



**Actuaries
Institute**

Leadership Forum

Human Sounding Boards

A Users Guide to Mentoring

Martin Mulcare

Andrew Gale

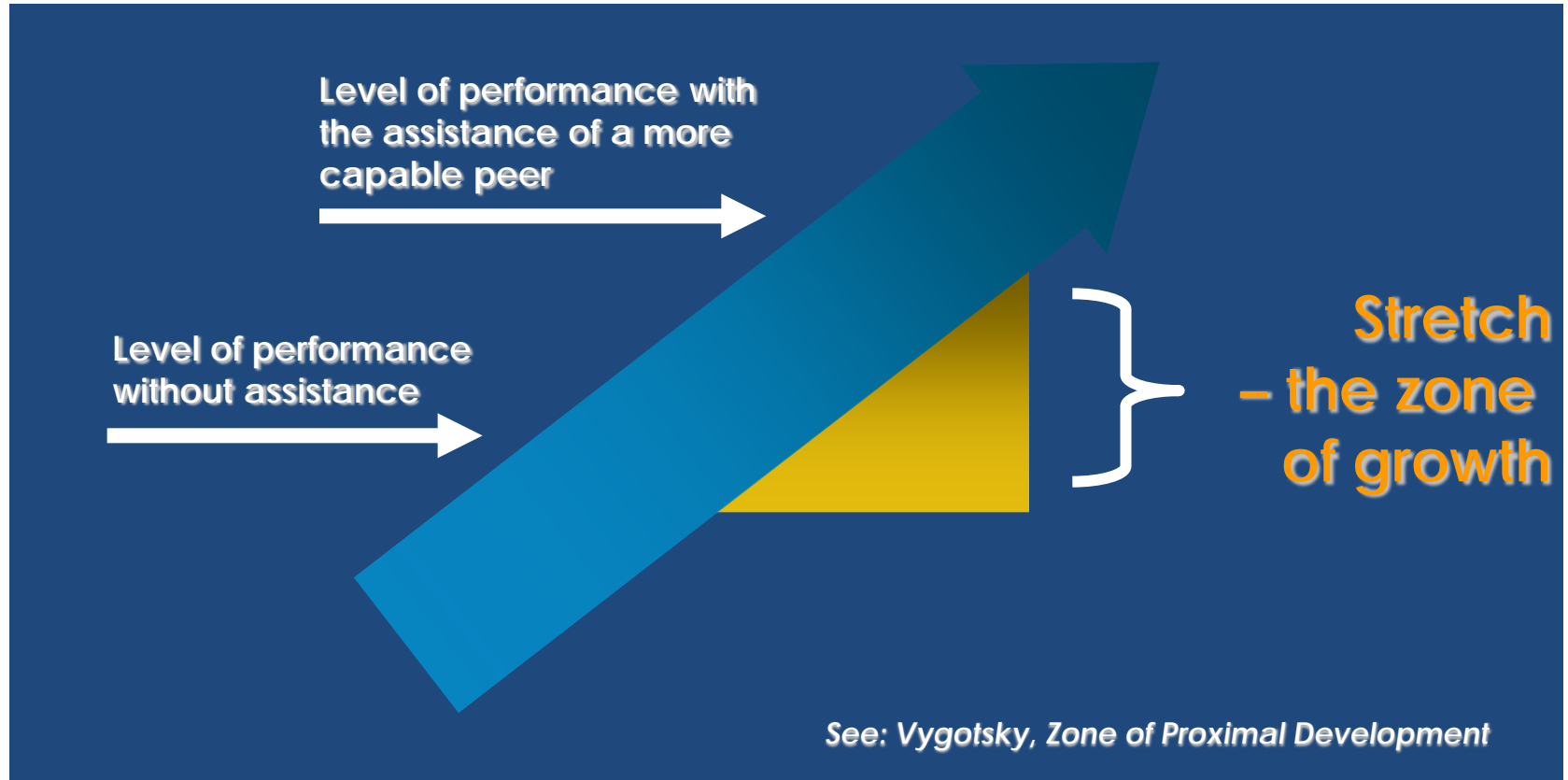
Gloria Yu

Why mentoring?



