



Effective Coaching and Mentorship skills for leaders  
- Critical differences between a leader and a boss –  
the recommended option for organisation success

Presented By: Pauline Kiraithe

Founder and CEO Talentgurus@254



# THE ANNUAL LEADERSHIP CONVENTION

Theme: Mastering the art of self awareness, influence and resilience to create a lasting impact in leadership

DATE : 10<sup>th</sup> – 11<sup>th</sup> November 2020      Charges : Ksh.10,000 per delegate

**SPEAKERS**

 <b>Dr. (h.c.) Nelson Karia OGW MBS</b> Chairman, University Council, Africa International University; Chairman, Group Worldwide Bank, Board member, CIC Group & Kenya National Hospital.	 <b>Ms. Lynn Whitesell</b> Managing Partner of Harty Whitesell Consulting, LLC, Global Leadership and Talent Management Strategist, Certified Executive Coach.	 <b>FCPA Dr. Edward Odundo</b> Consultant, Chairman of the Public Service Superannuation Scheme, Kenya (PSSS), Board Member of Equity Group Holding Plc.	 <b>Ms. Jennifer Karina</b> Consulting Psychologist, Certified Professional Coach, Energy Leadership Master Practitioner.
 <b>Ms. Pauline Kiraithe</b> Double Global HR leader Executive Leadership Coach/Thought Leader	 <b>CPA Edwin Makori</b> ICPAK CEO & Secretary to Council	 <b>Ms. Polly Mwangi</b> Human Resources Specialist Trainer Mentor	

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# TalentGurus@254

Discovering Talent, Nurturing Growth



# Presentation Outline

- Introduction
- Leadership Defined
- Difference between a Leader and a Boss
- Demystifying Leadership
- The Notable 9 – Leadership Skills for the Future Leader
- Effective Coaching and Mentorship Skills for Managers

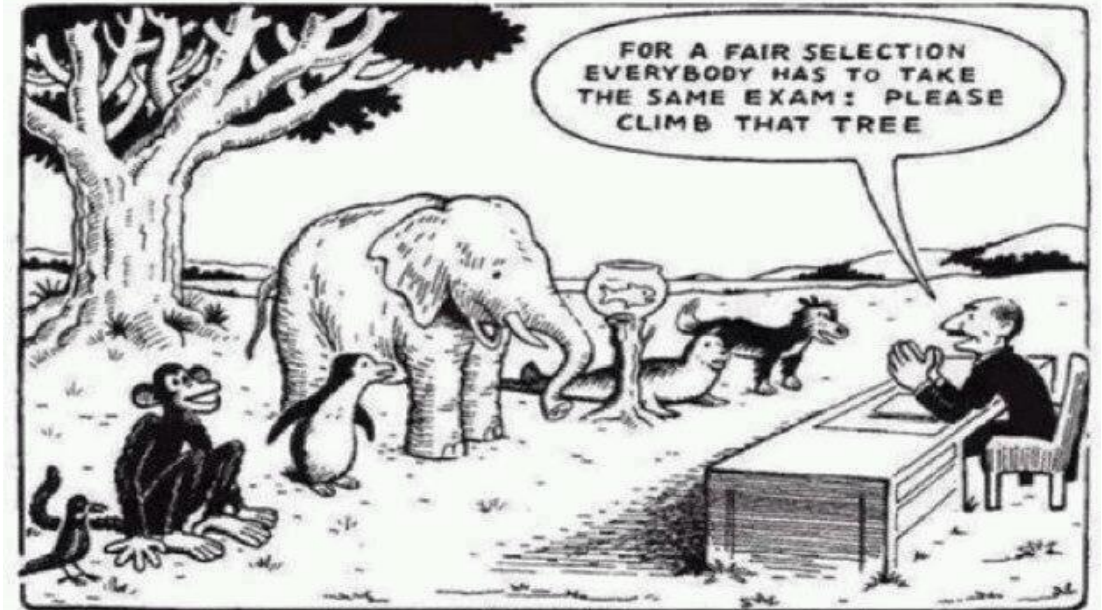


# Our Mandate

We believe **there is a genius** in everybody, as we are all endowed with unique natural talents and capabilities. At TalentGurus@254, we help you **unearth your genius!**

Through training, mentorship, coaching in our **bespoke leadership academy**, where we empower, enable tomorrow's leaders to live intentional, purposeful and productive lives.

