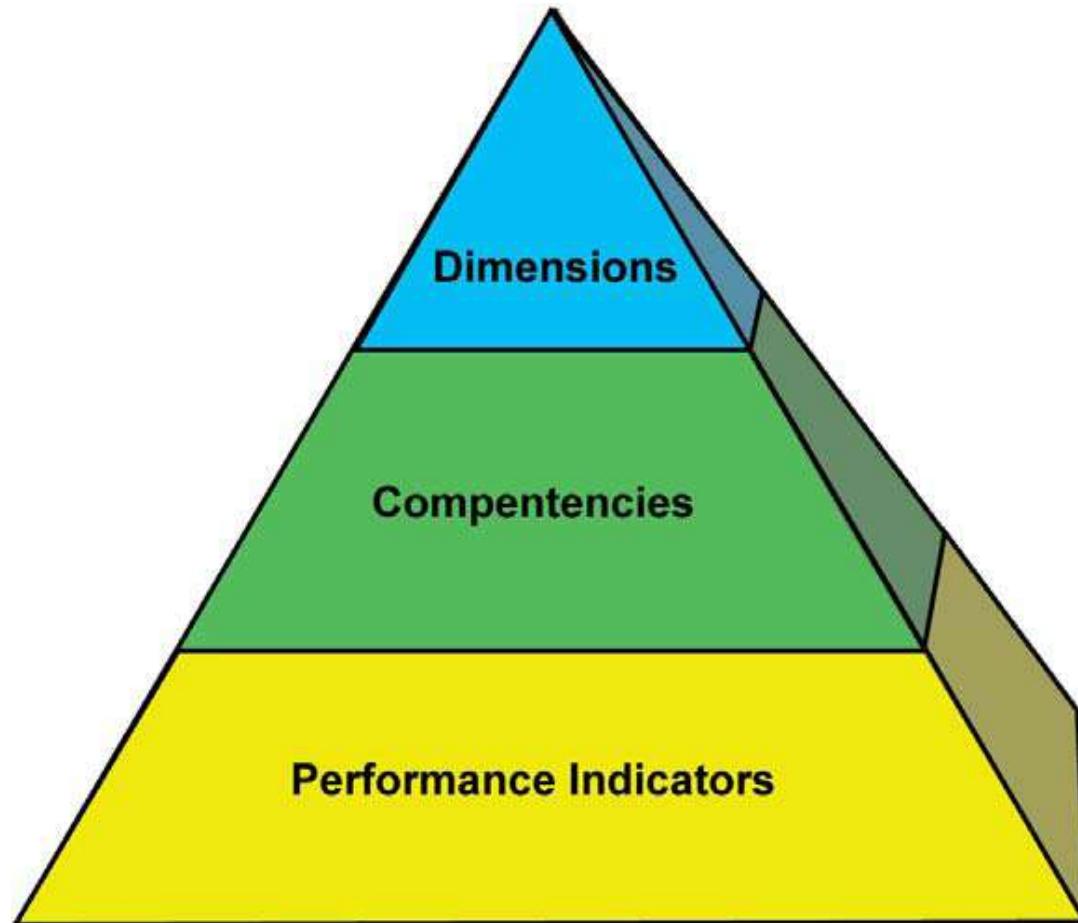


# Mentoring Builds Leadership

The ability of an individual to influence, motivate, and enable self or others to contribute toward the effectiveness and success of their organization.



# Hierarchy of Terms



# What is a Competency?

- **An underlying characteristic that leads to effective or superior performance. It subsumes knowledge, skills, attributes, and abilities**

# What is a Competency (con't)

- **Competencies are in three areas**
  - **Technical** knowledge and skills required for the position
  - **Interpersonal/communication** knowledge and skills
  - **Conceptual or thinking skills** which allows you to cope with complex issues associated with management



# FAA Leadership Model

## Dimension 1: Achieving Results

- Managing Organizational Performance
- .Accountability and Measurement
- Problem Solving
- Business Acumen
- Customer Focus

## Dimension 2: Leading People

- Building Teamwork and Cooperation
- Building a Model EEO Program
- Developing Talent

## Dimension 3: Building Relationships

- Communication
- Building Alliances
- Interpersonal Relations and Influence
- Integrity and Honesty

## Dimension 4: Leading Change

- Vision
- Strategy Formulation
- Agility
- Innovation



# Example of Performance Indicators

## •A variety of related behaviors...

### *High (Proficiency)*

Initiates and builds collaboration with team members as a means to achieve outcomes that meet user needs.

