

# Mentoring, Coaching and Leadership – for me and my team

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# Welcome

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- How do you feel right now?
- What does your mood have to do with it?
- Emotions influence thinking – your state of mind affects how you think and what you think
- Emotions are just data – we find that paying attention to how you feel influences your effectiveness
- For example:
  - You can switch on your analytical problem-solving mind
  - Or you can switch on your creative, lateral mind

# Overview

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- Starting backwards!
  - Leadership
  - Coaching
  - Mentoring

# Leadership

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- For me
  - What does it take to be a successful leader/partner in your firm?
  - Let's define attributes of a successful leader

## Partner model

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- Personal leadership
- Business acumen
- Builds teams and capability
- Collaborates with partners
- Generates growth
- Provides an excellent client experience

## Leadership

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- What do you notice?
- How can you use it?
  - Development pathway
  - Reward and recognition
  - Promotion/recruitment
- How did we develop it?
  - Critical incident technique, appreciative inquiry
  - Reflects how successful people behave
  - Illustrates the variety of ways that lead to success
  - Language of the firm
  - Culturally appropriate

## Leadership

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- My team
  - Model successful behaviours
  - Develop a competency model for them
  - Failing that, make explicit measures of success (including technical)
  - Use for development, promotion, recruitment

## Models of development

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- Formal learning (10%)
- Mentoring, coaching (20%)
- Informal learning (70%)



# Coaching

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- What is it?
  - Purposeful - goal oriented
  - Time bound
  - Formal
  - Achievable and realistic
  - Often external
  - Confidential
  - Driven by the coachee's desire to change/grow
- How do you use it?
  - To develop a skill, achieve a goal
  - To help with engagement
  - But not to performance manage someone

# Coaching

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- Who can do it?
  - Someone who is trained
  - Someone you trust
- Are there any standards?
  - Standards Australia – Coaching in Organizations – guidelines (June 2011)
  - It is relatively new as a profession

# Mentoring

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- What is it?
  - The natural extension of the master/apprentice model
  - Mentor typically more knowledgeable, more experienced, wiser than the mentee
  - An effective form of knowledge, skill and attitude transfer in the workplace because it combines real technical knowledge with practical application, behaviour and cultural values
- Are there any standards?
  - Not that I know of – we just do it naturally
  - One word of caution – an incompetent mentor can pass on poor habits easily!

# In summary

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- Emotions as data – influences effectiveness
- Competency models
  - Behavioural statements of success
  - Development pathway
  - Reward and recognition
  - Promotion/recruitment
- Models of workplace learning: 70:20:10
- Coaching
  - Link to leadership and development
  - Learning a skill, achieving a goal
  - Engagement through making the effort
  - Standards
- Mentoring
  - Effective skill transfer
  - Also reinforces culture and values

# Questions?

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