

**“Pay It Forward”**

**Try Mentoring**

**Gary Erickson, P.E.**  
**President, Federal Services**



**MWH**

# How Napoleon viewed his

Energetic

Lazy

Smart

**Field  
Generals**

**Staff  
Officers**

Dumb

**Shoot 'em!  
(Dangerous)**

**Foot  
Soldiers**

MENTORING

# On the Job ... At Home

Are you a



Luke Skywalker?

Or an



Obi-Wan Kenobi?

MENTORING

# Mentoring.....Key Thoughts

- **But what do we talk about??**
  - Them
- **Develop standard line of thought:**
  - “What do you want to do??”
  - “What will make you happy??”
- **Become a story teller**.....not a BS'er
  - Grabbers.....drives point home and stays
  - Stay with your mentee (value-added)
- **You're better for being a mentor**



**Winning companies win  
because they have good leaders that  
nurture the development  
of other leaders at all levels  
of the organization.**

**The practical impact:  
If you don't have someone  
ready to take your job,  
*you can't go.***

**MENTORING**

# Successful Leaders:

- Take direct responsibility for development of other leaders
- Have teachable points of view:
  - ideas
  - values
  - ethics
  - emotional energy and the “edge” (face reality, touch decisions, etc.)
- Have living stories
- Invest time in others:
  - proven methods - coaching / teaching

*Reference: The Leadership Engine*



**Is.....**

**Is Not.....**

**MENTORING**



- **Mentoring is...**

- Extended, confidential relationship
- Mutual personal growth
- Common goal: corporate success

- **Mentoring is not...**

- Complex
  - Power/ego trip
  - Apple polishing
- MENTORING



- **A Mentor is...**

- Demanding
- Determined to cultivate the best in “mentoree”
- Reassuring & Encouraging

- **A Mentor is not...**

- Supervisor
- Coach
- Teacher

MENTORING



# The Sr. Leader (ex-Mentee) Comes from within our Ranks

- Culture
- Skills
- Knowledge
- Insights (problems, politics)

MENTORING

# Coach, Mentor: Is there a Difference?

	<u>Mentor</u>	<u>Coach</u>
<b>Focus</b>	Individual	Performance
<b>Role</b>	Facilitator with no agenda	Specific agenda
<b>Relationship</b>	Self selecting	Comes with the job
<b>Source of Influence</b>	Perceived value	Position
<b>Personal Returns</b>	Affirmation/learning	Teamwork/performance
<b>Arena</b>	Life	Task related

MENTORING

# Here's What You Can Pass On:

- Success...what it is...
- Time management
- Supervision
- Strategy
- Life's Balance
- Stress management
- Personal conduct
- Vision
- Hiring/firing
- Office "environment"
- Making the boss "look good"
- Health and fitness
- Reorganizing/right-sizing
- Diversity
- Marketing
- Ethics/character
- Managing through "layers"
- TQM
- Bad news delivery
- Planning
- "Meeting" management
- PM skills

# Here's More That You Can Pass On:

- Leader vs. manager
- Failure management
- Image and style
- The law – making it work for you
- Problem solving
- Decision making
- Productivity
- Salary vs. happiness
- Budgets
- Customer care
- Technology
- VE
- Personal power
- Deal-making
- Burnout
- The unwritten rules

MENTORING



# What Does Mentoring Look Like?

- Lunch ... Racquetball ... Time
- Shadowing ... (careful here)
- Tasking ... Opportunities
- Stretching ... Observing ... Changing

MENTORING



## What the Mentor Gets

- “Free” work ... innovation
  - New ideas
  - Unique perspectives
  - “Fly-before-buy”
  - Personal satisfaction
  - New personal skills
  - Image enhancement
- MENTORING

# What the Mentee Gets

- Insights into the future
  - “I wonder what it’s like ....”
  - What works ... what’s real
- Opportunity ... showcase
- Personal attention ... friendly ear
- Stretching ... discomfort ... change

MENTORING

# The Mentee Should be Prepared for:

- A new kind of professional relationship
- Hard questions
- Extra work
- New challenges ... discomfort
- “Constructive” feedback
- Career/life planning ... flexible ... family
- New tools
- Change

MENTORING

# Stages of the Relationship

- The kick-off -- Laying the foundation
  - Relationships & Expectations
  - Comfortable, Openness
- The plan
- The growing

MENTORING



# The Plan

- Work in what areas??
- Specifics ... Targets
- Think! Dream!