**Do you want to bring out the genius in you?**



## Our Education System

*"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."*

*- Albert Einstein*



NUMBERS  
DON'T  
LIE







# People who hate their jobs!

87%

The Worldwide Employee Engagement Crisis  
GALLUP SURVEY, JAN 7, 2016



# Change of Mindsets





**“When you operate in  
your gift, you don’t  
have to be at the head  
of the table,  
for, wherever you sit  
or stand, the table  
will shift.”**





# Industry meets Classroom



# Vision Statement

To positively influence individuals **to discover and harness** their hidden and **real talents** so as to live purposeful and productive lives



discover and harness  
real talents



# Founder & Lead Consultant Background

## Pauline Kiraithe

**PAULINE KIRAITHE**

**Founder and Director Talentgurus@254**



- HR Practitioner for the last 25 years (21 years in corporate, 4 years in business consulting) managing and developing talent
- **Double Global Award Winner :**
  - 2017 Top 100 Global Training and Development Leaders at the WHRD Awards, Mumbai, India
  - 2020 Global recognition from Corporate Vision Magazine (UK) part as the Best Leadership and HR Consultancy in Adult Education.
- **HR Corporate Achiever.** Well managed career path. Got to Management level at 27 years, and Director level at 37 years
- Am passionate about **mentorship, coaching, career development, personal financial management, general management and leadership**
- Accomplished Organization and Behavior Change Expert, Training and Development Expert, Certified Executive Leadership and Career Coach



# Founder and Lead Consultant Background

## Pauline Kiraithe

- **Vast Industry exposure:** Worked in the NGO, Retail, Telecommunications and Media sectors. Have a good understanding on what skills are required in the marketplace for success
- **Education Background:** Bachelors in Education(KU), MBA (HR)(UON), PgDip. HR (KNEC),
- **Professional Qualification and Memberships:** Diploma Executive Coaching(UK), Diploma in Project Management, MIHRM, ICF Professional Coach, Certified Counselor
- Designed numerous leadership, Management and graduate trainee programs that has produced industry award winning talent and leaders in the East African Region
- Has the **knack of identifying peoples strengths** and nurturing them to be the best that they can be





# International Recognition – WHRD Congress 2017

## Global Top 100 Training and Development Leader Award





# International Recognition – WHRD Congress 2017

## Global Top 100 Training and Development Leader Award





# 2<sup>nd</sup> Global Recognition Award - Sep 2020



- Awarded the Best Leadership Training and HR Consultancy Award by **Corporate Vision Magazine (UK)** part of the **AI Global Media**, a B2B digital publishing group.
- Corporate Vision is dedicated to working around the clock to **shine a spotlight on the brightest, best performing and most deserving companies and individuals from the world.**
- They fiercely are passionate about recognising **achievement, game changing innovation and stellar performance** and all awards are tailored to provide detailed in-depth analysis of the best each market, industry sector and region has to offer. All winners are chosen on merit.





**TALENTGURUS@254**

Discovering Talent, Nurturing Growth



# we are 4

**4 YEARS • 1 PURPOSE • 1 LEADER • 30 COACHES TRAINED**

**21 COACH FACULTY • 1016 LIVES COACHED • OVER 20,000 DESTINIES INFLUENCED**

**ALL GLORY TO GOD**





# Ignite Youth Leadership Program



ARE YOU A HIGH SCHOOLER WONDERING WHICH CAREER TO PURSUE?  
ARE YOU IN UNIVERSITY AND DON'T FEEL MOTIVATED IN THE COURSE YOU ARE DOING?  
ARE YOU ON YOUR FIRST JOB, LOOKING FOR A LIFE GAME PLAN?

