

# *The Senior Leader's Role as Mentor and Coach*

## *Mackinac Island Leadership Experience*



# Model the Way

- In the workplace
- Outside the workplace

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- Delegate the mentoring/coaching relationship throughout the organization

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“The quality of learning will not occur until the shield has been lowered enough for the learner to take risks in front of the mentor”

“The preamble to learning is risk. The preamble to risk is courage”

- Chip Bell

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“Advice is like a stranger – if welcome, he stays the night; if not welcome, he returns home that day”

- African Proverb

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“The first problem for all of us is not to learn, but to unlearn”

“The challenges for all mentors are ‘when does too much support become rescuing?’ And ‘when does too little support become A sign of callousness?’”

- Chip Bell

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“You never find yourself until you face the truth”

- Pearl Bailey

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“Nothing ever becomes real until it is experienced. Even a proverb is no proverb to you till your life has experienced it.”

- John Keats

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“But instead of telling him what to think, I taught him how to think. He then reached A bold decision about what to do, on his own.”

- Clay Christensen

## Some Key “Truths’ To Help Us Be Successful Mentors And Coaches

“The only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven’t found it yet, keep looking. Don’t settle. As with all matters of the heart, you’ll know when you find it.”

- Steve Jobs

# Strategy

- Deliberate strategy
  - The strategy you choose in a planned way
- Emergent strategy
  - The strategy that coalesces from a myriad day-to-day decisions to pursue unanticipated opportunities and resolve unanticipated problems.
- The emergent strategy can become the deliberate strategy



Mentors everywhere



So do you think you are really  
using what you know/learned?



“Don’t get to big for your  
britches!”

– Spouse



Is it really just a picture I'm  
taking?



# Deer in the headlights

# The Paradoxical Commandments

1. People are illogical, unreasonable, and self-centered.  
***Love them anyway.***
2. If you do good, people will accuse you of selfish ulterior motives.  
***Do good anyway.***
3. If you are successful, you will win false friends and true enemies.  
***Succeed anyway.***
4. The good you do today will be forgotten tomorrow.  
***Do good anyway.***
5. Honesty and frankness make you vulnerable.  
***Be honest and frank anyway.***

# The Paradoxical Commandments

6. The biggest men and women with the biggest ideas can be shot down by the smallest men and women with the smallest minds.  
***Think big anyway.***
7. People favor underdogs but follow only top dogs.  
***Fight for a few underdogs anyway.***
8. What you spend years building may be destroyed overnight.  
***Build anyway.***
9. People really need help but may attack if you do help them.  
***Help people anyway.***
10. Give the world the best you have and you'll get kicked in the teeth.  
***Give the world the best you have anyway.***

# Mentoring Exercise

- Who are you currently mentoring?
- How are you doing?
- Who do you have the opportunity to mentor?
- How are you going to make that happen?
- How will you know you're truly helping the person you are mentoring?

# Wrap-Up Exercise

- Identify two things you will take off the island from this leadership experience (and I don't mean fudge!) and make a part of your life – meaning “really do something with it!”
- Who will help you with it?
- How will you know it is working (helpful to you)?



*Good, Better, Best  
Never let it Rest,  
Until Your Good is Better,  
And Your Better is still Best!*