



Unit II – Leadership Skills

Chapter 3 - Motivation

Section 2 – Coaching and Mentoring



What You Will Learn to Do

Understand how you can use motivation principles to effectively lead people



Objectives

1. Discuss the key elements of coaching and mentoring
2. Explain how to practice leadership



Key Terms

Mentor -

An individual with advanced experience and knowledge who is committed to giving support and career advice to a less experienced person

Protégé -

A less experienced person who benefits from a mentor's guidance and advice



Key Elements of Coaching and Mentoring

Coaches and mentors lead by example. They help others develop their individual skills and talents, as well as their self-esteem and confidence.



Coach: provides suggestions and encouragement to help one grow

Mentor: focuses on external and internal factors that will help one develop as a leader



Key Elements of Coaching and Mentoring

A **protégé** is one who is fortunate to have found a mentor to be a trusted guide and advisor.

The protégé/mentor relationship is one that takes time to build and develop.

A mentor will need to have a significant amount of **patience**.





Understanding the Mentor's Role

A good mentor will find balance between sharing information with the protégé and just guiding him/her to find out things on their own.

The mentor must take care to be **nonjudgmental** and **objective**. All conversations are confidential.

Sometimes the mentor will realize that he/she is not the best person to help, and suggest another person as a resource.



Do's and Don't for Mentors

DO...

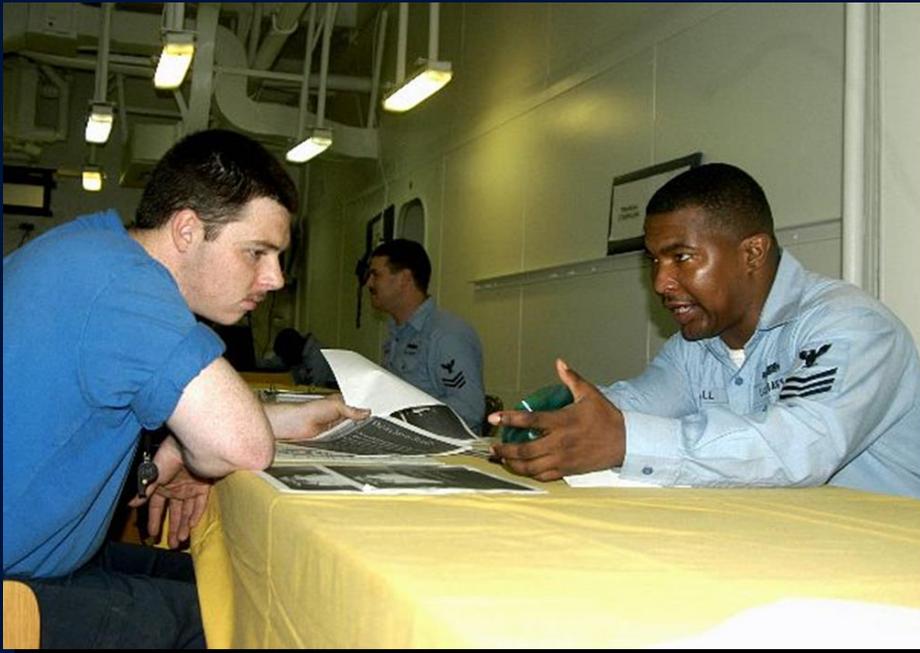
- Act as trusted adviser
- Provide information when asked
- Act as a sounding board
- Act as a leadership role model
- Be a resource provider
- Be a patient, caring, listening guide

DON'T....

- “Police” the protégé’s day
- Try to “fix” the protégé’s problems or environment
- Make decisions for protégé
- Try to transform the protégé
- Be judgmental
- Criticize or lecture protégé



Barriers to Mentor-Protégé Relationships



- Mentor pushing too hard to solve problems
- Mentor focused on his or her own agenda, not sensitive to protégé's needs



What Makes a Mentor-Protégé Relationship Successful?

Creating trust is key. This process takes time and requires ongoing open communication.



Active listening is two way communication, paying attention and being engaged. Involves **active seeing**, being aware of body language cues.



What Makes a Mentor-Protégé Relationship Successful?

When you are actively listening, you:

- Avoid distraction
- Make eye contact
- Let the other person speak
- Listen for both facts and feelings
- Interpret body language effectively
- Acknowledge what's been said by asking good questions and repeating to ensure understanding





How to Practice Leadership

You actually have many opportunities to practice leadership outside NJROTC. They are found in your school, clubs, neighborhood, sports, place of worship or civic organizations.

It's often just a matter of noticing the opportunities and stepping up to volunteer for them.



Lead by Example

By living the Navy Core Values, you set a good example for others.

- Always do what's right.
- Support your leaders by being a good follower (this makes you a better leader too).
- Take on opportunities to lead to build your confidence.
- As you grow more confident, other people will regard you as a leader and seek your advice.



Lead by Imitation

- Notice and imitate leadership behavior you see and admire in others.
- Effective leaders have some common traits, but each expresses them in their own way.
- Though you can learn from other great leaders, be sure to develop your own leadership style.





Lead by Consensus

- With experience comes the ability to lead by consensus, allowing followers to help you lead.
- The best leaders find the balance between control and consensus, seeking input from team, but continuing to monitor progress.
- Leading by consensus allows team members to benefit from the process of leadership.



Evaluate Your Leadership Behavior

How do you know if you are a good leader?

By evaluating your skills:

1. Seek input and feedback from your leader and other adults around you.
2. Ask for feedback from your team members.
3. Continue to learn from your successes and failures.
4. Have a conversations with yourself , reflecting on team goals and your part in achieving them.



Conclusion

- If you are aware of your followers' needs and how they are **best motivated**, you can channel their efforts to act according to your insights, plans and objectives.
- You should strive to develop your knowledge of **motivational techniques**.



Questions?

