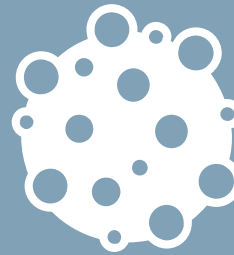




Global Reach



Speed & Delivery



Therapeutic Knowledge



Creative Solutions

Line Manager vs Mentor

PhUSE 2019

PPD[®]

Agenda

- + Understanding the terms
- + Why either?
- + The mentor
- + The line manager
- + Why both?
- + Summary

Understanding the Terms

+ Manager

- + A superior
- + Responsible for overall support
- + Identifies ability and potential
- + Encourages responsibility and personal development

+ Mentor

- + Experienced person in a specific task or skill
- + Offers targeted guidance and support

Why either?

- + Successful companies have motivated talented workforce
- + Development of employees must be a core objective of a company in a services industry.
- + Company can empower:
 - + Employee
 - + Line manager
 - + Mentor

The Mentor Relationship

- + Pre-agreed duration
- + Agenda targeting specific skill or task
- + Agree on goal or purpose in advance
- + Form of relationship is information passing from mentor to mentee

- + Both parties need to commit to the process
- + Trust built on:
 - + Mentor's knowledge or technical skills
 - + Visible buy in
 - + Openness and willingness to share
 - + Honesty of feedback
 - + Confidentiality

The Mentor Relationship - Who

A mentee can be:

- + Anyone with a desire to learn a new skill
- + New starter
- + Underperforming employee
- + Experienced employee

A mentor can be:

- + Person with experience/skill
- + Willing AND able to share
- + Committed to partnership

Selection of those involved is important



The Mentor Relationship – How it Should Work

- + First meeting to fact-find and build relationship
 - + Discuss
 - + Past experiences
 - + Communication styles
 - + Goals
 - + Time commitment
 - + Set out a “contract”
- + Mentor responsible for agenda and leads meetings
- + Assumes mentee has limited knowledge of task
- + Predominant communication is mentor giving information to mentee
- + Mentor offers solutions and advice
- + Style of communication can evolve toward coaching as mentee’s knowledge grows

The Mentor Relationship – Who Benefits

Mentee

- + Accelerated learning
- + Assists on the job training (70, 20, 10)
- + Extending professional network

Mentor

- + Extending professional network
- + Develop leadership/management skills
- + Visibility within senior management

Company

- + Ensuring skills/experience are shared and not lost
- + Cost saving vs each employee learning through trial and error
- + Encourage culture of development
- + Increased communication within or across departments

The Line Manager

+ Not all managers are the same!



Autocratic/Authoritarian

- + High productivity using power/ authority to dictate activity of team
- + Provides directions to be followed
 - + Can be successful in high-stress situations working toward singular goal
 - + Leads to one-dimensional team
 - + No emphasis on development
 - + De-motivating

Coaching/Servant

- + Aim to develop employee's skill and potential
- + Provides support and advice
 - + Provokes self-development of employee
 - + Motivates
 - + Encourages autonomy and responsibility
 - + Develops high-performing and efficient teams

The Line Manager – More Coaching, Less Managing

- + In reality, line manager should balance approach with emphasis on personal development of employee

Managing

- + Does the talking
- + Tells what to do/how to fix
- + Use assumptions
- + Focused on the outcome
- + Asks for explanations
- + Regular formal meetings

Coaching

- + Listens
- + Asks questions
- + Explores context
- + Focused on the process
- + Helps identify solutions
- + Flexible communication

- + Getting the balance wrong can lead to micro-management and demotivating the report

The Line Manager - Trust

"Majority of people trust a stranger more than their boss."

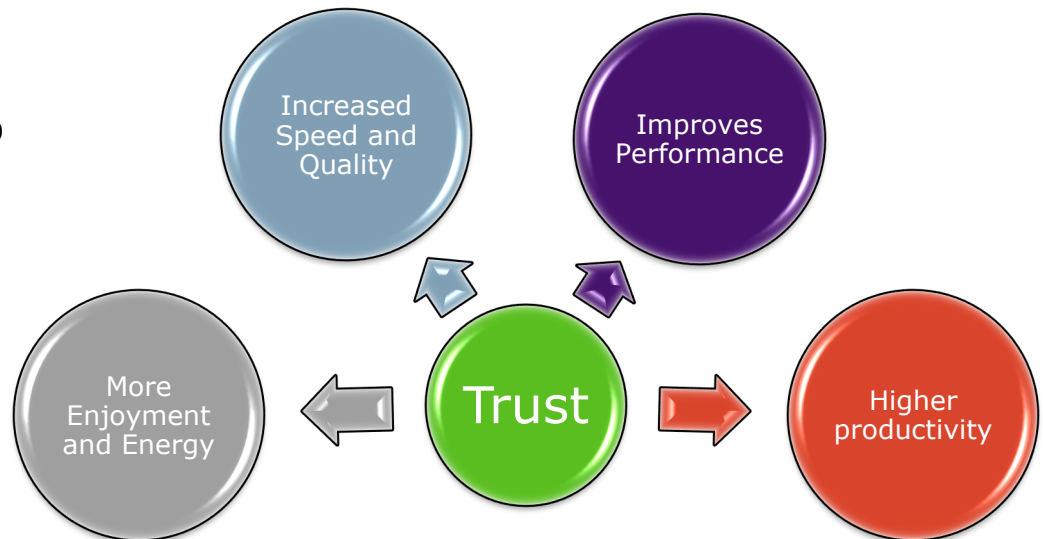
Harvard Business Review, June 2009

"65% of employees would prefer a better boss to a pay raise"