MENTORING



## The Question

**What Do You Want To Be  
Doing 10 Years From Now?**

(How Will That Ever Happen?)

(Does It Match Your Personal/Family  
Values?)

MENTORING



# What Makes You Tick?

- People vs. Things
- Intangible vs. Tangible
- Team vs. Lone Ranger
- Influence vs. Control
- Self-Satisfaction vs. Strokes
- Uncertainty vs. Comfort
- Future vs. Now

MENTORING

# The Fork in the Road

**Doer**

**Super Doer**

- Control
- Things
- Concrete

**BOSS**

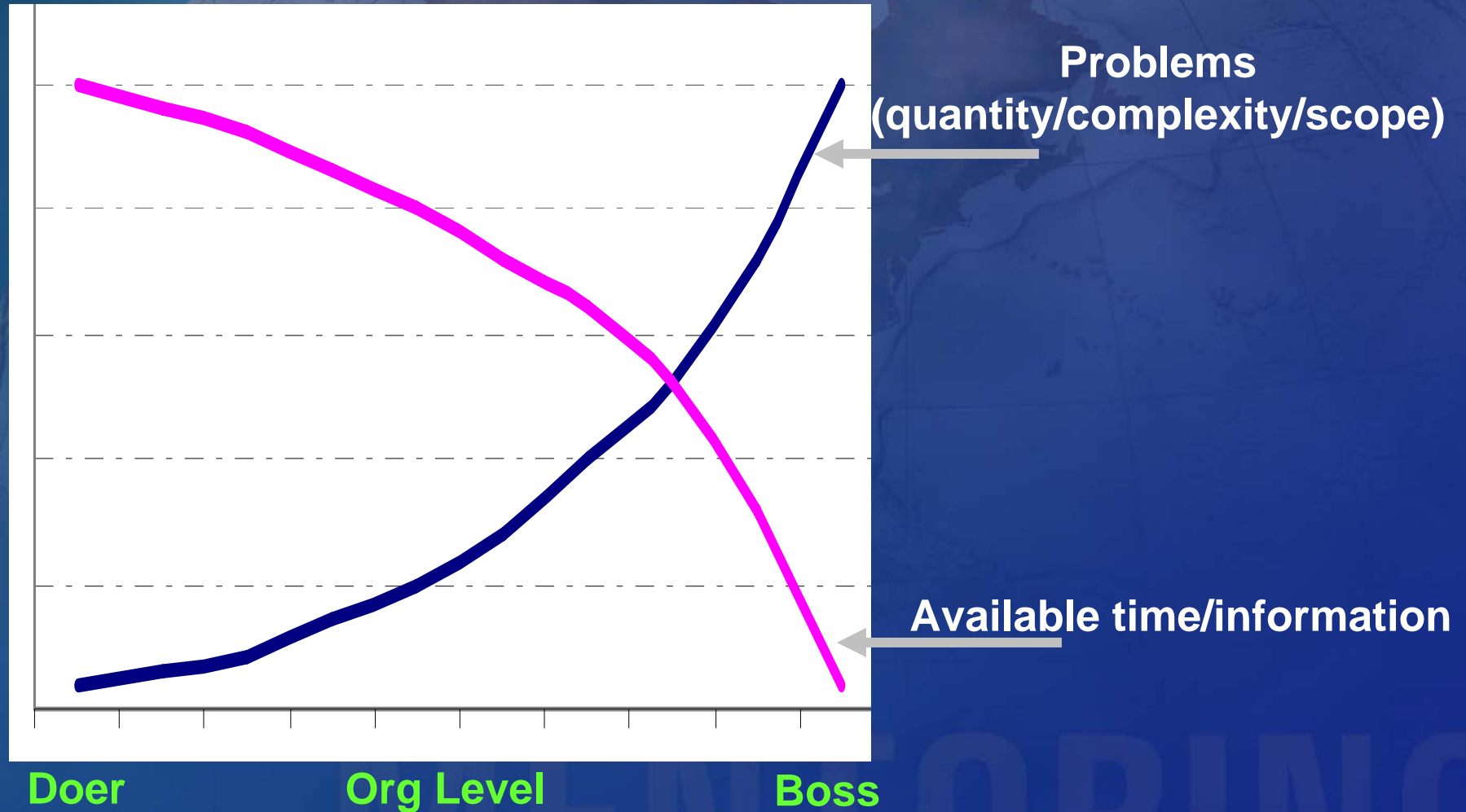
- Influence
- People
- Concepts
- Intangible

