

Mentoring New Project Managers

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- Mentor leadership is all about shaping, nurturing, empowering, and growing. It's all about relationships, integrity, and perpetual learning. Success is measured in changed lives, strong character, and eternal values.
—Tony Dungy



Agenda

- Your Experience
- Definitions
- Core Skills
- Challenges
- Your Experience



Your Experience

- Who is your mentor?
- Describe the highlights of that relationship.
- How did you select that person to be your mentor?
- What knowledge have you gained from your mentor?
- What are your lessons learned from previous mentoring experiences?

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- I did what so many others had done for me—the things that have helped me become more the person I am and the person I want to be than I ever could have done on my own. You never know how these things will turn out, but you've got to be willing to try.
—Tony Dungy



Definition of Mentor

- A trusted counselor or guide
- Tutor, coach

Source: webster.com

Definition of New

- Having recently come into existence : **recent, modern**
- Having been seen, used, or known for a short time : **novel** <rice was a *new* crop for the area> or **unfamiliar** <visit *new* places>
- Being other than the former or old <a steady flow of *new* money>
- Having been in a relationship or condition but a short time <*new* to the job> <a *new* wife>
- Beginning as the resumption or repetition of a previous act or thing <a *new* day> <the *new* edition>
- Made or become fresh <awoke a *new* person>
- Different from one of the same category that has existed previously <*new* realism>
- Of dissimilar origin and usually of superior quality <a *new* strain of hybrid corn>



Definition of Project Manager

- The person assigned by the performing organization to achieve the project objective
- Possesses the following characteristics:
 - Knowledge – What the PM knows about project management
 - Performance – What the PM is able to accomplish applying project management knowledge
 - Personal – Ability to guide project team while achieving project objectives and balancing the project constraints



Who is a new project manager?

Be Genuinely Interested

- Focus on the other person
- Strip relationship of nuances of power
- Remember and show interest in things they've said/done in past
- Understand the other person's goals



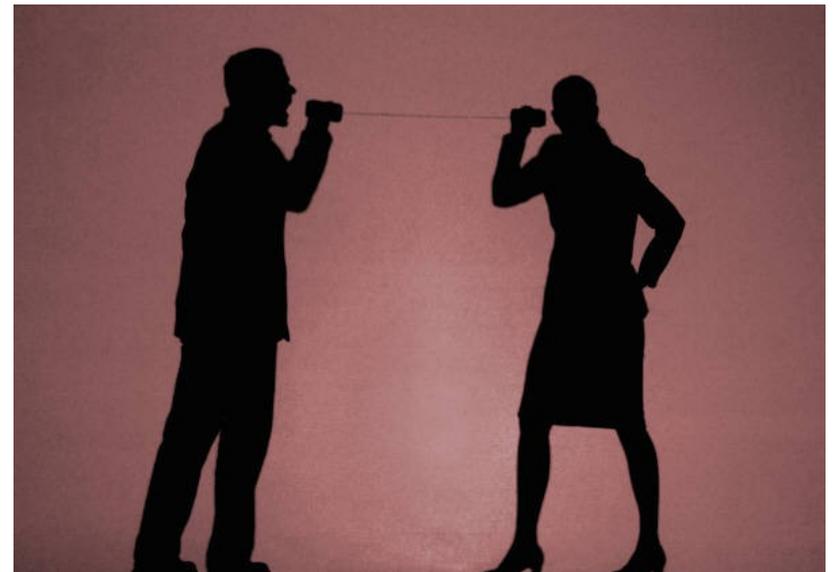


Powerful Questions

- What is it that you really want to be and do?
- What are you doing really well that is helping you get there?
- What are you not doing well that is preventing you from getting there?
- What will you do differently tomorrow to meet those challenges?
- How can I help / where do you need the most help?

Foster Acceptance through Listening

- ❑ Create a safe environment for honest, open dialog
- ❑ Ask open-ended, “just curious” questions
- ❑ Be non-judgmental
- ❑ Use appropriate nonverbal language
- ❑ Avoid interrupting
- ❑ Summarize





Powerful Question

- What were your reasons?
- What results were achieved?
- Would you choose that course of action again? Why?

Build Trust

- ❑ Keep confidences
- ❑ Follow through on promises
- ❑ Give honest feedback
- ❑ Admit your errors and correct them



Encourage

- ❑ Complement on accomplishments and actions
- ❑ Point out positive traits
- ❑ Praise privately
- ❑ Commend publically
- ❑ Express thanks and appreciation
- ❑ Write encouraging notes
- ❑ Let them know how you can help



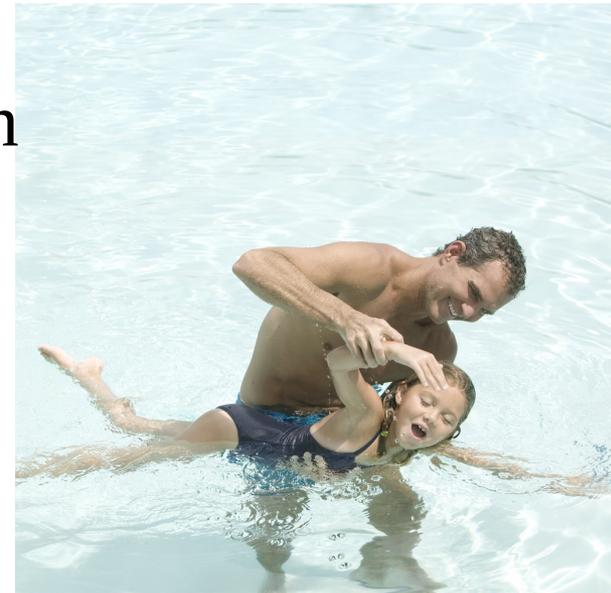
Open Doors

- ❑ Put in a good word
- ❑ Introduce to your contacts
- ❑ Help others notice mentee's abilities
- ❑ Give assignments to enable mentee to interact with important stakeholders



