

MENTOR COACH LEAD:

to peak professional performance



LAURIE BAEDKE

MENTORSHIP, SPONSORSHIP, COACHING



LB

MENTORSHIP, SPONSORSHIP, COACHING

MENTOR

someone who
has knowledge
and shares
it with you

SPONSOR

someone who
has power
and will use it
for you

COACH

someone who has
expertise and
uses it to teach or
train you

MENTORSHIP, SPONSORSHIP, COACHING

MENTOR

someone who
talks TO you

SPONSOR

someone who
talks ABOUT
you

COACH

someone who
PROVIDES
FEEDBACK or ASKS
YOU QUESTIONS to
guide your discovery

MENTORSHIP, SPONSORSHIP, COACHING

MENTORING

is development
driven

SPONSORING

is advancement
driven

COACHING

is performance
driven

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TYPES OF MENTORS

TRADITIONAL MENTORS

PEER MENTORS

REVERSE MENTORS

MENTORING TEAMS / CONSTELLATIONS

SPONSORS



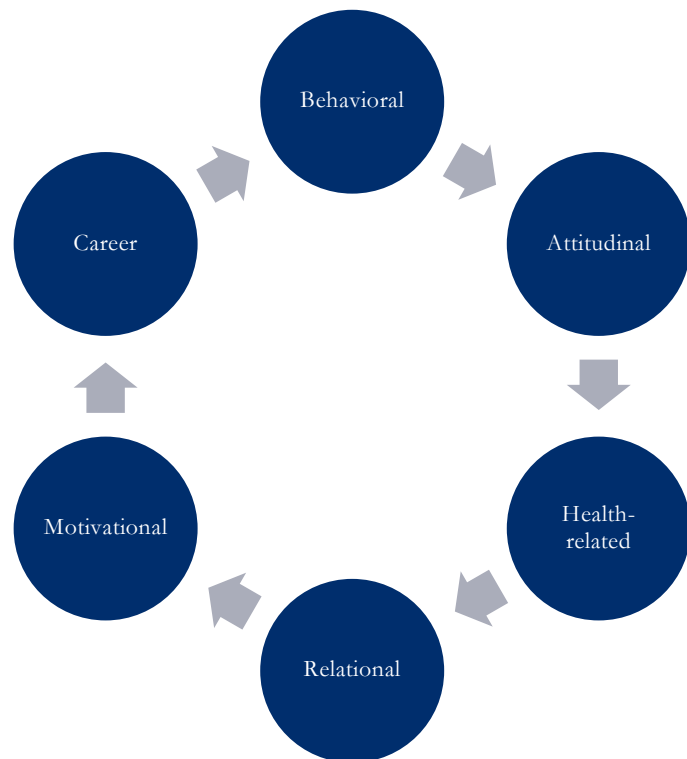
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ACCESS TO ALLIES – WHAT WE KNOW

Individuals who are mentored in the workplace:

- 👍 are better prepared for promotions and have higher success rates,
- 👍 stay with their organizations longer,
- 👍 feel more satisfied with their jobs and careers,
- 👍 rate higher on performance measures,
- 👍 are perceived as more innovative and creative,
- 👍 show higher resilience to setbacks, and
- 👍 have stronger networks.

MENTORING DRIVES OUTCOMES



[J Vocat Behav.](#) Author manuscript; available in PMC 2009 Apr 1.

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doi: [10.1016/j.jvb.2007.04.005](https://doi.org/10.1016/j.jvb.2007.04.005)

PMCID: PMC2352144

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PMID: [19343074](https://pubmed.ncbi.nlm.nih.gov/19343074/)

Does Mentoring Matter? A Multidisciplinary Meta-Analysis Comparing Mentored and Non-Mentored Individuals

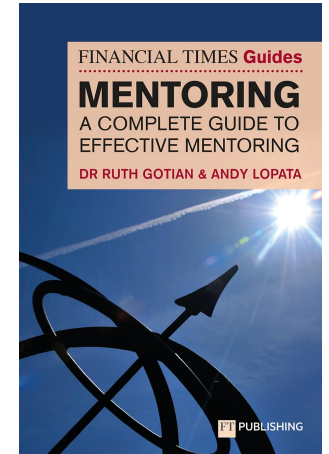
[Lillian T. Eby](#), [Tammy D. Allen](#), [Sarah C. Evans](#), [Thomas Ng](#), and [David DuBois](#)

“Mentoring is significantly correlated in a favorable direction with a wide range of protégé outcomes.”

Does Mentoring Matter? A Multi-Disciplinary Meta-Analysis Comparing Mentored and Non-Mentored Individuals. Eby, et. al, Journal of Vocational Behavior, 2008 Apr; 72(2): 254-267.

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MENTORING DRIVES OUTCOMES



THOSE WHO ARE
MENTORED,
OUT-EARN AND
OUTPERFORM THOSE
WHO ARE NOT.