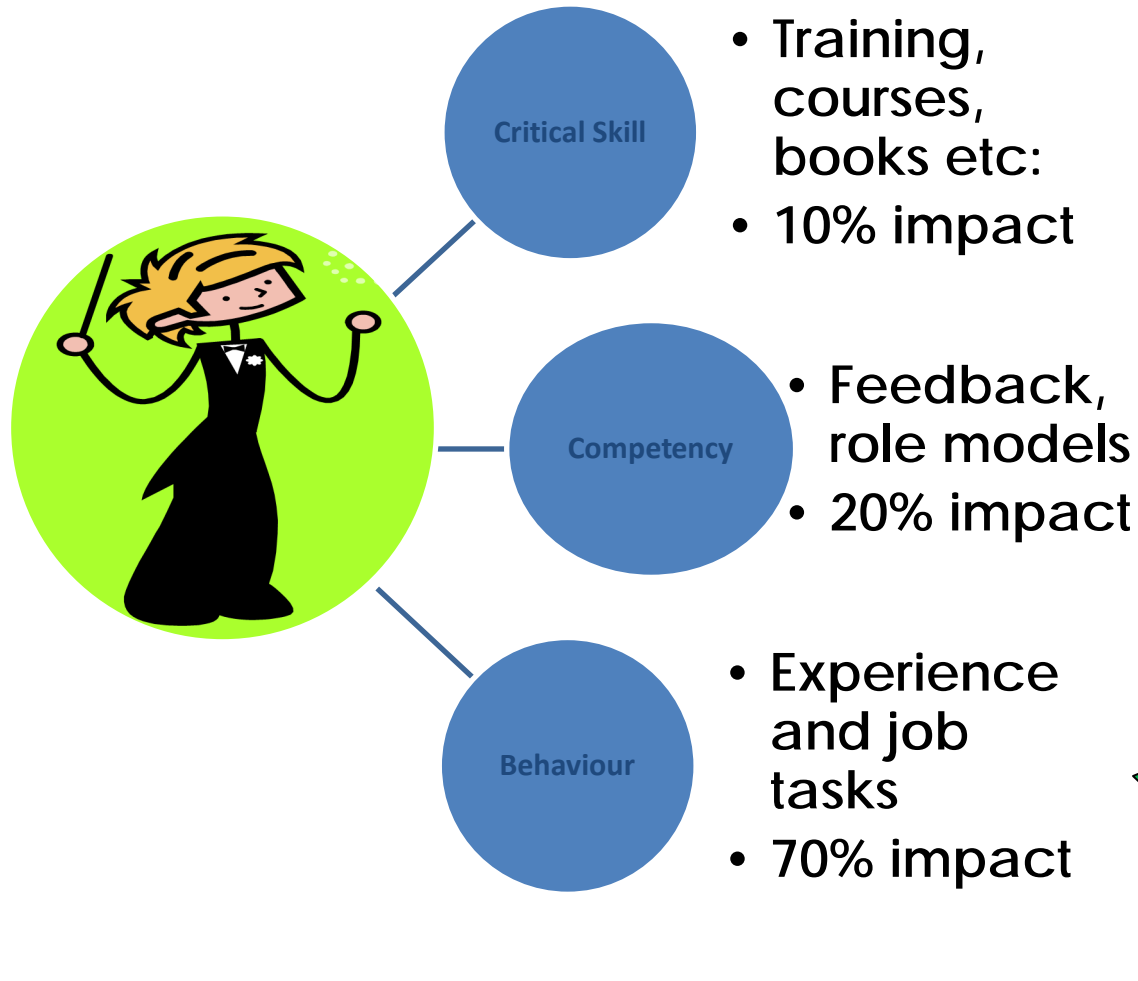
The word 'mentor' comes from Homer's *Odyssey*. When Odysseus went to fight in the Trojan wars he left his son, Telemachus, in the care of the nobleman Mentor. Athena, the Greek goddess of wisdom, assumed the form of Mentor in order that she might give Telemachus some useful advice. Through Mentor Athena acted as an advisor to the young Telemachus, helping him to overcome challenging obstacles.

Growth only occurs in stretch!

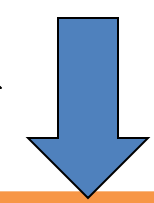


Why mentoring?

