



Mentoring Institute



MENTORING & COACHING MONTHLY

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VOLUME II ISSUE VII

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THIS MONTH IN MENTORING & COACHING MONTHLY

This issue of *Mentoring and Coaching Monthly* features an article with our newly announced 2015 plenary speaker Dr. Lise Lewis, President of the European Mentoring and Coaching Council (EMCC). Her session will deal with powerful feedback conversations; how to give feedback; and how to get feedback.

We have also included some pertinent conference information in this issue. Our 2015 conference, in October, is right around the corner, and have been busily preparing to bring you the best of the best in the mentoring field.

With this year's theme in mind, *New Perspectives in Mentoring: A Quest*

for Leadership Excellence & Innovation, the 8th annual conference will be nothing short of excellent.

Included in the issue, as well, are comprehensive social media tidbits to keep you up to date with the Mentoring Institute and the mentoring community. There are highlights of the best mentoring news articles from the month, a list of mentoring events and conferences, and our favorite social media posts!

ABOUT US

MENTORING INSTITUTE:

The Mentoring Institute develops, coordinates, and integrates research and training activities in mentoring best practices at the University of New Mexico (UNM). Through the application of instructional design standards, the Mentoring Institute provides training and certification services for a diverse array of staff, faculty and students, in a centralized effort to recruit, train and develop qualified mentors for the University, the City of Albuquerque and the greater New Mexico community.

The Mentoring Institute does not replace or direct existing mentoring programs. Rather, it provides a variety of services to these programs. The Mentoring Institute aims to build up current mentoring programs and enhance the culture of mentoring within the University, and the state it serves.

The Mentoring Institute will assist in stimulating and promoting a mentoring culture within the community. By encouraging the matriculation and graduation of students, as well as the retention of faculty and staff at the University of New Mexico, the Institute will also contribute to the development and economic growth of New Mexico.

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EVENTS

Our list of mentoring and coaching related events occurring soon.

- ICF Advance 2015: Science of Coaching

September 17-19, 2015

London, U.K.

Peter Hawkins, Tomas Chamorro-Premuzic, Doug Silsbee.

The International Coach Federation brings this event for coaches who want to set themselves apart in today's marketplace, where deep familiarity with cutting-edge research and the cultivation of an evidence-based practice are musts.

- Creative Coaching Association International Conference

September 25-27, 2015

Lake George, New York

Beverly Down, David Smith, Rob Fortier.

Creativity: Let It Be Life™ is the third international conference presented by the Creativity Coaching Association for artists, entrepreneurs, business leaders, creativity coaches, and all who seek to enhance their creative abilities and expand their influence in the world. The conference is open to CCA members and non-members alike, especially those who are ready to embrace their creative nature and integrate their creative selves into every facet of their lives.

- 2015 UNM Mentoring Conference

October 20-23, 2015

Albuquerque, New Mexico

Carol Mullen, Lise Lewis, Stacy Blake-Beard, Diane Northup.

The 2015 conference theme is New Perspectives in Mentoring: A Quest for Leadership Excellence and Innovation. We seek to facilitate discourse on new research, theories, techniques, and mentoring and coaching relationships in the workplace.



LAST MONTH IN PHOTOS

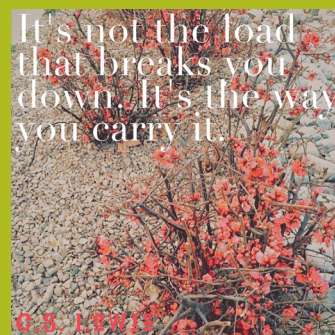
Photos taken around UNM, from our Instagram feed (@unm_mentoring)



Rude Boy Cookies



Plant outside
Mesa Vista



Campus Flowers

MENTORING INSTITUTE NEWS

The Mentoring Institute at UNM is pleased to host its 8th annual mentoring conference. The 2015 conference theme is *New Perspectives in Mentoring: A Quest for Leadership Excellence & Innovation*. This four-day event will be held on Tuesday, October 20 through Friday, October 23 at the Student Union Building situated on UNM's main campus in Albuquerque, New Mexico.

We invite faculty, staff, and students of higher education, researchers, K-12 educators, community leaders, administrators, non-profit partners, government agencies, and other professionals to join us in a rich mix of conversation, networking opportunities, hands-on workshops, and engagement among scholars and professionals in the fields of mentoring, coaching, and leadership.

Our conference features four keynote/plenary sessions, and over 300 presentations total. On Tuesday, you will find pre-conference workshops, and our first plenary session. Presentations begin Wednesday, and we will also host our second plenary session. Thursday will feature presentations, a poster session, and our third and final plenary session. On our final day, presentations will wrap up, and we will hold our keynote session.

IMPORTANT DATES

Mentoring and Coaching Monthly is released October 1:

Find out what happened during September with the Mentoring Institute, and get a sneak peak at our keynote speaker's session by reading Carol Mullen's exclusive interview!

