

# Mentoring An Overview

A Presentation by TopTeam World  
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# Introduction

## Purpose of this Document

The purpose of this document is to present our approach on Mentoring for Managers in order to:

- Implement effectively organization strategy
- Sustain business performance based on optimum people engagement

This approach is based on my significant experience of coaching and mentoring as I have applied it in the last 10 years with more than 200 managers and 20 management teams, which I mentored and coached on business, values, leadership and ultimately on delivery of superior performance



# “Coaching & Mentoring”

## Management Challenges

Based on our experience, we believe that the implementation of coaching and mentoring represents, at term, a major change in the Leadership Culture. This change needs to be clearly understood by the managers at all levels of the organization and their engagement in such project is a critical success factor for the implementation. Based on that, our approach usually follows specific principles:

- GMs/Directors/Managers are focused on the business: the coaching/mentoring program needs be strongly linked with business reality and people performance;
- GMs/Directors/Managers have different learning experiences, based on their background and professional experience: the coaching/mentoring program has to offer to all of them the occasion to learn, taking in account their specific learning experiences;
- GMs/Directors/Managers manage people and teams: the coaching/mentoring program has to take in account both individual and team dimensions as behaviors demonstrated have to be consistent in both situations.



# “Coaching & Mentoring”

## Business Value



### Research Results:

92% increase to bottom line  
99% coaching delivers tangible benefits to the organisation and individual  
96% effective way to promote learning  
93% key mechanism to transfer learning from training courses  
(CIPD research 2004)

58% better management skills  
53% increased job motivation  
(AC research 2004)

# “Coaching & Mentoring”

## Business Value



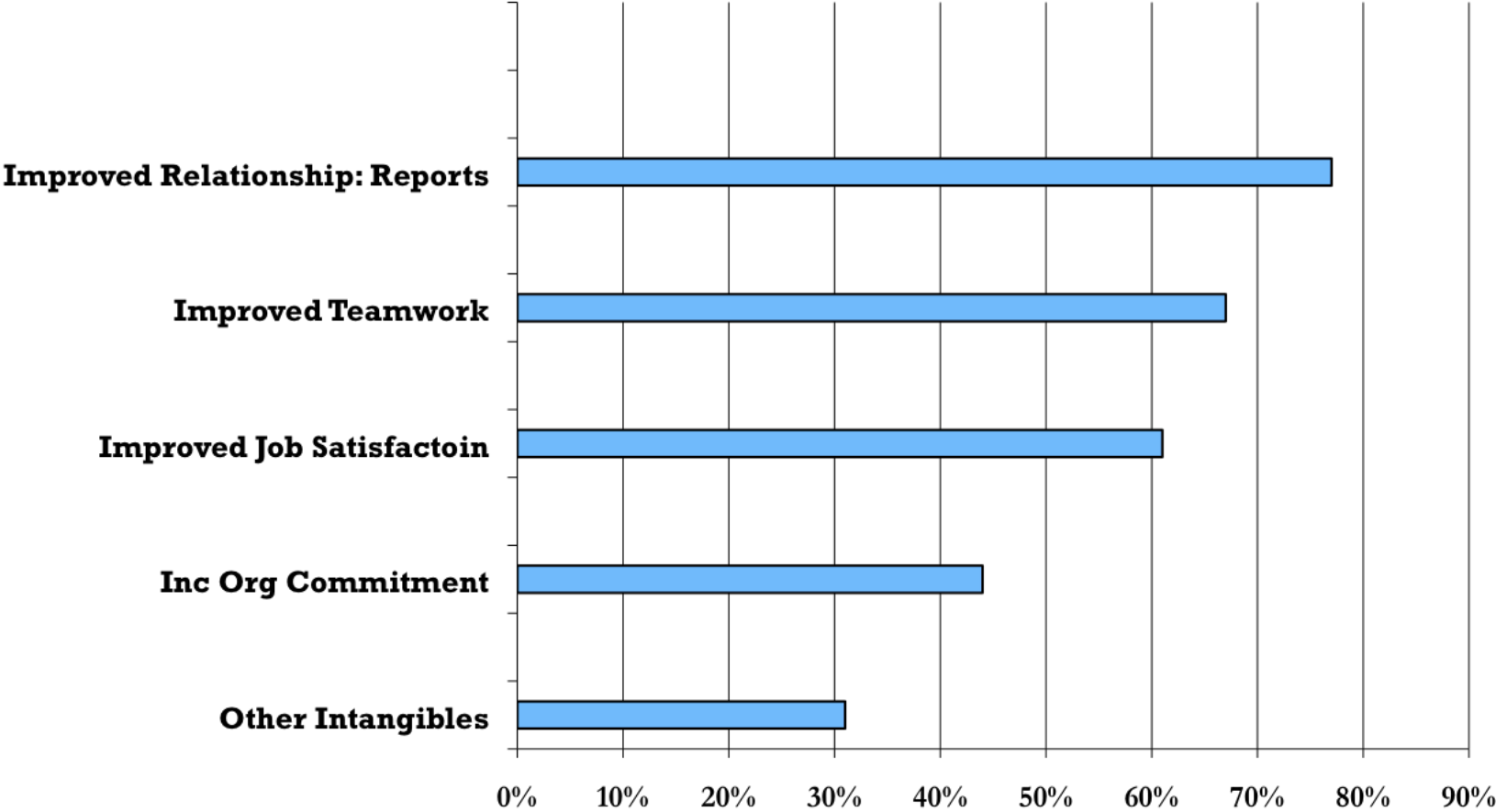
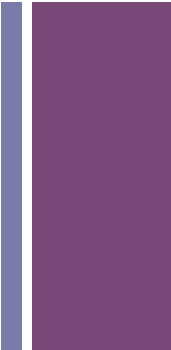
ROI examples:

Coaching produced a 529% return on investment and significant intangible benefits to the business. *Fortune 500 company*

Executive coaching delivers a ROI of nearly 6 times the initial cost of coaching  
*Survey of 100 senior executives from Fortune 1000 companies by Manchester Consulting, July 2004*

# “Coaching & Mentoring”

## Business Impact: Intangible



Frequency of impact by executives, Source: Proxys US survey 2007

# “Coaching & Mentoring ”

## Our Proposed Approach

Our approach on coaching/mentoring covers different areas:

1. Business mentoring
2. Executive & Team coaching





# “Mentoring for Strategy Execution ”

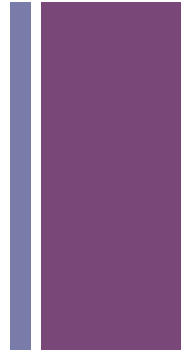
## Our Approach



# Starting Point

## What Business Mentoring is not about

- Psychiatry
- Career Planning
- Sponsorship
- Telling what to do
- Problem fixing
- Leadership Development



# Starting Point

## What Business Mentoring is about

- Experience
- Honesty
- Openness
- Impartiality
- Availability
- Trust and Confidentiality
- Creativity and Innovation
- Expertise
- Advice
- Sounding Board



Usual duration:  
3-6 months

# “Mentoring for Strategy Execution”

## Overview of a Business Mentoring Program

Business Mentoring is about supporting CEOs and management teams to implement the company strategy. It includes a combination of individual sessions with the BOD/MD/General Manager and team sessions with the management team in order to analyze all the aspects for the implementation of the corporate strategy, including :

- Clarifying the strategy and its implications for all levels of the organization;
- Development of performance scorecards with specific KPIs for all functions of the organization;
- Analyze the implications of the strategy on the Work Culture;
- Analyze the key areas of change for the execution of the strategy;
- Analyze business risk

As a result:

- Solid implementation plan is put in place with clear actions, well-defined responsibilities and key performance indicators;
- Management is confident that strategy defined is well articulated and that they can execute it.