They:

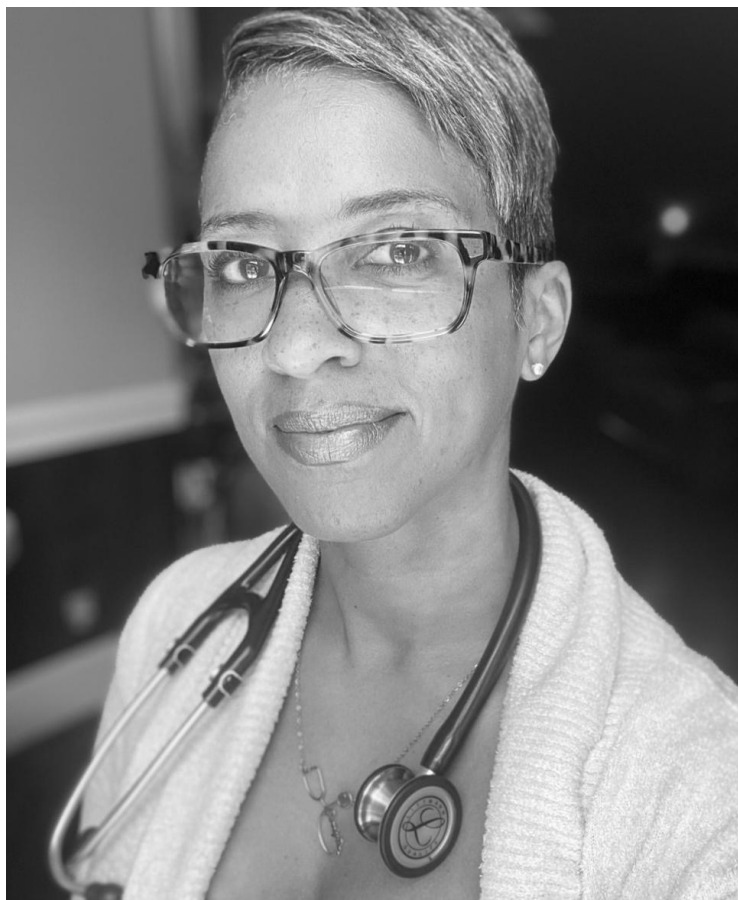
- ✓ make higher salaries,
- ✓ get promoted more often,
- ✓ have greater job and career satisfaction, and
- ✓ have lower rates of burnout.

MENTORING DRIVES OUTCOMES



76% of people understand that a mentor is critical for their career success.

37% of people reporting having a mentor.



“Good mentors help us
to get close to our full
potential.”

Kimberly Manning, MD, FACP
Professor of Medicine
Associate Vice Chair, Diversity, Equity, and Inclusion
Emory University School of Medicine

Mentors. Manning, K., ACP Hospitalist blog, July, 2012.

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THE ALLYSHIP ADVANTAGE



MENTORSHIP.



SPONSORSHIP. ♡

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ACCESS TO ALLIES – WHAT WE KNOW

WOMEN ARE
OVER-MENTORED
AND
UNDER-SPONSORED

YET

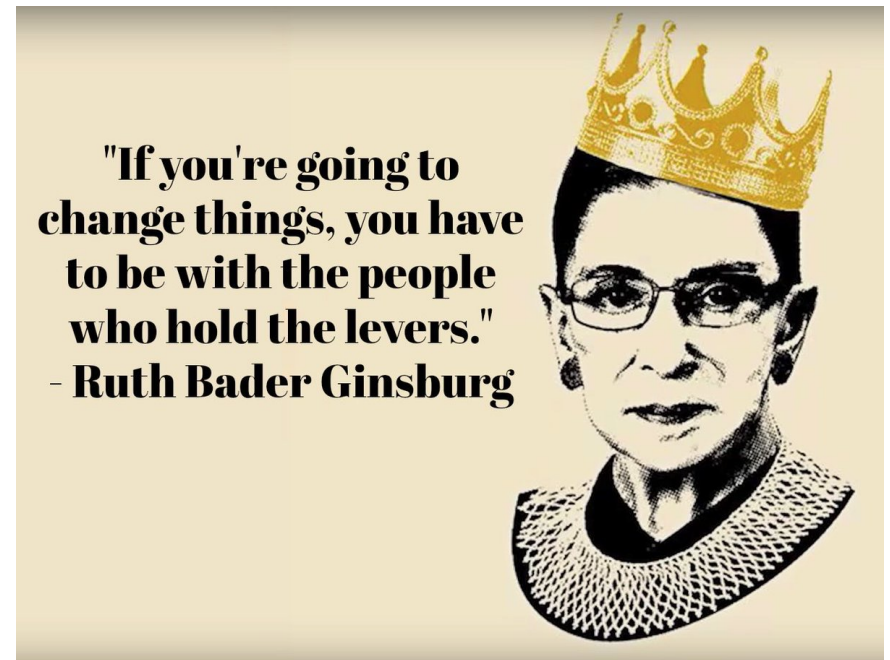
WHEN WOMEN EXECUTIVES *DO*
ADVOCATE FOR DIVERSITY
AND PROMOTE OTHER WOMEN,
THEY RECEIVE LOWER
COMPETENCY AND
PERFORMANCE RATINGS.

