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## MENTOR LEADERSHIP- A TOOL FOR PERSONALITY DEVELOPMENT

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### ABSTRACT

Coaching and mentoring should not just be seen as a 'luxury' enjoyed by a few managers in large, well-funded development agencies, but something that has genuine value at all levels and all types jobs and conditions. Contemporary thinking and practice in coaching and mentoring is leading to a convergence between the two, rendering this distinction somewhat artificial. For example, several specific aspects of mentoring are increasingly found in the coaching process – many coaches no longer emphasise their own feedback to the learner, but rather work to encourage feedback and reflection by the learner.

### 1. INTRODUCTION

Coaching and mentoring are popular capacity-building tools, especially in the area of Leadership development. They are often mentioned in proposals and reviews as key elements of good capacity-building practice. Yet despite their current status, many of us are unclear what coaching and mentoring really involve, and where and when they work.

Coaching and mentoring are two personal development methods that nurture a person's own abilities in order to improve behaviour and performance. The processes of coaching and mentoring are similar insofar as they are both a series of conversations (spoken or written) between two individuals.

#### Defining Mentoring

- } To help and support people to manage their own learning in order to maximise their potential, develop their skills, improve their performance and become the person they want to be.
- } Simply put, mentoring refers to a relationship in which a more experienced person (called a mentor) helps a less experienced person (called a mentee) develop in a specified capacity.

There are some perceived differences between the two approaches. Coaching tends to be viewed as more task-oriented, skills-focused, directed and time-bound, whereas mentoring is more focused on open-ended personal development.

#### 1.2 Effective Coaching and Mentoring:

##### *Involve a learning agreement*

- Include purposeful conversations
- Are holistic and empowering
- Create trusting relationships and a safe space
- Adapt to the context
- Are flexible in style and approach
- Encourage experimenting and observing
- Respond to culture and diversity
- Use resources effectively
- Use effective questioning and listening.

#### Differences Between Coaching And Mentoring

- } Coaching and mentoring share the same principles, coaching is primarily focused on performance within the current job and emphasises development tools, while mentoring focuses on longer-term goals and developing capability.
- } Primarily a short-term intervention aimed at performance improvement or developing a particular competence.
- } Coaching tends to be viewed as more task-oriented, skills-focused, directed and time-bound, whereas mentoring is more focused on open-ended personal development.
- } There are a variety of coaching and mentoring models to guide sessions. The model a coach/mentor chooses to use depends on their own context, style and approach.

## 2. RELATIONSHIP BETWEEN MENTOR AND MENTEE

- A mentoring partnership can be an enriching experience. They can develop their leadership and communication skills as well as contribute toward their own career advancement.
- Mentoring can also give them a great overall sense of personal satisfaction, knowing that they are helping someone else learn and grow on a professional and personal level.
- Before we begin a mentoring partnership, it is important to think about our reasons for becoming a mentor and the practical considerations and logistics of such a relationship.
- If we decide that mentoring is right for us, the time and effort that we put into it can reap great rewards that far exceed our expectations.

Despite the diversity of experience, a number of factors emerged that influenced the success or failure of the coaching and mentoring processes.

These include:

- Commitment and interest of the individuals involved
- Sufficient resources and organisational support
- Taking a holistic, personal approach
- Embedding the process in the organisational context
- Skills and experience of coaches and mentors
- Recognition of cross-cultural issues
- Ensuring an enabling external environment.

### Developing Female Leaders:

Coaching and mentoring are also seen as important tools in helping to develop female leaders. In many contexts, there is a significant shortage of female leaders in civil society, due to prevailing cultural and social norms. Coaching or mentoring is increasingly used in leadership development programmes for women, especially because they can develop confidence and self-belief.

There are many examples for mentor leadership in India where they played the role of mentor to the society. One of the example is Mrs. Kiran Bedi, first female IPS officer of the country. She was posted at different places during her career. But she set the example of her brilliance while she was posted at Tihar Jail, New Delhi.