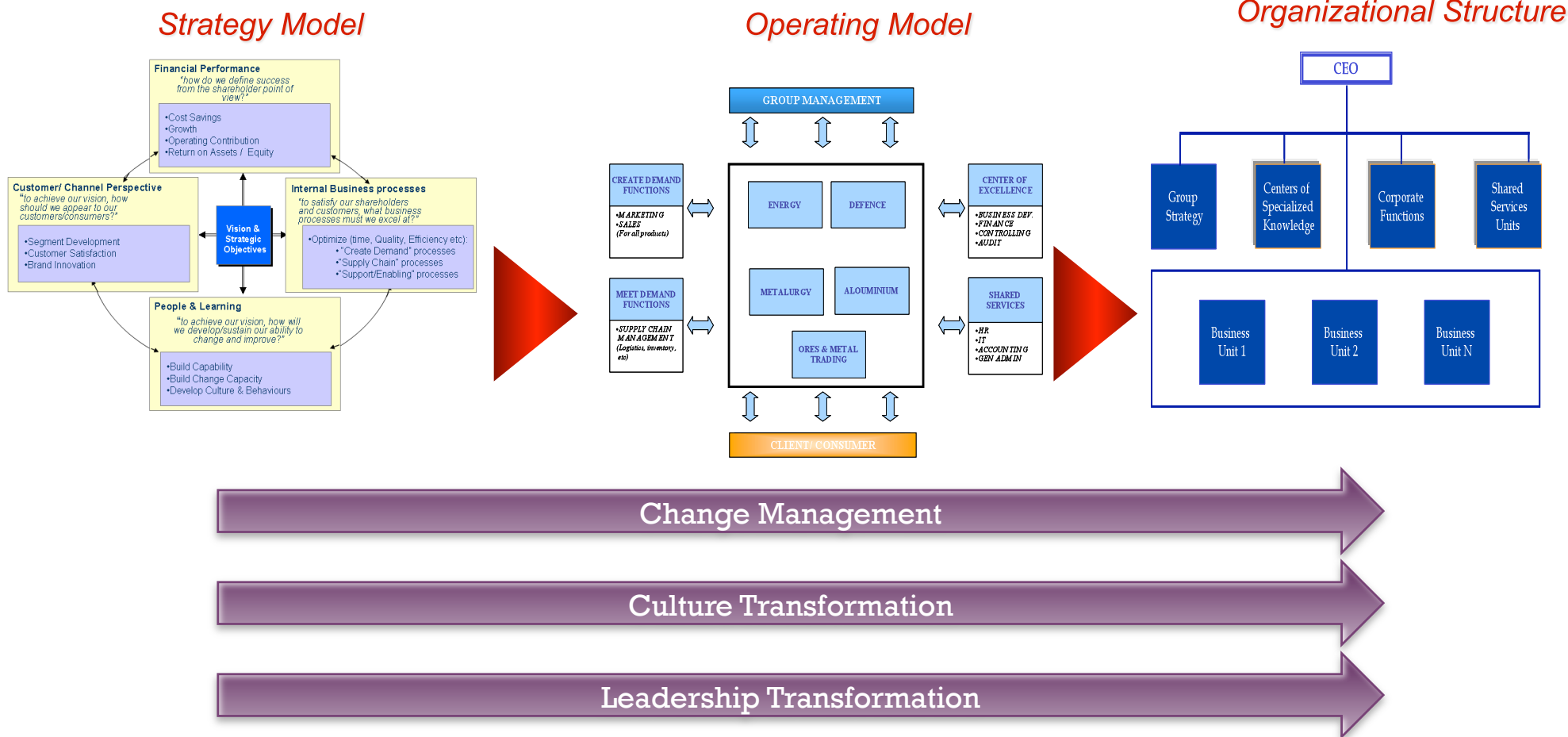
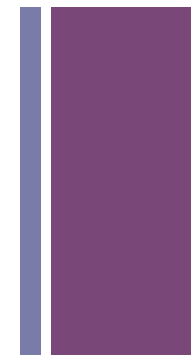
# “Mentoring for Strategy Execution”

## What are the Steps Taken in a Business Mentoring Program?

- Understanding of the business context: defining the value and ROI of the mentoring program
- Assessment: conduct diagnosis to understand business situation, organization and people issues
- Setting direction: initial contracting session with CEO and/or management team to define the scope of the mentoring program at team and individual level
- Implementing a defined plan of action
- Following through with working sessions with the CEO and/or management team
- Final assessment of value created and/or business impact of the mentoring program

# “Mentoring for Strategy Execution”

## Different Levels of Intervention



# TopTeam World

Strategy, Leadership, Team Excellence



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