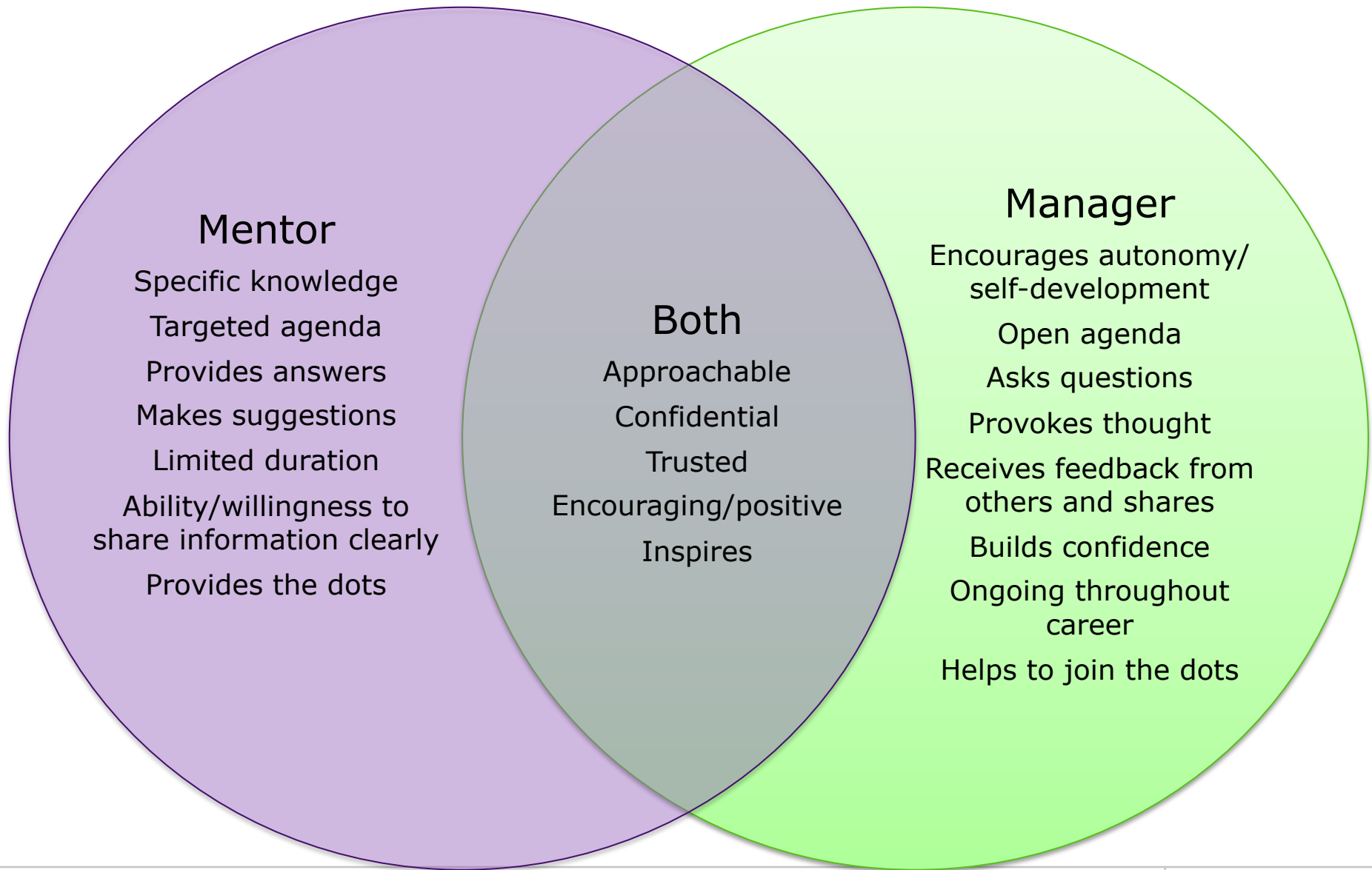
2012 study of 1,000 workers by NeuroLeadership Group

+ Trust built on:

- + Authenticity
- + Showing they care
- + Dedicate time to relationship
- + Transparency
- + Humility



Why Both? How They Fit Together



Why Both? How They Fit Together

- + Both roles could be covered by one person
 - + Still set agenda, timeline, etc.
 - + Separate from line management
- + Having different people assigned does have benefits
 - + Different perspective
 - + Professional network
 - + Separation of agenda
 - + Leadership opportunities shared

Summary

- + Turnover is expensive
- + Keeping people driven and motivated is key
- + Reliant on supportive leadership

- + Who benefits?
 - + Employee
 - + Manager
 - + Mentor
 - + Company

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