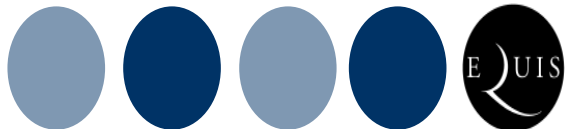


Motivational Mentoring:

"Leading from the Side"



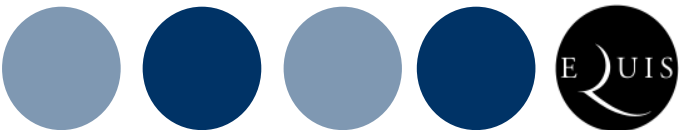
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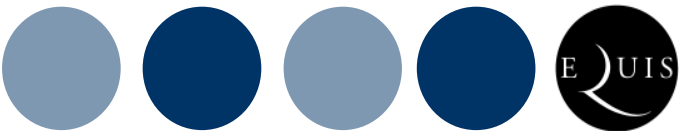
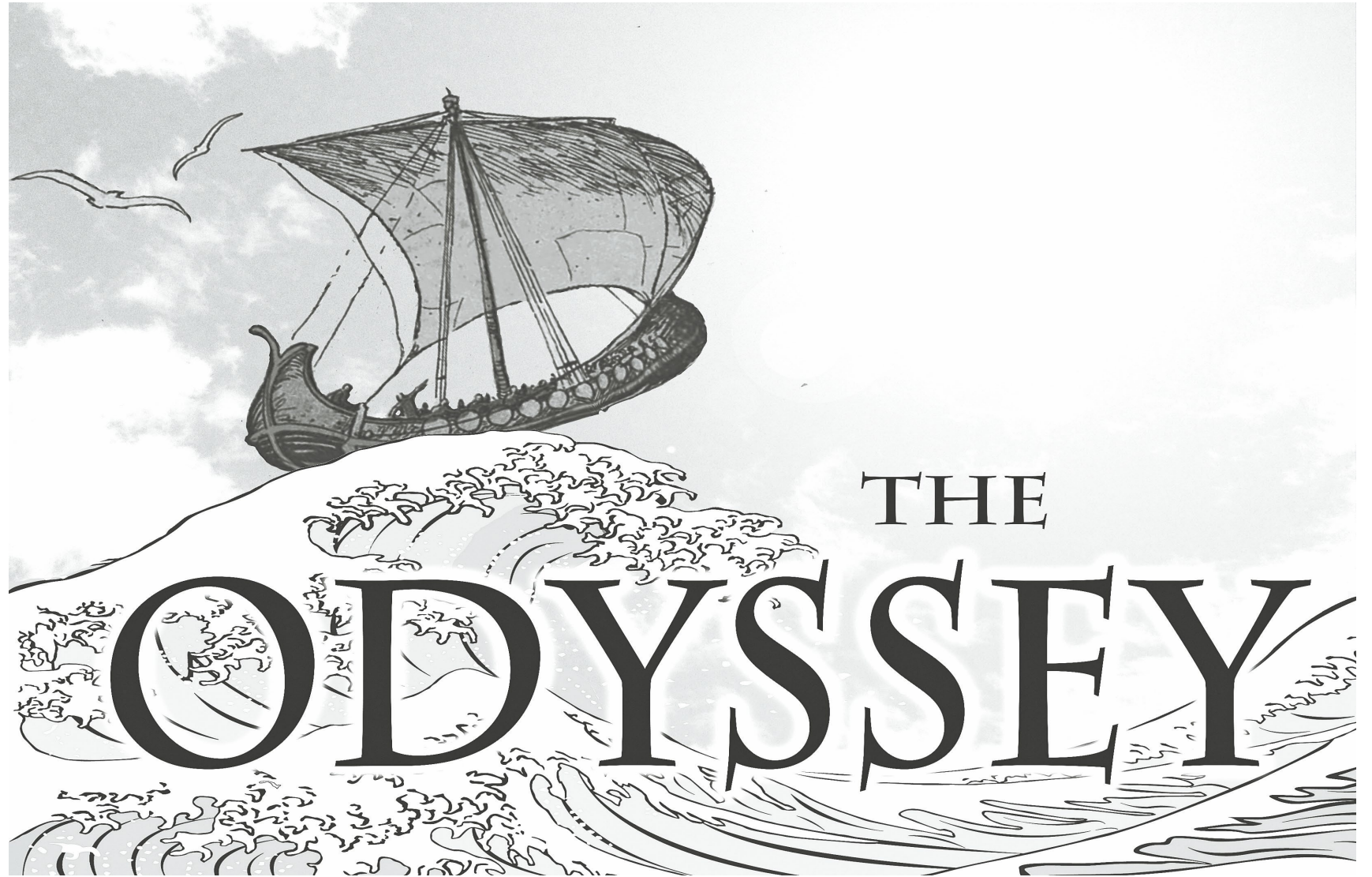
Motivational Mentoring:

Roadmap for our conversation:

- History of Mentoring
- Transactional vs Transformational
- Transformational Gaps
- Common Leadership Gaps
- Practical Tools for Gap Closure
- What to Look for in a Mentor



Motivational Mentoring:



Motivational Mentoring:

Development Is:

- Necessary
- Situational
- Non-Judgemental
- Mentee Driven



If you haven't
been a mentee,
think carefully
about being a
mentor!

Motivational Mentoring:

You Will
Be Here



MENTORING TYPES

TRANSACTIONAL

(Classic)

Versus

TRANSFORMATIONAL

(Gap)

Motivational Mentoring:

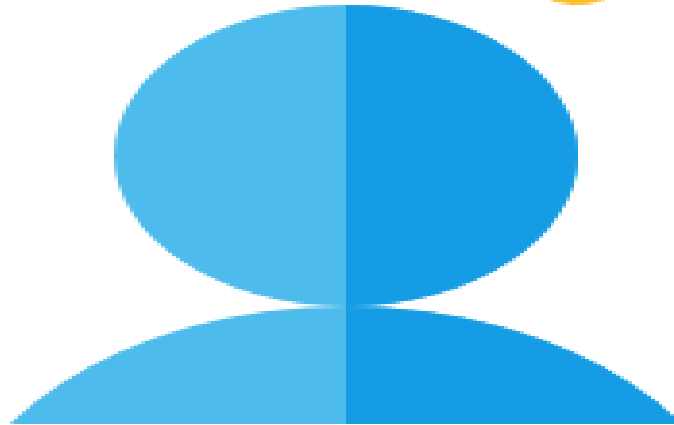
TRANSACTIONAL *Classic*

- Subject Matter Driven
- Outcome Directed
- Competency Focused
- Resource Dependent
- Time Limited