Registration Deadline is October 10:

Don't forget to register! Registering for this conference ensures that you have access to the very best and newest research in mentoring.

Conference begins October 20:

Come and enjoy this four day conference with your peers in mentoring!



SOCIAL MEDIA



This month, we took part in LinkedIn's #thankyourmentor movement and shared awesome images via Pinterest!

LEADERS WITH INFLUENCE

GIVE WHEN THEY DON'T HAVE TO.

CARE FOR OTHERS.

GROW CONTINUOUSLY.

LIVE AUTHENTICALLY.

EMPOWER OTHERS.

MANAGE HARDSHIP.

SERVE WITH HUMILITY.



INTERVIEW WITH LISE LEWIS

2015 PLenary SPEAKER



AN EVIDENCE-BASED RELATIONAL APPROACH TO CREATING
POWERFUL FEEDBACK CONVERSATIONS

Can you describe your background and how you got into mentoring?

Before becoming a coach/mentor, my main career was as a professional practitioner in human resources within a public sector organisation employing, at that time, 18,000 people.

As my career progressed, I was fortunate enough to benefit from mentoring that was integral to a senior women's leadership programme. This opportunity gave me access to people outside of my existing peer network and who were able to offer advice and challenge about developing strategic leadership capability. This culminated in inspiring me to initiate and be accepted to take the lead on a strategic people development project impacting on the whole organisation.

Another outcome from this personal development was to give me an appetite for venturing into the world of private enterprise. I used the experience gained through the

leadership programme and from my HR background as a springboard to offer services as a coach/mentor.

When I started this new career, there was little recognised training available to develop skills in mentoring and coaching, even though mentoring was a recognised learning activity. However, this changed as the UK market attracted more individuals into this area of work and organisations were seeking to evaluate capability when sponsoring coaching/mentoring services.

I believe it's fair to say that, at this time, in Western Europe, coaching started to take precedence over mentoring which took something of a 'back seat' while coaching became the new 'shiny' development tool. Mentoring, however, continued to be valued by those acknowledging its merits.

Mentoring has, therefore, survived the increase in demand for coaching. In my role as EMCC International President, I'm working on raising the profile of mentoring, which was the foundation of our organisation when it was created 23 years ago.

What can those attending your plenary session expect?

During my career in human resources, I observed that despite the availability of robust performance management systems there existed a reluctance to engage with meaningful feedback conversations. There seemed to be a prevailing view that feedback equalled giving and receiving 'criticism.'

This perception was paralleled in my later discussions with some coach/mentor clients, who reported experiencing poorly prepared feedback that generated resentment leading to demotivation in fulfilling their role. These same clients were also hesitant about offering feedback fearing this may jeopardise their career.

When deciding on a doctoral study, there was sufficient frequency in dissatisfaction with feedback for me to choose this as the topic. The thought of improving the activity of feedback inspired me to take up this research study and pursue a new line of inquiry to that offered in coaching/mentoring text available at that time.

Those attending my session will be given a brief introduction to this study followed by an insight into the research outcome that produced a framework for application in coaching/mentoring discussions and any conversations where feedback is likely to exist or emerge.

Without giving too much away, what is a Powerful Feedback Conversation?

Without feedback we're all in the position of relying on our self perception to understand how we may impact on others. Of course, this assumes that we practice the activity of self reflection.

A powerful feedback conversation can, therefore, raise our level of self awareness. We may or may not wish to accept what we hear, however, in the first instance we have a concept of what another or others think or believe about us and which may guide our future learning and development.

Our interview with Lise Lewis continues on the next page...

"Not everyone agrees with the adage that feedback 'is a gift!'"



IN THE NEWS

This months selection of news articles relating to mentoring

Tennis Magazine:
[Hewitt mentoring, not coaching, Kyrgios](#)

Fox Sports:
[Rod Smith still mentoring star reciever Demaryius Thomas](#)

New York Post:
[The sage advice hidden in Phil Mickelson's money matches](#)

Entrepreneur:
[4 ways to get anyone - even your heroes - to be your mentor](#)

Albuquerque Journal:
[Teens to coach seniors on technology](#)

KRQE News13:
[Jon "Bones" Jones mentors Albuquerque kids](#)

Huffington Post:
[Power of mentoring for social change](#)

Pulse:
[College content is passe, but college mentoring is always current](#)

Much of the literature associated with feedback conversations suggests we offer evidencing example(s) to reinforce the comments we make. Taking this approach will undoubtedly inform the recipient how others view their behaviour or performance. The outcome may be a gateway to a fuller discussion about, for example, expectations in the case of a performance and/or create an opportunity for determining the reality of the situation.

What my research proposes is to consider a relational perspective that encourages receptivity of feedback by both the giver and receiver.

What is often more difficult, giving or receiving feedback? Why?

A tempting view is to say that it's much easier to give rather than receive feedback. In my experience, this is usually based on the premise that the giver is well prepared and will evidence their comments and the receiver doesn't usually offer reciprocal feedback.