Willingly seeks and considers diverse ideas and perspectives.

Contributes constructively to operational discussions on new ideas, insights, technical procedures, or customer requirements.

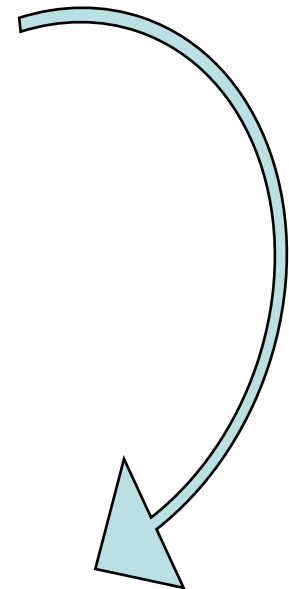
Acknowledges peers for contributions that enhance safety and/or efficiency (e.g., recommends peers for awards) and shares the acknowledgment with management.

Consistently adjusts activities to assist team members on adjacent control positions (e.g., newly certified, volume and complexity, personal strength) and reduce system risk.

Provides constructive, unsolicited insights or suggestions to management (e.g., need for D-side/handoff/tracker, changing weather conditions, changing traffic flow) to ensure the success of the team and the overall operation.

•...contribute to a leadership competency

•*Building Teamwork and Cooperation*



**Selected FAA Competencies** → **Support Leadership Dimensions** → **Leading to**



# Setting Developmental Goals and Making a Plan



# How Mentees Get There

- Conduct candid self-assessment
- Become educated on giving/receiving feedback
- Solicit feedback from co-workers and managers and LISTEN
- Determine what areas need to be developed or enhanced
- Develop plan to develop technical and non-technical competencies that need attention
- Use “roadmap” to get to desired location



# Goal Setting

- Analyze competency development needs
- Identify which opportunities best meet those needs and goals
- Concentrate on writing SMART goals



# How Values Influence Developmental Decisions

- Values are attitudes and beliefs that influence our behavior - the ideals we prefer to live and work.
- Personal fulfillment - living and working in harmony with our values.



# Be SMART

- **S - Specific**

Detailed goals, clear and tangible

- **M - Measurable**

Quantifiable goals and results-oriented with a method in place for measuring when accomplished

- **A - Ambitious (not just achievable)**

Goals should be realistic but make you stretch to achieve them. You want to be ambitious to increase your sense of accomplishment

- **R – Realistic**

Although ambitious it must be attainable. Unrealistic ambition leads to frustration. Frustration will erode confidence.

- **T – Time-Bound**

Definite timeframes with interim milestones. What is your deadline?

# Writing Goals, Remember:

- S.M.A.R.T: action, target level, timeframe, subject, and unit of measure.
- Review goals frequently
- Write goals in the positive
- Activities should be ongoing, focused, and linked to professional, organizational, and personal goals.



# Individual Development Plan – The Roadmap to Success!

- Develop personal action plan to meet developmental needs
- Focus on opportunities for growth and enhance strengths to close the gaps
- Track progress on specific actions to ensure goals are achieved in desired timeframe



# Traveling along the Road to Success

- After setting measures and schedules in the IDP, conduct regular reviews among mentor, mentee and supervisor
- Use action plan worksheet
- As actions are completed select new priorities for development, adjust IDP
- Improvement in key leadership skills will be noticed by mentee, mentor, peers and supervisor



# Success Depends On:



**TEAMWORK**

Share Victory. Share Defeat.

# Current Mentor Programs

- FAA Mentoring Program
- FAA Mentoring Program on-line
- ATLDP - Air Traffic Leadership Development Program
- Employee Leadership guide



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