- She was transferred to Tihar Jail. People thought it a punishment posting. But she made this opportunity to made radical changes in the jail. This leads to overall development of Tihar jail which were not considered before.
- This leads to her winning Ramon Magsaysay award for her role in Tihar Jail as IG (Prison) in 1994. She was posted in 1993 in that post.
- She was a real mentor leader for jail inmates where she tried to change the conditions/situation.

### Inmates in Different Jails

- As one listen to their stories, it becomes clear that a mentor could have made a difference—just someone who cared enough to guide them, to be a positive influence, at their most vulnerable time. Instead, they sit day after day in a jail cell, hoping to someday get a second chance in life. If properly done then it would lead great reform.

Seeing lives and potential wasted is what makes one so passionate about developing mentor leaders.

- The same is true for young girls in our society. We need more women as well to step up as role models for young girls, women who will spend time with girls, affirming them and building into their lives what it means to be a woman of value, significance, and values.
- In developing relationships with young girls, these women will make an immediate and long-term difference in the girls' lives, helping them to become all that God created them to be. This will lead to women empowerment, the vision present society needs.

### The story of Michael Vick and his Mentor Tony Dungy:

This story belong to Michael Vick who belong to National Football League in USA in 2001. He was one of brilliant football player of all time. He was jailed during peak of his career. This was due to dog fighting (severe quarrelled) with neighbours.

- He later pleaded guilty to charges and served twenty-one months in prison. After his release he was called by the Mentor Mr. Tony Dungy, who was a football coach.
- Because of the controversial nature of Michael's crime and his later reinstatement to the National Football Team of USA, the mentor was asked more times about Michael Vick role by different agencies.

- He has answered those questions it is so critical to his approach to this discussion of mentor leadership. To all appearances, Michael Vick was wildly successful—wealthy, at the top of his profession, and in the public eye.

Leadership should be understood and displayed, must first and foremost recognize that it is not enough to be successful in the world's eyes.

Our materialistic world “provides the price tags,” giving value to the valueless while undervaluing the truly important. Accumulating things is highly prized in our society, as are status and fame. On the other hand, the truly important things of life often happen in quiet, private moments— moments of faith, family, and building relationships.

- Mentor leadership focuses on building people up and building leaders for the next generation.
- Mentor leadership isn't focused on self or solely on short-term goals like wins, championships, stock prices, or possessions; it is focused instead on the longer-term goal of bettering people's lives.

#### **Story of Sachin Tendulkar and his coach/mentor Mr. Ramakant Achrekar:**

Sachin Tendulkar, Vinod Kambli and many other test player have Mr. Ramakant Achrekar as their Coach/ Mentor. He was involved in creating talent in Sachin and other players.

Mr. Ramakant Achrekar used to put one rupee coin on the wicket when young players got tired and exhausted their stamina.

The rule was that anyone who got Sachin out would get the coin. However, if no body could do that, it was Sachin, the winner of coin. To win the coin, the tired Sachin needed to put a huge concentration in his batting.

This is an extra effort put by Mr. Ramakant Achrekar as a mentor and coach.

To Coach world class players the coach has to do his duty as Mentor. They build their confidence level to the greatest height.

In 1990, Mr. Achrekar was honoured with the Dronacharya Award for his services to cricket coaching. He was also honoured with Padma Bhushan and Lifetime Achievement award presented to him by then Indian Cricket Coach Gary Kirsten.

#### **Ram Krishna Paramhans and Swami Vivekanand**

- Vivakananda said — "All that I am, all that the world itself will some day be, is owing to my Master, Shri Ramakrishna."
- In ancient India many examples of Mentoring is cited:
- Lord Krishna was a mentor to Arjuna, when Arjuna tried to escape from battle field with different reasons. Then came the sermons from Lord Krishna in different form, so that Arjuna gets motivated. He cited the examples with Karma Yoga, Gyan Yoga and Bhakti Yoga. This was nicely described in Great epic GEETA.
- The GEETA is considered to be one big source for Mentoring even today.