...a compelling argument needed

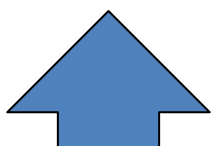


Valuable engagement



Positive tension or Ustress

	Trust	Value	Tension
Friend	High	High	Low
<i>Mentors</i>	<i>High</i>	<i>High</i>	<i>High</i>
Directors	Low	Low	Low

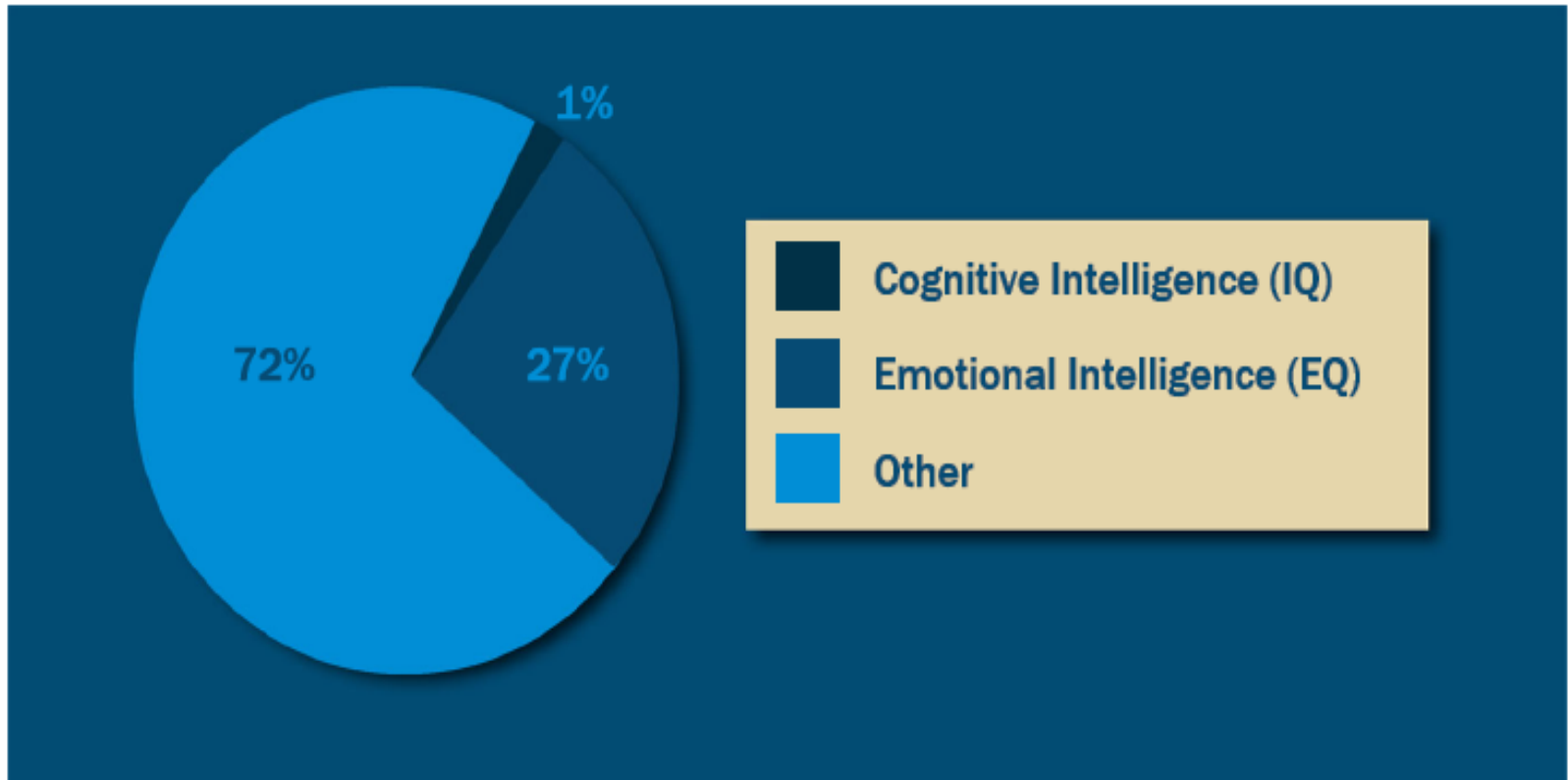
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- ✓ Use tension correctly
 - ✓ Tension can only be pushed towards trust level
 - ✓ You must challenge mentees – value depends on this

Emotional Intelligence (EI)

- Pioneered by Daniel Goleman - EI helps individuals determine how appropriately and effectively they apply their knowledge and feelings to a given situation.
- It has two basic concepts:
 - We need to be intelligent i.e.: apply knowledge appropriately, and
 - Emotionally astute or tuned in by applying our feelings appropriately.
- The first dimension is centred on analysis and intuition,
- The second on experience and expression.