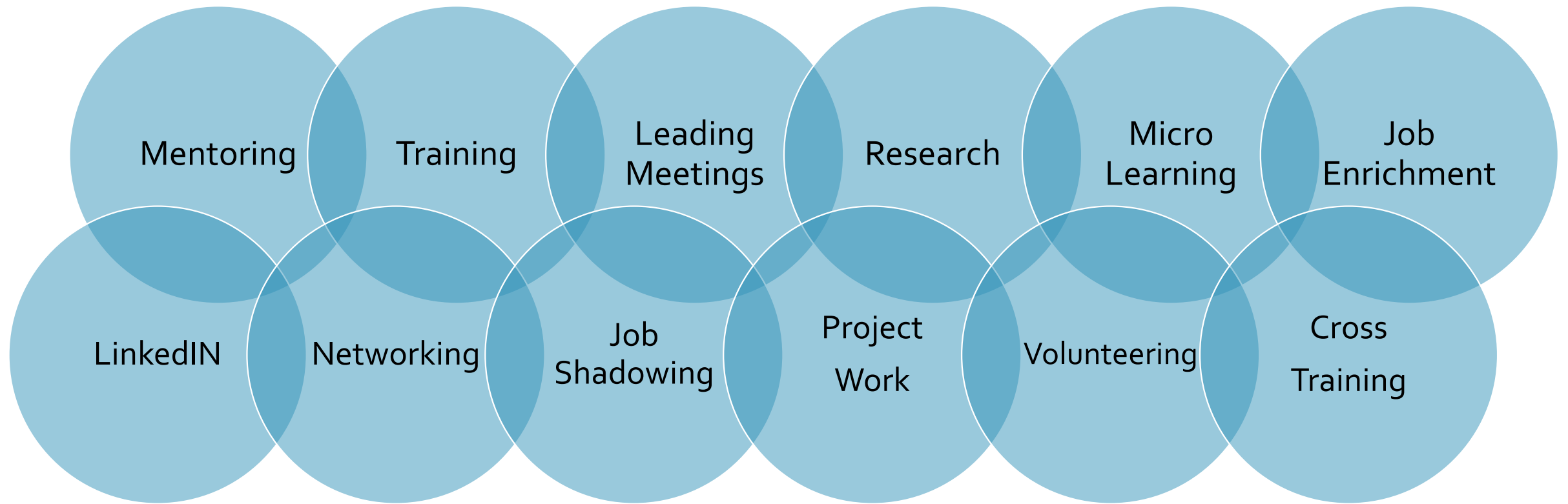


Motivational Mentoring:

Career Pathing
Competency Development
Networking
Subject Matter Expertise
Situational Advice



Resourcing



Mentors can help!

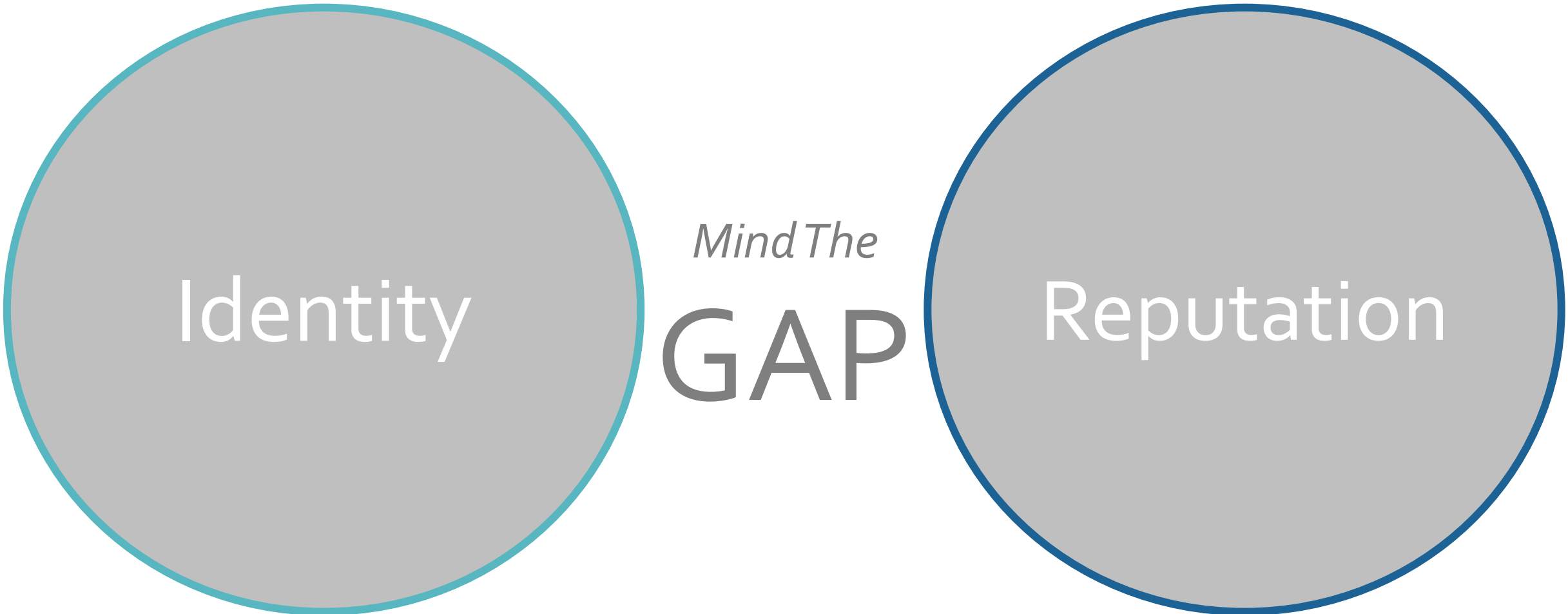
Motivational Mentoring:

TRANSFORMATIONAL *Gap*

- Relationship Based
- Learning Directed
- Reflection Focused
- Long-Term



TRANSFORMATIONAL



The diagram consists of two large, light-gray circles positioned horizontally. The left circle has a teal outline and contains the word "Identity" in white. The right circle has a dark blue outline and contains the word "Reputation" in white. Between the two circles, the text "Mind The" is written in a small, italicized, dark gray font, and the word "GAP" is written in a large, bold, dark gray font below it.

Identity

Mind The
GAP

Reputation

Motivational Mentoring:

IDENTITY:

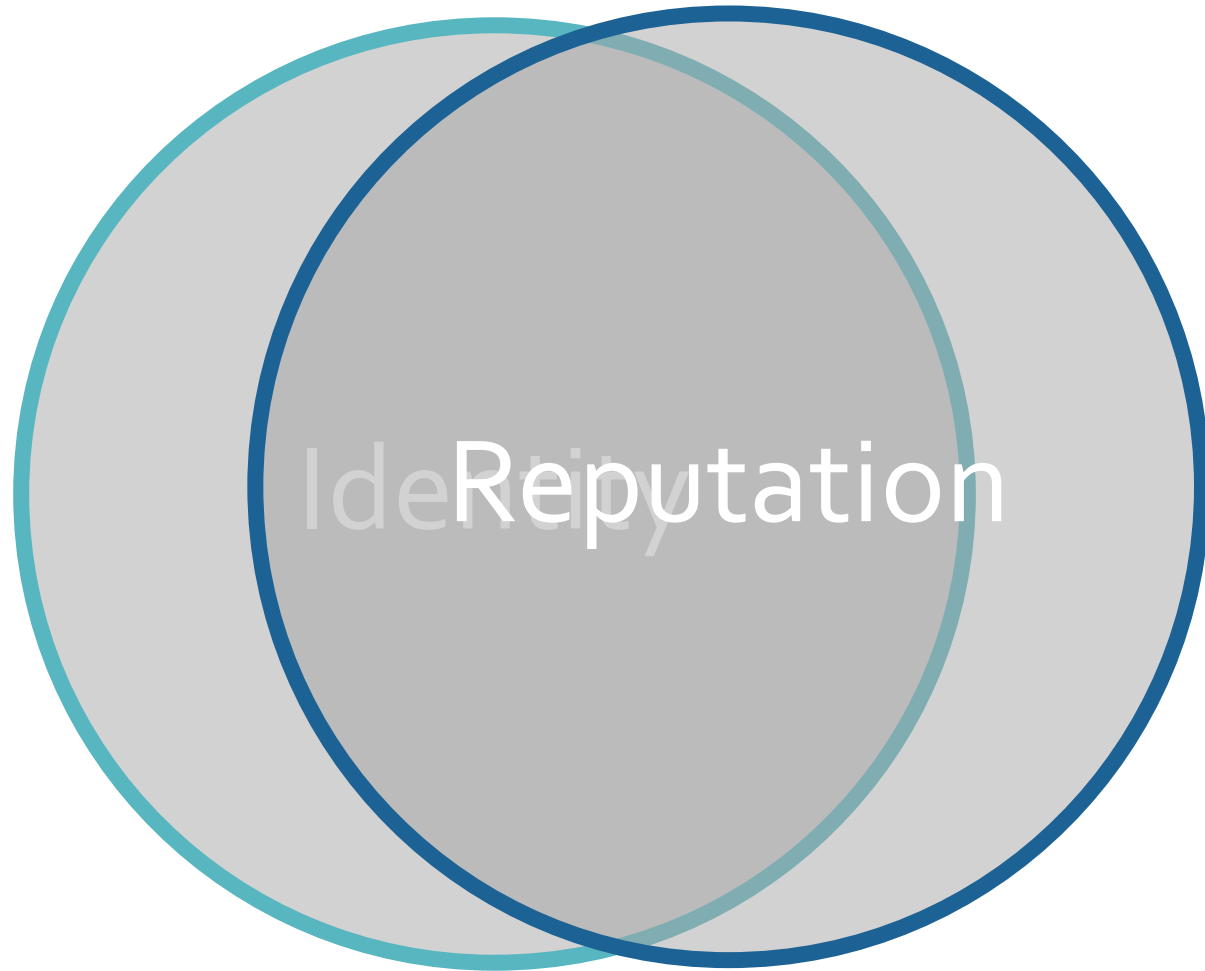
How I see myself



Motivational Mentoring:

[illegible]

Development GAPS



Mentoring helps
reduce the GAP
