

# Marilyn Manning and The Consulting Team's Leadership Tips



## NOTE FROM THE CONSULTING TEAM

Many of our clients, especially those in government, are facing high numbers of retirements in their leadership ranks. They have expressed a need to ensure a ready pool of qualified applicants to fill those leadership positions.

Training and work experience are two ways to build capability. However, a concerted effort and game plan is necessary in order to pass on a legacy of values and the desired organizational culture. It takes dedicated leaders and mentors to guarantee a seamless transfer of the organization's strategic vision and culture.

In this issue of Leadership Tips, we will show you how to use mentors to fill the resource pool of future leaders. We will share the legacy that leaders can consciously leave in order to preserve the core values and desired environment.

Our warm regards,  
**Marilyn Manning, Ph.D.**  
**(650) 965-3663**  
[m@theconsultingteam.com](mailto:m@theconsultingteam.com)

## Losing Leaders?

### *How to Plan for the Future*

*"The ultimate test for leaders is not whether they make sharp decision and take decisive action, but whether they teach others to be leaders and build organizations that can sustain success."*

~ Noel Tichy

The Consulting Team has facilitated recent strategic planning sessions where succession planning and personnel development make the list of the top five priorities. With a generation of leaders retiring, organizations face great challenges to meet their objectives for trained leaders while working with tighter resources and fewer people.



*Intergalactic mentor  
Obi-Wan Kenobi*

Great leaders achieve success today, while assuring tomorrow's prosperity by developing their managers into future leaders. The Consulting Team has supported this effort with a two-pronged approach: delivering courses and coaching and facilitating the development of formal mentoring programs, an intentional method to enhance management capability and build bench strength.

Mentoring is defined as a way to transmit knowledge, social capital, and support, relevant to work, career, or professional development. It works through a close relationship between an experienced advisor and a less experienced protege. Sometimes the mentor is an internal expert, sometimes an external coach.

*"I'm a more successful manager than before through your coaching. Thanks to The Consulting Team, our group has been transformed into a high-performance team."*

~ David Hershfield, Vice President, Paypal

Mentoring includes personal communication for a sustained period of time between the mentor, who possesses the relevant knowledge, wisdom and experience, and the protege.

*Continued on next page*

[www.theconsultingteam.com](http://www.theconsultingteam.com)

Mentors create safe learning environments for proteges to take risks and practice needed skills. They may also assign projects to develop wider ranges of abilities in their proteges.

Mentors can also introduce the proteges to professional networks and resources, providing tips for creating meaningful, productive relationships with these contacts. As coaches, the mentors challenge proteges to expand their comfort zones with new activities and behaviors within a broader network. Professional coaches can aid this growth as well.

A mentor is different from a boss. Mentors are chosen for their proven leadership and value. They are usually not the protege's bosses, so they transcend manager-employee relationships. Their focus is on the protege's career, and may extend protege's professional development beyond current work assignments. Over time, mentorship may cross job boundaries, as proteges advance in their careers to other positions or management levels.

Mentor programs work best when linked to and guided by your organization's strategic plan and associated with both your succession plan and performance management program. These three fundamental platforms focus mentor programs on the leadership competencies for building bench strength.

*I recommend The Consulting Team's services to any organization seeking excellent facilitation and program development. They are the best I've worked with.*

~ *Monica LaBossiere, HR Director, City of Saratoga*

Another essential component of a sustainable mentor program is active support by champions from higher ranks of the organization. They should designate a manager or team with the responsibility to design, implement, and coordinate the program.

This manager or team needs to establish an internal structure to support a successful program. (See **Tools of the Trade**.) To ensure the program's quality and effectiveness, include measurements of expected outcomes and processes, e.g. training, project assignments, and mentor development.

Institute a pilot period. Then evaluate your findings at the pilot's end to determine the program's

## Tools of the Trade: Guidelines for a Mentor Program

- ✓ Determine program goals
- ✓ Choose a mentoring model
- ✓ Define program's key components
- ✓ Select criteria for mentors and proteges
- ✓ Interview potential candidates
- ✓ Match mentors with proteges
- ✓ Evaluates results at end of pilot

effectiveness and possible improvements. Plan annual reviews after program implementation.

There are many benefits to mentor programs. They can enhance organizations' strategic initiatives by ensuring qualified personnel to lead them. Succession planning and formal mentoring programs help organizations reduce turnover costs by retaining talent. Using practical experience and wisdom of veteran employees augments training investments and reinforces organizational culture. Employees who are given advancement opportunities generally become more committed and productive.

The organization's culture improves too. Because mentors may come from other work groups, stronger networks form across the organization. These networks promote employee growth and development, as well as support teamwork and collaboration in the workplace.

Mentors gain satisfaction in sharing expertise, which can reenergize their own careers. Proteges gain from mentors' feedback on their personal goals in key areas of communications, relationships, technical ability, and leadership. An often overlooked plus: proteges learn the unspoken rules critical to success, helping them adapt better to organization culture and values. Mentoring programs are win-win propositions for many organizations.