#### **Dr. A.P.J. Abdul Kalam was asked by school children that who are leaders?**

Once Dr.A.P.J. Kalam went to a school. Children asked him about the true leaders. Dr Kalam replied in the form of a story. When he was heading Rocket division of ISRO (Indian Space Research Organization) Dr. Satish Dhawan was Chairman of ISRO. Dr Kalam was known as Missile man at that time. Once missile was tested near sea. This was a critical mission. There was mission failure. The responsibility was shared by Dr. Satish Dhawan before media personnel.

Next year the mission was repeated and it was successful. Dr. Satish Dhawan credited the achievement to Dr. A.P.J. Abdul Kalam before media personnel.

Dr. Satish Dhawan acted as mentor leader by accepting his responsibility when mission failed. Mentor leader shares the responsibility of failure whereas success was given to the team member.

This leads to morale boost up by mentor.

#### **Mentor Leaders in GE (General Electric) Context:**

- GE's global leadership institute at Croton Ville, Mentor starts his day with jogging in the jogging trail. With him about 20 young managers who were half of his age used to accompanying him.
- Launched in 2010, the Leader in Residence program is emblematic of a broader shift from prescriptive to collaborative learning taking place at Croton Ville and elsewhere.
- There are several various methods of matching a prospective mentee with an appropriate mentor.
- Mentor may have skills, expertise or connections that are of particular interest to the mentee..

### 3. QUALITY OF GOOD MENTOR

- A personal inventory can help mentor understand and evaluate the things that make him think.
- The continued willingness to examine our own lives is an essential part of becoming the mentors.
- Do not continue to struggle with baggage that only weighs any mentee down and hinders his progress.
- If mentee carry emotional baggage, it bothers, affects, and holds back.
- It takes a certain amount of time to prepare for a game, and once mentee prepared, extra time won't help-only execution will.
- If mentee start making excuses to cut out the things that are important because of urgent circumstances, it will become a habit.
- Our relationships and other commitments should leave us more fulfilled and energetic for our jobs and other important pursuits.
- We should surround ourselves with people whose strengths complement our weaknesses.
- Part of knowing our strengths and understanding our weaknesses is making a commitment to growth.
- Someone else's agenda cannot determine how mentee will achieve balance and order the priorities in his own life.

#### Action Steps for Mentor Leadership:

- Evaluate integrity: Are mentee actions consistent with mentor's words?
- Evaluate impact: Are mentor making lives better?
- Evaluate goals: Are mentor building relationships, or are mentor building a tower to climb to the top.
- Mentor leaders see the opportunity to interact with people- and build into their lives along the way –as part of the journey itself.
- How does mentor leadership style need to change so that people will flourish and grow around him?
- Do not look too far or too hard. The opportunity is right in front of mentor- at work, in mentor's family, or with a friend.
- From mentor's perspective, what is the difference between "Success" and "Good success"?

#### When is Coaching and Mentoring not Appropriate

Sometimes people do not really want coaching but technical advice. Many issues, such as time management, are very personal and require individuals to discover solutions for themselves. People can come to coaching looking for set answers to these kinds of issues, but there are not solutions that suit everyone, and the coach can only make suggestions.

If the person is expecting the coach to provide them with answers, and is not prepared to challenge him or herself, then coaching is unlikely to encourage the development of leadership skills. Furthermore, if coaching is not something that the leader feels as a need, but has been inflicted by someone else, then it is unlikely to succeed.

### 4. CONCLUSION

- } Coaching and mentoring can be useful leadership development tools.
- } The learning histories highlight that coaching and mentoring can make a significant difference in leadership and staff development.
- } But coaching and mentoring are not always effective in every situation. They will work only if there is a motive to change.
- } The person involved must have the will to change and the organisational support to do so.
- } Many capacity-building efforts that include a coaching and mentoring component fail simply because there are few good quality local coaches on hand to provide follow up.
- } We must also remain realistic about mentoring and coaching. They cannot solve all problems in organisations and leadership.
- } In short, we first need to understand the context clearly, and then work out with the client the most appropriate capacity-building solution

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