Past observations suggest that the reality is that there are variations in the practice of givers to prepare sufficiently for the feedback discussion and to sufficiently consider the impact on the receiver.

Again, in my experience, there also appears to be varying degrees of willingness by recipients to engage in the activity. This usually depends on previous experiences contributing to their prevailing perception of what the activity of feedback entails.

On balance, support appears to be needed for both the giver and the receiver in facilitating their approach to and acceptance of the possible consequences of this activity.

Not everyone agrees with the adage that feedback 'is a gift'!

Is mentoring crucial to being a good leader?

As we don't appear to have available any one panacea for successful leadership, I think we can acknowledge that there are a variety of styles that are appropriate in a range of situations.

This also relates to the interventions that support leadership development. The expectations of leadership are manifold and complex and which, therefore, demands a diversity of skills and competence for those in these positions.

I think it's fair to speculate, therefore, that leaders will value and benefit from any support that meets their needs at any specific time

Some leaders will value an ongoing relationship over time with a mentor, others will engage with a mentor for a specific purpose and others will wish to connect with a range of mentors and coaches during their leadership journey.

Whilst I believe the individual determines how 'crucial' mentoring is in contributing to their role, I also believe that a mentoring scheme within an organisation can be invaluable in growing leadership talent.

Our interview with Lise Lewis continues on the next page...



MENTORING TIPS

We regularly post mentoring tips on our website.
Here are some of the tips from last month:

PATIENCE IS KEY

Take time to get to the point when mentoring. Make sure your mentee is ready for the information you want to give. Mentoring is not a race to the finish line.

TEACH, DON'T DO

Don't just show your mentee how to do something. Mentoring is about supporting and helping, not doing it for your mentee.

BUILD EVERY STEP

Don't rush to get through mentoring. Build every part of the skills learned and take time to rehash things. Build strong parts not a weak whole.

In your opinion, what makes an effective mentor/coach?

I believe that competency frameworks created by professional bodies offer guidance on standards for effective mentoring / coaching. An example from the European Mentoring and Coaching Council (EMCC) suggests the following for professional practice:

The EMCC eight mentoring/coaching competence categories:

1. *Understanding Self*

Demonstrates awareness of own values, beliefs and behaviours; recognises how these affect their practice and uses this self-awareness to manage their effectiveness in meeting the client's and, where relevant, the sponsor's objectives

2. *Commitment to Self-Development*

Explore and improve the standard of their practice and maintain the reputation of the profession

3. *Managing the Contract*

Establishes and maintains the expectations and boundaries of the mentoring/coaching contract with the client and, where appropriate, with sponsors

4. *Building the Relationship*

Skillfully builds and maintains an effective relationship with the client and, where appropriate, with the sponsor

5. *Enabling Insight and Learning*

Works with the client and sponsor to bring about insight and learning

6. *Outcome and Action Orientation*

Demonstrates approach and uses the skills in supporting the client to make desired changes

7. *Use of Models and Techniques*

Applies models and tools, techniques and ideas beyond the core communication skills in order to bring about insight and learning

8. *Evaluation*

Gathers information on the effectiveness of own practice and contributes to establishing a culture of evaluation of outcomes

What is one piece of advice you would give someone transitioning into a mentor position?

In my experience, people are often drawn into mentoring through organisational schemes and/or set up in individual practice with the belief they have expertise, skills and knowledge they are able to share and that will be beneficial in developing others.

I believe there is also another dimension to being a mentor in that we have a responsibility in service of our clients to seek development in both validating and building on our existing skills base. One way of achieving this is by successfully completing a programme of personal development ideally designed around professional standards similar to those outlined above from the EMCC. This also gives us confidence in our credibility when offering mentoring/coaching services.

One final piece of advice is to be curious and encourage curiosity in our clients!

LISE LEWIS, PH.D

As a Leadership Coach/Mentor Lise Lewis works with people motivated to achieve professional development goals that leverage their existing strengths and gain results that can exceed their expectations. She also currently leads an international multi-cultural team who bring diversity and sometimes challenging individualism to strategic decision making for the organisation.

Lise has contributed to the development of the mentoring/coaching industry through her voluntary work with EMCC over the past 12 years. Before becoming International President, she actively contributed to the production of the EMCC Quality Award processes for accreditation of individual mentors/coaches, mentor/coach skills training programmes and coach supervision training. Lise was co-author of the first published capability indicators underpinning the EMCC competency framework.

Her ambition in her role as International President is to promote the EMCC with its vision of 'being the go-to-body for mentoring and coaching.' This includes supporting the creation of a body of knowledge through research that will inform professional practice. She is also a founding member of the Global Coaching and Mentoring Alliance (GCMA) in cooperation with ICF and AC.

In her own company, Bluesky International, founded in 2000, Lise also has extensive experience as a coach/mentor supervisor and provider of internationally accredited coach/mentor skills training and coach supervisor training.

Lise has global presence as an international speaker on mentoring and coaching topics and the work of EMCC as well as having published research articles in professional journals.



Mentoring Institute