between Identity
and Reputation

Motivational
Mentoring:

Leadership BASICS

- Process Information
- Make Decisions



Development GAPS



Development GAPS



MANAGE Results

- Lack of **AWARENESS**
- Lack of **CONSISTENCY**
- Lack of PERSPECTIVE
- Lack of PATIENCE

LEAD People

Motivational Mentoring:

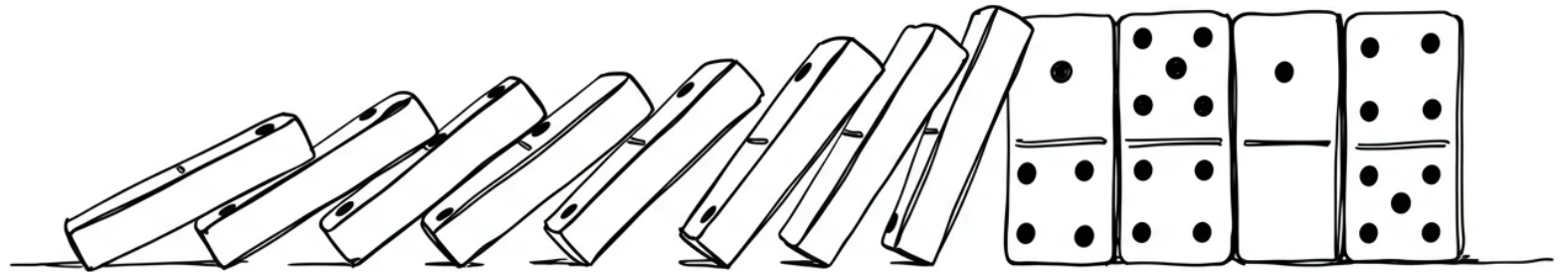
FEEDBACK



Motivational Mentoring:

Feedback Triggers:

- Truth *(It's Not True)*
- Respect *(I Don't Respect the Person Giving It)*
- Identity *(That's Not How I See Myself)*

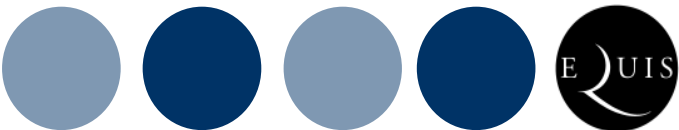


Motivational
Mentoring:

TRUST
Building
Levels

UNCONDITIONAL
PREDICTABLE

SITUATIONAL



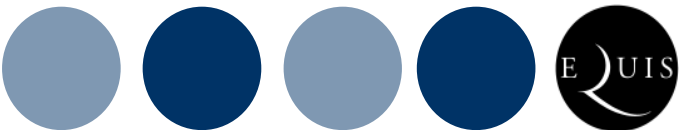
*Mentoring
QUESTION:*



What level
should
leaders
strive for?