# The Consulting Team's Mentoring Resources

**The Consulting Team offers several tools to build mentoring capability in managers and leaders. Here are some offerings that have been in high demand with our clients in recent months.**

**360° DiSC Behavioral Profile:** Employees can enhance personal effectiveness by evaluating their behavior and selecting self-management strategies to build strengths and reduce weaknesses. The 360° Profile can improve effectiveness in:

- Self-awareness, self-management, self-assessment, and self-adjustment
- Peer relationships and team building
- Performance coaching and management
- Client relationships

This instrument provides detailed, individual feedback to apply immediately. It covers behavioral strengths and weaknesses, motivating and demotivating factors, and management and selling styles.

**The Seven Laws of Leadership:** Are you an exceptional leader? Can you move beyond the role of directive manager to the collaborative role of facilitator? Sharpen your coaching skills and embrace a positive attitude toward change. We discuss the seven laws of leadership that are a culmination of over 100 interviews that surfaced the common principles used by some of today's top leaders.

**Appreciative Inquiry:** If your organization seeks its future through innovation, empowerment, and potential, then you will want the power of appreciative inquiry to

master change and strategic development. This course helps to recognize strengths, access possibilities and potential. It inspires collaboration and increases organization effectiveness and success.

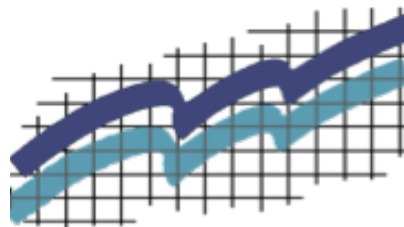
**Leadership Coaching:** We may not be born knowing how to lead, but this doesn't mean that we can't learn. Leadership coaching is a service we provide individuals to help future and existing leaders develop highly effective habits and behaviors:

- Increased self-confidence
- Strategic rather than reactive thinking
- Self-assessment and self-adjustment
- Increased effective communication
- Reduced stress
- Creative thinking and problem solving
- Coaching and mentoring others

## About Leadership Tips:

**Leadership Tips** is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past **Leadership Tips** go to [www.theconsultingteam.com](http://www.theconsultingteam.com) and select Newsletters

- ▶ To unsubscribe reply to this email and type "unsubscribe" in the subject line, or use this link: [unsubscribe](#).
- ▶ If you know someone who would benefit from reading **Leadership Tips**, please forward this newsletter email to them.



For more information on this new lineup, please contact [m@theconsultingteam.com](mailto:m@theconsultingteam.com) or [elaine@theconsultingteam.com](mailto:elaine@theconsultingteam.com).



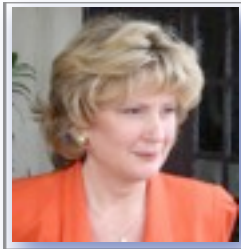
Elaine  
Schmitz, M.A.  
Leadership Tips  
Editor



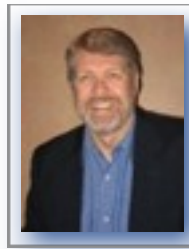
**Marilyn  
Manning,  
Ph.D.  
CEO**



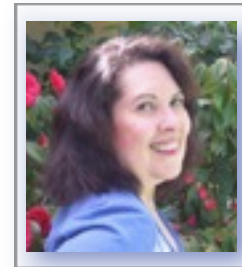
Ken Braly,  
M.S.



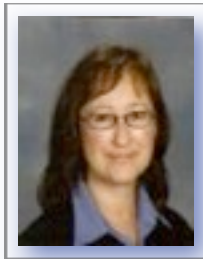
Lynn  
Myhal,  
Ph.D.



Jerry L.  
Talley,  
Ph.D.



Conchita  
Franco  
Serri,  
EdM, JD



Victoria  
Smith-  
Raymond,  
E.E.D.

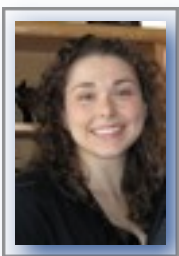


Howard  
Miller,  
B.A.



Lee  
Weimer,  
B.A.

### ***Introducing The Consulting Team's Office Manager Claire Marie Clark***



We have introduced our team of consultants in past issues of Leadership Tips. This month we would like to introduce you to a long time member of our administrative team, Claire Marie Clark, Office Manager. Claire Marie joined us in 2004 while she was studying for her Ph.D. at Marilyn Manning's Alma Mater, the Institute of Transpersonal Psychology in Palo Alto.

While she has kept the office humming and provided contacts and materials to our clients, she has completed her course study and her dissertation and become engaged to Aaron Bratton. She is currently logging her pre-doctoral internship hours at CHAC, the Community Health Awareness Council. CHAC is a nonprofit mental health services agency in Mountain View, which offers counseling, therapy, support groups, classes, and psycho-educational programs to children, adults, and families. When she completes this internship, she will graduate and become a Doctor of Clinical Psychology.

In the meantime, we count on Claire Marie to ensure the effective and efficient flow of work throughout our office; to hire, train, and supervise our administrative team members; and to create or distribute our team publications, class materials, and The Consulting Team tools and assessment materials. We are pleased to support her professional growth in her career path.