ACCESS TO ALLIES – WHAT WE KNOW

A study conducted by David Smith and Brad Johnson at the U.S. Naval Academy and War College found that when women are mentored by men, they:

- ✓ make **more money**,
- ✓ get **more promotions**, and
- ✓ have **better career outcomes**

NOT because men are better mentors, but because they have more **POWER**.

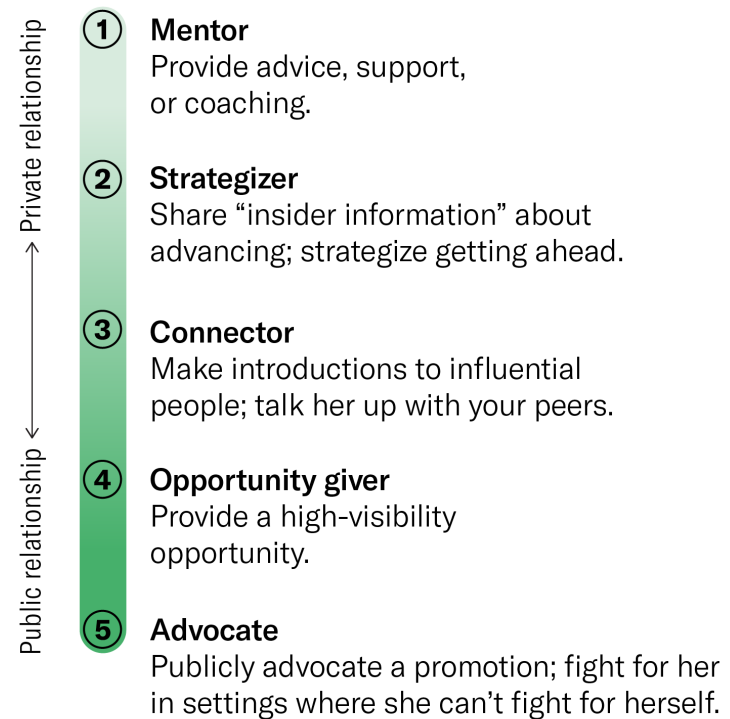


DIVERSIFY YOUR ROSTER

A Lack of Sponsorship is Keeping Women From Advancing Into Leadership, Ibarra, 2019

A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.



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CURATE YOUR CIRCLE



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MY FIVE



Peers, mentors, and sponsors

Friends

Mentees

A players in my organization

National thought leaders

Individuals outside of my profession



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WHY A COACH?

When it comes to
blind spots,
ignorance is not bliss.



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FEEDBACK – GIVE, RECEIVE, GROW



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RECEIVING FORMATIVE FEEDBACK

"I WANT TO CONSISTENTLY GROW AND IMPROVE.



I WOULD WELCOME YOUR CANDID FEEDBACK,
AND I WILL DO MY BEST TO RECEIVE IT GRACEFULLY."



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PUTTING IT
INTO
PRACTICE

CLARIFY THE NEED

DEVELOPMENTAL

SOUNDING BOARD

ACCOUNTABILITY

ALLYSHIP

ENCOURAGEMENT



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MENTORS OF THE MOMENT





"Mentors of the moment help to promote
a mentoring culture where all
members of the organization –
especially those in the middle to upper ranks –
seek opportunities in daily interactions to
develop or **grow** junior colleagues and peers."





MENTOR OF THE MOMENT CONVERSATION STARTERS

 “I noticed that you’ve been working on / doing great things in _____. **Well done!**”

 “I wonder if I could get your take on _____. **I’d value your perspective.**”

 “The hiring committee sure got it right bringing you on board. **How can we keep you here?**”

 ”In a perfect world, what would you like to be doing in 1/3/5 years? **How can I help make it happen?**”

 “I know that I keep a busy pace, but **I want to be available to you.** Drop by if you’d like a sounding board, or put yourself on my calendar at the cadence that best meets your needs.”

MENTORING CULTURES DRIVE OUTCOMES

- ✳ better retention
- ✳ more loyalty and commitment among employees
- ✳ stronger succession planning
- ✳ more organic mentoring
- ✳ stronger developmental networks at work
- ✳ greater inclusion of women and POC

MENTORSHIP ETIQUETTE

- 👉 Don't ask for a mentorship, ask for a conversation
- 👉 Branch out
- 👉 Do the heavy lifting {proactive, prepared, reflective, flexible}



WHEN DO WE NEED MENTORSHIP + COACHING?



ALWAYS!



Career transitions



Adversity



Success



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BARRIERS TO EFFECTIVE MENTORSHIP



Time



Training | resources



Privacy | confidentiality



Unconscious | implicit bias





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Let's chat

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