UNCONDITIONAL
PREDICTABLE

SITUATIONAL



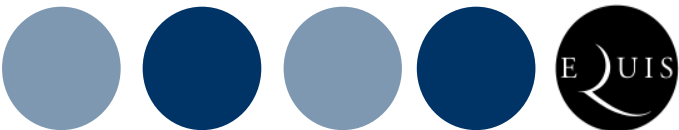
*Mentoring
QUESTION:*



What level
should
leaders
strive for?

UNCONDITIONAL
PREDICTABLE

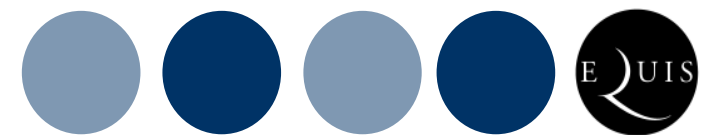
SITUATIONAL



Motivational
Mentoring:

TRUST PREDICTABILITY & CONSISTENCY

Are all the same words in People Leadership



Leadership Consistency



***Where are
the biggest
opportunities
to be more
predictable?***

Leadership Inconsistency



Development GAPS



MANAGE Results

- Lack of AWARENESS
- Lack of COMPOSURE
- Lack of **PERSPECTIVE**
- Lack of **PATIENCE**

LEAD People

Motivational Mentoring:

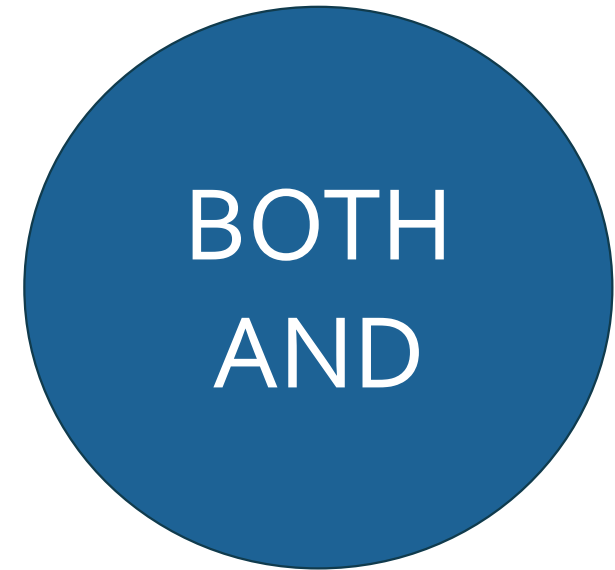
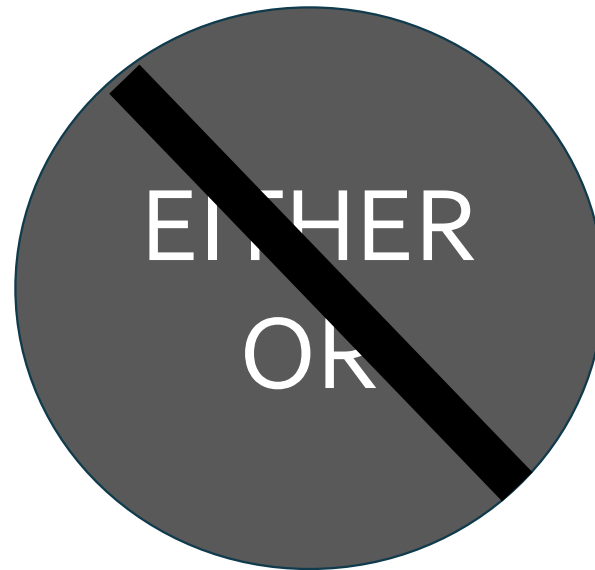
Leadership BASICS

- Process Information
- Make Decisions



Motivational
Mentoring:

ABILITY TO HANDLE **PARADOX**



Types of Paradox

We Must Focus On...