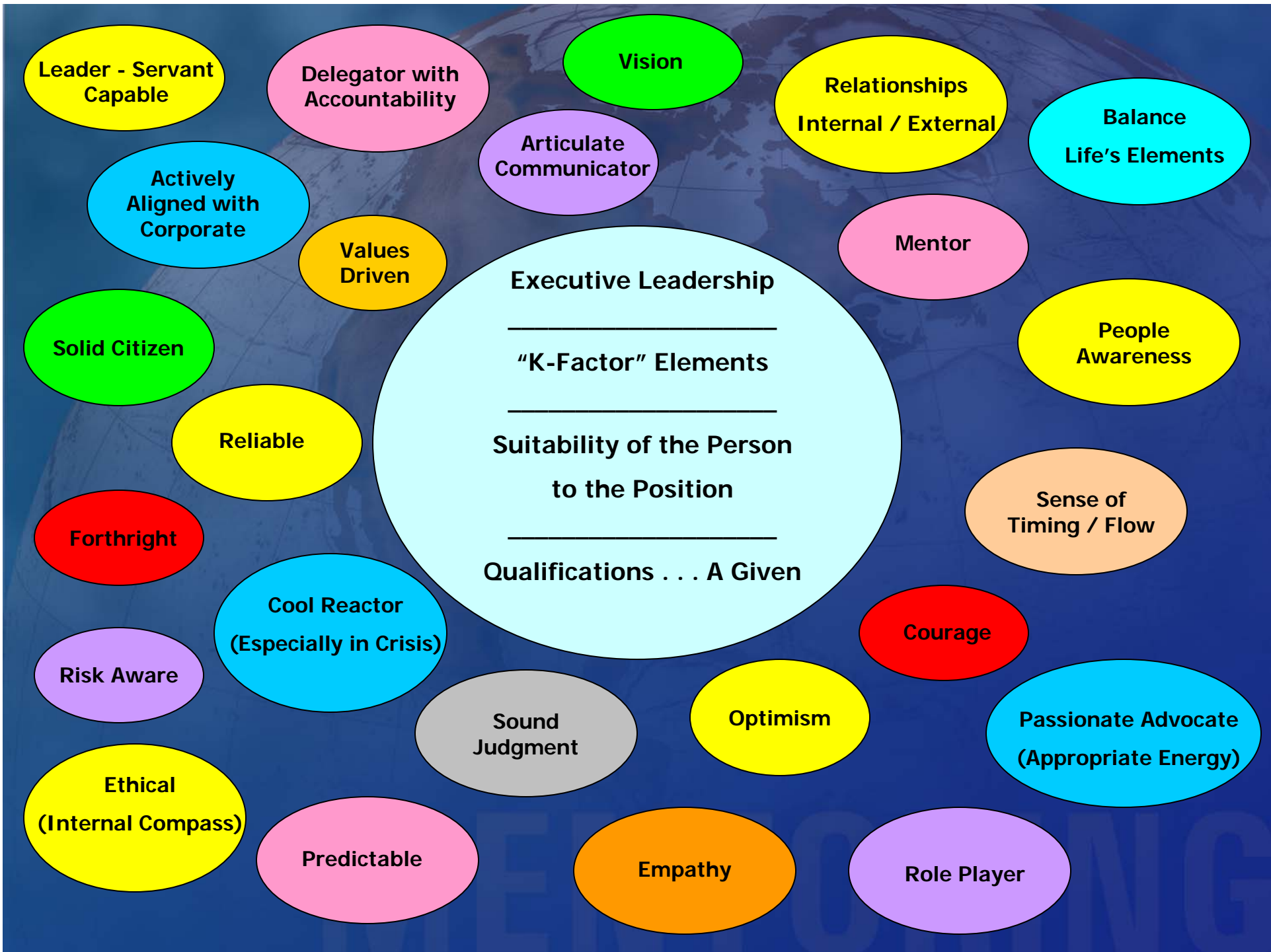
MENTORING

# Experience

FieldLevel	Civil Works	MILCON	Enviro	Housing	Readiness	O&M	Emergency	Other
National HQ	X							
MAJCOM/ Divison		X	X	X				
FOA								
Installation			X		X	X		
Other Agency		X						
Private Sector	X					X		
Other	X							

# The Evolving Decision Environment







## Mentee Thoughts:

- What's the first day as "Boss" like?
- What should I be doing in my first six-months as "Boss"?
- What does a "Boss" really do?
- Who will be my friends? My enemies?
- Will I be accepted?
- Will I like it? How about my family?

MENTORING



**The Growing.....**

**....Out of the  
Greenhouse (C.Z)**

**MENTORING**

# Growing Activities...be innovative

- Formal training to become well-rounded and ready
- Reading books, articles, journals
- Running new projects or special assignments
- Volunteering to cover gaps
- Giving presentations
- Involvement in Sr. level projects or working groups

MENTORING



## Growing Activities...

- Temporary details
- Assuming lead responsibilities
- Representative at Sr. meetings
- Job swaps
- Professional society involvement
- Conferences and symposiums
- Writing articles for a professional publication

MENTORING



## Growing Activities...

- Teaching
- Mentoring a junior employee
- Shadowing
- Participating on selection panels or boards
- Community service
- Whatever.....

MENTORING

# The Ride of Your Life

Fill Some Potholes

What's Right

What's Wrong

What's Confused

What's Missing

Personal

Family

Vocational




## Eventually the “Mentoree” ...

- Breaks away
- Moves on/up
- No longer seeks advice

**It's Natural — Let 'em Go**

MENTORING



# How to Get Started

- **Mentor:**

- Look
- Ask
- “Just do it”

- **Mentee:**

- Send signals
- Volunteer
- Ask

MENTORING