Instruct/Teach/Share

- ❑ Identify growth areas based on individual's goals
- ❑ Provide feedback and avoid criticism
- ❑ Assist in finding resources
- ❑ Provide relevant examples
- ❑ Ask thought provoking questions
- ❑ Broaden perspective of organization
- ❑ Demonstrate behaviors
- ❑ Monitor performance and refocus as needed





Instruct/Teach/Share

- Present ideas using three primarily learning styles:
 - Visual – Learn by seeing
 - Auditory – Learn by hearing
 - Kinesthetic – Learn by doing
- Bolster self-direction and independence
- Learn together

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- Be generous with your feedback. That's what you are there for. Positive feedback is preferred, but even negative feedback when it's called for is helpful. However, avoid harsh criticism of your protégé, particularly early in your relationship.
—Nicholas Nigro

Challenges

- ❑ Mentee could be in awe of you
- ❑ Mentee may feel uncomfortable “bothering” you
- ❑ Relationship dies because mentor/mentee feels other person is uninterested



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- When you develop people, you are helping them improve as individuals. You are helping them acquire personal qualities that will benefit them in many areas of life, not just their jobs.

—John C. Maxwell

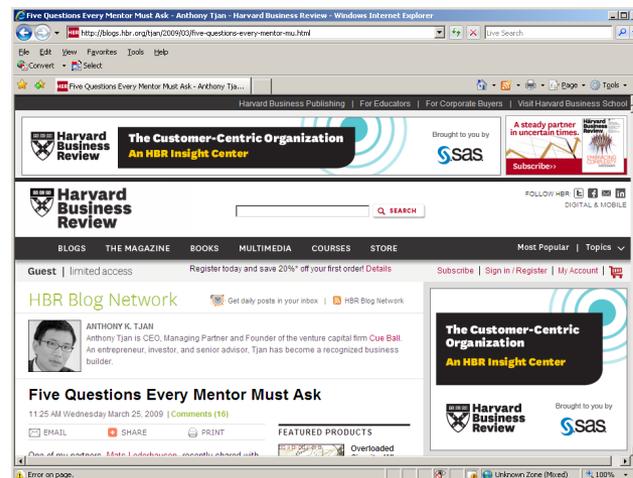
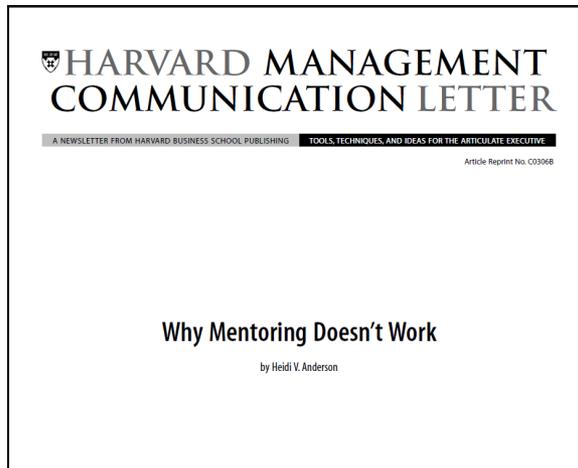
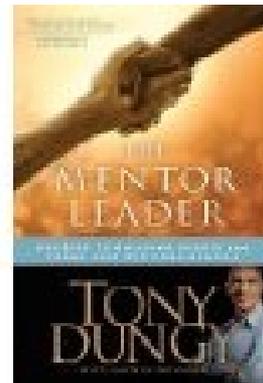
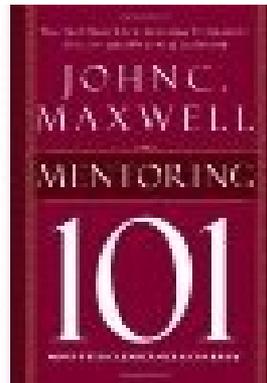
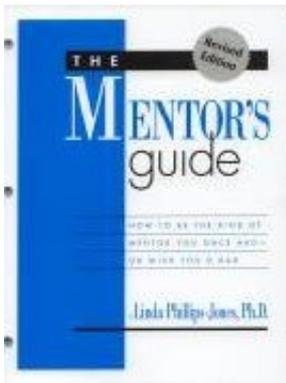


Your Experience

- Who are you mentoring?
- How did you select this person to mentor?
- Describe the highlights of that relationship.
- What one nugget can you apply to improve that relationship? Why?

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- The greatest gift a mentor can ultimately give his or her own protégé is to position that protégé as his or her own mentor.
—Chip Bell

Sources





Thank you!

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