

Mentoring for Change

executive mentoring, life coaching, and values management

Welcome to the June edition of the Mentoring for Change newsletter.

In this issue:

- details of a recent survey on coaching
- the 4 Stage Mentoring Model
- the Values Management workshop
- the Set-Up-to-Fail Syndrome.

Best wishes



Coaching Survey

During the first quarter of 1998, the International Coach Federation (ICF) polled 210 mainly US-based coaching clients. All respondents had a formal relationship with an ICF coach, regularly meeting for strategy sessions for an average of nine months.

The highlights of the survey findings include:

- * 98.5% of respondents said their investment in a coach was "very valuable" (70%) or "valuable" (28.5%).
- * 94% of respondents believe coaching is here to stay and become a recognised profession.
- * Half of the respondents confide in their coach as much as their best friend, spouse or therapist; 12% say they confide in their coach more than anyone else.
- * 85% of respondents said the main role of their coach is to be a sounding board - to listen to them and give honest feedback. 78% called the coach a motivator, 57% a friend, 50% a mentor, and 47% a business consultant and 41% a teacher.
- * 80% of respondents say they turn to their coach for help on time management, 74% for career guidance, 74% for business advice, 59% on relationships/family issues, 52% on physical/wellness issues, 45% on personal issues, 39% on goal-setting, 38% on financial guidance and 11% on creativity.
- * The outcomes that clients most often attribute to their coaching are a higher level of self-awareness (68%), smarter goal-setting (62%), a more balanced life (60%), lower stress levels (57%), self-discovery (53%), more self-confidence (52%), improvement in quality of life (43%), enhanced communication skills (39%), project completion (36%), health or fitness improvement (34%), better relationship with boss or co-workers (33%), better family relationships (33%), increased

energy (32%), more fun (32%), more income (26%), stopped a bad habit (26%), change in career (24%), more free time (23%), etc.

For more information contact Amy Watson at +1 714 376 7500 or amywatson@amywatson.com.

The 4 Stage Model

My recent mentoring workshop in London was very well received and explored the Mentoring for Change 4 stage change model. The four stages, which I'll be covering in forthcoming editions of the newsletter, are:

- Freeing Up
- Envisioning
- Implementing
- Attracting

These stages appear in any process of deliberate change from the smallest (eg, deciding on and delivering a single intervention in a mentoring session) to the largest (eg, aligning your life to fulfil your purpose). It therefore makes a very effective framework for guiding the mentoring process – since mentoring is fundamentally about creating change.

For change to be possible, a person must first make themselves free enough for the process of change to begin. **Freeing Up** describes this process of developing the necessary autonomy, responsibility, and self-confidence needed to embark on the change. The mentor's stance is nurturing and supportive and aims to help the mentee develop a strong positive self image and sense of self worth so that they have a solid, stable foundation to their lives.

Envisioning involves helping the mentee create a compelling and attractive vision of how they would like

Managing Values Workshop

Birmingham 24th June 1998

Companies focusing on human capital are realising the benefits of Aligned Values. They understand that unlocking the contribution of their people means helping them identify their values and align them to the corporate values. They know that people don't make decisions based on the facts – but on their values.

What executives have lacked is a comprehensive model to guide them in identifying values and creating alignment with the corporate values. This one day workshop will provide that guidance.

The day will include:

- an introduction to managing values
- an overview of the VT values model
- an opportunity to complete and interpret the VT demonstration survey
- experience of working with your own value priorities.

Benefits

By the end of the day you will understand:

- how values underpin business performance
- why values are fundamental to knowledge based organisations
- the relationship between values, behaviours and skills
- the necessary condition which must be met before employees will buy into corporate values
- what happens when you confuse your goal and means values
- what it means to have coherent values
- the difference between your foundation values, your future values, and your focus values
- how people with the same values but different value priorities can behave in very different ways
- how stress affects your value priorities
- why future values are our strongest motivators but also are the most difficult to identify.

I will be presenting this seminar which is promoted by the Birmingham Centre for Business Ethics (BCBE). For further information call the BCBE on 0121 471 3203. The cost is £150.

their life to be, and commit to realising it. The mentor's role here is to inspire the mentee and to help them embrace the future that is already emerging for them.

Implementing consists of identifying the goals which will lead towards the vision, deciding on the strategies and actions needed to achieve these goals, and then taking action. The mentor's role here is to coach and to help the mentee answer the question "How will I achieve my vision?".

Attracting is what happens naturally as a result of the actions we take – we call forth a response from the environment. Whether or not this response is what we want (and often it isn't!), the challenge is to recognise that this is what we are creating and that it is what we have to work with if we are to create change. And so we move on round the wheel, freeing ourselves up to once more to connect to our vision and sense of purpose, implement more actions, and see whether we then attract what we truly aspire to.

The Set-Up-to-Fail Syndrome

A recent article in the Harvard Business Review (March/April 1998) addresses the question of who's fault it is when an employee fails or performs poorly – and suggests that often the blame lies largely with the boss, not the employee.

The authors (Manzoni and Barsoux of INSEAD) describe the Set-Up-to-Fail syndrome, a dynamic that sets up perceived under-performers to fail. For example a boss,

worried that a subordinate's performance is not up to par, takes what seems like the obvious action – he increases the time and attention focussed on the subordinate. Unfortunately, this heightened supervision is often interpreted as indicating a lack of trust and confidence. In time, this may lead the subordinate to doubt their own ability, lose motivation, cease making autonomous decisions and withdraw their commitment. Ironically, the boss sees the subordinate's withdrawal as proof that the subordinate is indeed a poor performer. He therefore increases his pressure and supervision further, thus further influencing the subordinate to fail. So is set up a pattern that is self-fulfilling and self-reinforcing – the quintessential vicious circle.

The authors have suggestions for how to disentangle from the Set-Up-to-Fail syndrome and prescriptions for avoiding it in the first place. The article provides an excellent resource for any coaching or mentoring clients who are seriously interested in working in the "Attracting" phase of the change process and who are willing to take responsibility for what they co-creating with their colleagues. A thought provoking article.

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