A blue-tinted globe of the Earth is the background. The continents are visible in a darker shade of blue. Overlaid on the globe is the phrase "Just do it" in a bold, yellow, sans-serif font. The text is centered horizontally and positioned in the upper-middle part of the image. Below the main text, the word "MENTORING" is written in a large, light blue, sans-serif font, spanning across the bottom of the image.

**“Just do it” !!**

MENTORING



# Back Up Info

MENTORING

# Your Boss' Job:

- What is it really like?
- What are its demands?
- His/her schedule?
- How much travel?
- How many meetings?
- How much freedom does he have?
- What are his headaches?
- Pressures? Conflicts?
- Is it fun?

**Do I have what it takes?**

# SES Competencies...

- ECQ 1 -- Leading change: vision, self motivated, strategic planning
- ECQ 2 -- Leading people: staff development, performance expectations, quality, diversity, inspiring/empowering others, conflict resolution
- ECQ 3 -- Results driven: mission needs, obtaining results, applying policy & procedures, organizational structure & priorities, accountability, marketing

MENTORING

# SES Competencies...

- ECQ 4 -- Business acumen: staffing, budgets, financial resources, acquisition, logistics, management information systems
- ECQ 5 -- Building coalitions: representing, speaking, advocating, alliances, effective relationships (up, down, sideways), written communication by staff

MENTORING

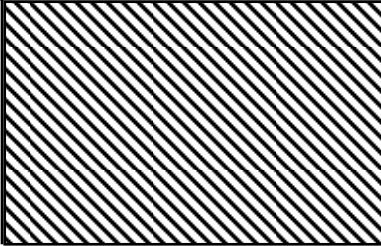
# Approaches to Leading & Teaching



MENTORING

# Performance / Values Assessment

Performance

High			
Mixed			
Low			
	High	Mixed	Low

Values

MENTORING

# Agenda

- Luke Skywalker or Obi-Wan Kenobi
- Leaders as Mentors
- Coach vs. Mentor
- What you pass on
- Looks like...
- Stages
- Later
- Get Started