Mentoring and Coaching for High Performance

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A Mentor is a...........
Confidant, advisor, and perhaps even a friend who encourages one to recognize opportunities, take appropriate risks, avoid serious pitfalls, and realize one's full potential as a professional

Advantages for the Protege
- Receive encouragement and motivation
- Acquire relevant knowledge and skills
- Quickly climbs the learning curve
Advantages for the Organization

- Faster integration of new members
- Greater commitment and satisfaction of both proteges and mentors
- Higher productivity from proteges and mentors

Effective mentoring is based on......

- Mutual respect
- Trust
- Liking
- Ego-subjugation
- Positive Reinforcement

Coaching

Coaching is the day-to-day, hands-on process of helping employees recognize opportunities to improve their work performance. A coach analyzes an employee’s performance; provides insight as to how the performance may be improved; and offers the support and motivation necessary to achieve results.
Motivation
- How should a coach motivate?
  - By being an appropriate role model
  - By understanding and fulfilling needs
  - By identifying and setting lofty goals
  - By providing encouragement and corrective feedback

Being a Role Model
- Human behaviors are learned
- We learn behaviors of influential people
- Yes! You are influential
- So, walk the talk

Fulfilling Needs & Wants
- Physiological and emotional security
- Social interaction, Acceptance, Recognition
- Growth, Challenge, Meaning
Goal Setting

- Goals provide employees with tangible performance targets
  - Clarifies expectations
- Goals, not rewards motivate
  - Extrinsic rewards are not necessary

Goal Specificity

- Specific goals yield higher performance than general goals
- More specificity = Higher performance

Goal Difficulty

- BOHAGs lead to higher performance
- The more you expect the more you get
- Goals must be attainable and acceptable
Providing Feedback: Negative and Positive

- Behavior is externally controlled
- Learn from past behaviors
  - Behaviors which are rewarded tend to be repeated
  - Behaviors which are not rewarded tend not to be repeated

Reinforcement schedules

- Intermittent
  - Consequence is applied from time to time
  - Use to maintain desired behavior

- Continuous
  - Consequence is applied after every behavior
  - Good for quick learning
  - Is easily extinguished

Mentoring Skills and Behaviors

- Build Trust
- Interact with your protégé frequently
- Identify improvement opportunities
- Set goals and provide feedback
- Celebrate success and use failure to learn
- Create a climate of fun and inquiry