IQ vs. EQ

EQ ~ More important than IQ for work success!



EI Framework

Personal competence: These capabilities determine how we manage ourselves.

Self-awareness

- *Emotional self-awareness: Knowing one's strengths and limits*
- *Self-confidence: Having a sound sense of one's self-worth and capabilities*

Self-management

- *Emotional self-control*
- *Transparency: Displaying honesty, integrity, and trustworthiness*
- *Adaptability*
- *Achievement: Having the drive to improve performance to meet inner standards of excellence*
- *Initiative*
- *Optimism*

Social competence: These capabilities determine how we manage relationships.

Social awareness

- *Empathy: Sensing others' emotions, understanding their perspectives and taking active interest in their concerns*
- *Organisational awareness:*
- *Service: Recognising and meeting follower, client, or customer needs*

Relationship management

- *Inspirational leadership:*
- *Influence*
- *Developing others*
- *Change catalyst*
- *Conflict management*
- *Building bonds*
- *Teamwork and collaboration*

- Reference - *Resonant Leadership*, P. 29, Richard Boyatzis & Annie McKee, 2005 – Harvard Business School Publishing

Actuarial Mentoring Program

Why Mentor?

- Accelerate professional and career development.
- Improved individual performance - for both parties.
- Opportunity for reflection and evaluation – EI devt.
- Creates trusting and committed relationships.
- Can focus on broad business & professional outcomes (holistic).
- Getting another persons perspective – “old head on young shoulders” .
- Improve planning, time management and communication

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Desirable Traits For Mentors

- Approachable, trustworthy and welcoming
- Shares information & experiences openly
- Can see the big picture - can give feedback appropriately
- Sensitive to needs
- Allocates time
- Motivating, encouraging, positive & empowering
- Triggers self awareness - knows the importance of having own personal vision & approach
- Thought leader
- Provides accurate, open & appropriate feedback

*Taken from AXA's "High Level Mentoring V2.0"

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Desirable Traits For Mentees

- Drives the process and takes responsibility
- Motivated and willing to develop a good relationship
- Listens and accepts guidance and feedback
- Sets realistic and appropriate goals
- Reliable & trustworthy
- Looks to be challenged
- Flexible and open to new ideas
- Shows initiative and enthusiasm
- Recognizes, acknowledges and appreciates mentor

*Taken from AXA's "High Level Mentoring V2.0"

Mentoring Engagement Process

Providing a reflective space & guidance for movement between action & reflection, creating pathways to new habits

Context Setting

- Rapport
- Explain contracting
- GROW model
- Timetabling

GROW 1

- Goals
- Reality checking
- Options
- When !

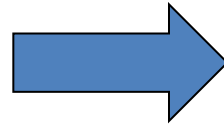
GROW 2 etc:

GROW – REFLECT- ACTION repeated



Questions?

Journey of Transformation



Benefits of mentoring

- Networking opportunity
- Access to a professional role model
- Sharing, advice, growth and development
- Sharpen career goals
- Be challenged
- Set goals and work towards them
- Develop communication and interpersonal skills

Tips to mentees

- A good match between mentor and mentee
- Trust & confidentiality
- Agree timeframe and set expectations
- Agree 'stretch goals'
- Expect to be challenged
- Open to feedback
- Take initiative
- Take ownership – it's not a silver bullet!

Finding a mentor

- Know your goals
- Research
- Explore your current networks
- Expand your networks
- Referrals
- Just ask!

Some personal tips based on experience

- Mentors and mentees need to be equally engaged and involved in choosing each other
- Agree 'rules of the road' – mutual commitment and accountability
- Mentee needs to really proactive - & initiate contacts
- Frequency of interaction
- Trusted relationship – non-judgemental; open to feedback
- Mentee needs to be very open
- Agree 'stretch goals'
- Incorporate strong EI and 'self awareness' components
- Large portion of interaction need to be on personal development

*'Whatever you can do
or dream you can, begin it.
Boldness has genius, power and
magic in it'*

Goethe

'The moment that one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would otherwise never have occurred'

*W.N. Murray, Scottish
Himalayan Expedition*

Questions?



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