LEADERSHIP
EDITION

High-level strategy
Promoting structure
Trusting process
Thinking Global
Building stability
Formal authority
Top-down leadership

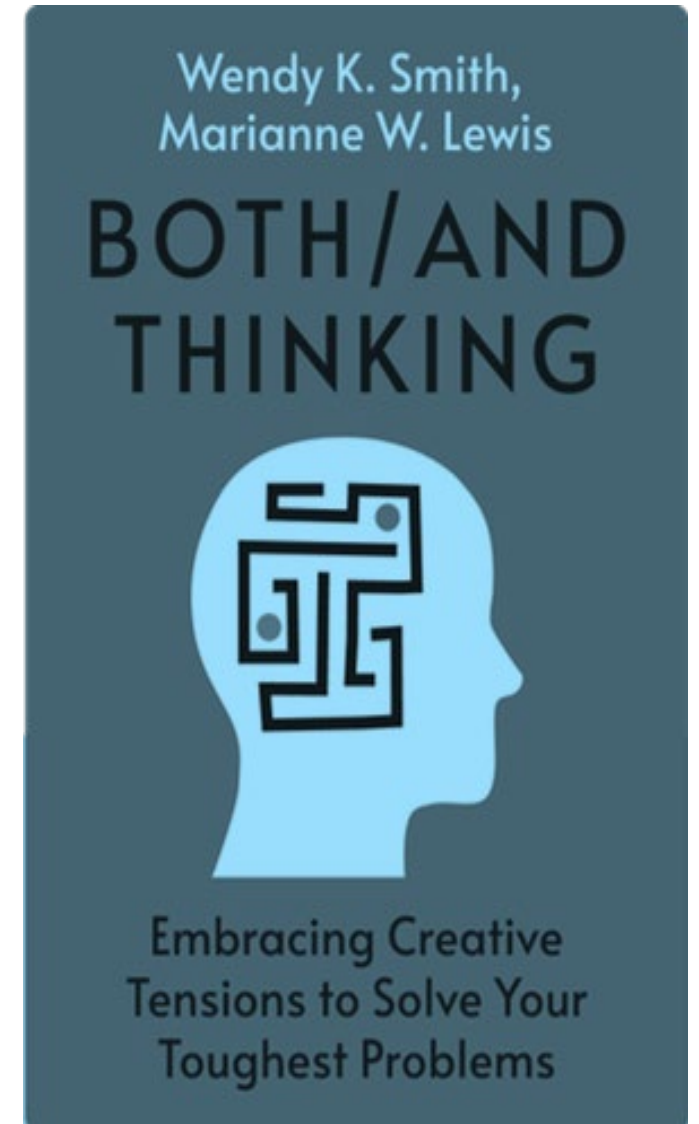
&

Ground-level execution
Supporting flexibility
Monitoring results
Acting Local
Driving change
Informal influence
Bottom-up leadership

Motivational
Mentoring:

PARADOX

Places any leader
outside their
COMFORT ZONE
and into a sea of
TENSION



Motivational
Mentoring:

DEVELOP *BOTH/AND* THINKING

1 QUESTION

3 SKILLS



Motivational Mentoring:

DEVELOP *BOTH/AND* THINKING

CHANGE THE QUESTION

- Should we?... either/or
- How can we? ... both/and

DEFINE THE PARADOX

CULTIVATE CURIOSITY

PRACTICE TENSION TOLERANCE

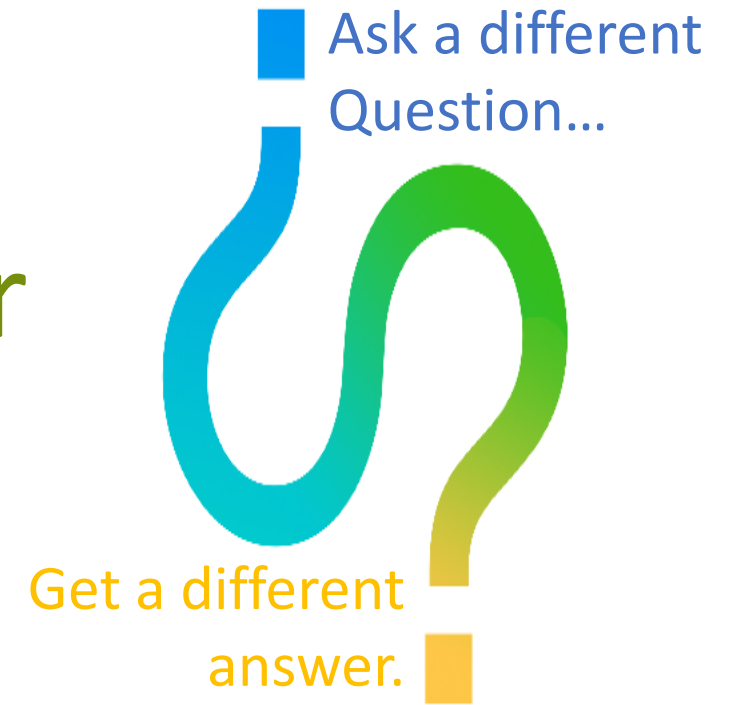
BUILD EMOTIONAL RESILIENCE



DEVELOP “BOTH/AND” THINKING

CHANGE THE QUESTION

- Should we choose... either/or
- How can we do... both/and



DEVELOP “BOTH/AND” THINKING

DEFINE THE PARADOX

- Non-contradiction
- Complex conditions
- Multiple truths



DEVELOP “BOTH/AND” THINKING

CULTIVATE CURIOSITY

- Adopt a “know nothing” mindset
- Seek opposing viewpoints
- Imagine opposing solutions



DEVELOP “BOTH/AND” THINKING

BUILD TENSION TOLERANCE

- Play the long-range end game
- Practice “framework” learning
- Value evolutionary solutions



DEVELOP “BOTH/AND” THINKING

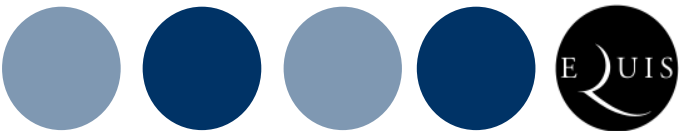
DEVELOP EMOTIONAL RESILIENCE

- Cultivate decision self-awareness
- Strengthen leadership composure
- Convey principle-based guardrails



Motivational
Mentoring:

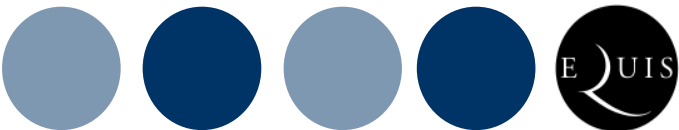
WHO (AND WHAT) SHOULD I LOOK FOR?



Motivational Mentoring:

MENTOR Profile

- Trustworthy and respects confidences
- Values personal and professional development
- Shares expertise, successes, and failures without hesitation
- Respected by bosses, employees, and peers
- Engages in critical thinking (vs opinionneering)
- Passionate about their own contribution
- Provides candid, diplomatic, intentional feedback
- Willing to invest in the relationship



Equis We're Here to Help!

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Senior Consultant

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Questions...