## Ignite youth leadership program

**Youth leadership Program**  
8 Modular life skills program (40 training hours)

Dates: 24 – 29 April 2017

**Career Selection Statistics**

**Do you know that?**

66% of Kenyans ended up in wrong careers  
27% have not thought about their careers  
And only 7% end up in the right careers  
(MOE 2007).

There is a cost to this misalignment – results in unmotivated people, low productivity, lack of creativity and drive.

### Course Highlights

- Y Self-Discovery
- Y Talent identification
- Y Career Assessment and Coaching
- Y Mentorship
- Y Leadership
- Y Money Matters
- Y Future Planning amongst others.

### Contact Details:

Davlan House, Riverside Lane  
Off Riverside Drive  
To enroll find us on  
Tel: +254726340350 / +254708234343  
Email: [info@talentgurus254.com](mailto:info@talentgurus254.com)  
Website: [www.talentgurus254.com](http://www.talentgurus254.com)  
    @TalentGurus254

- Youth between 12 – 25 years
- 12 modules program
- Self Leadership skills – life skills not taught in school but required in life
- Can be taught in a staggered and accelerated formats



# Gen Z Ignite Career Summits

## Gen Z\* Ignite Career Summit 29<sup>TH</sup>-30<sup>TH</sup> NOVEMBER

Come learn how careers and success is made

Riara University // Investment: Ksh. 3,500  
Who should come? Ages 12 - 18 years

### Conveners



**Pauline Kiraithe**  
Founder / Director  
Talentgurus@254



**John Wali**  
Executive Director  
Junior Achievement Kenya

### Guest Speakers



**Maggie Ireri**  
CEO TIFA



**Jalang'o**  
Creative



**Connie Aluoch**  
Fashion Entrepreneur



**Job Njiru**  
Customer Experience Director  
KCB



**Teddy Muthusi**  
Creative Partner Scanad



**Wycliffe Omondi**  
Buypass Director



**Ferdinand Omondi**  
BBC Africa -  
Kenya Correspondent



**Irene Kimani**  
Commercial Director,  
Standard Media Group



**Lucy Kaburia**  
Head International Sales  
and Market Development, TATA



**Joy Wanja**  
Multiple award winning  
Journalist

Powered By  **TalentGurus@254**  
Discovering Talent, Nurturing Growth  
(Knowledge Partner)

Combined 40 years experience in talent development



Contacts:  
Talentgurus Office  
Tel: 0715335189

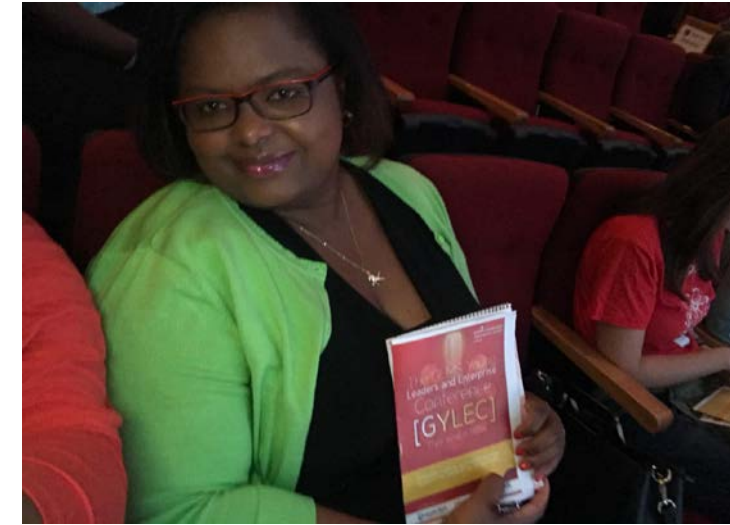
Payment Details: Paybill No.752567 // Account No: both names // Account Name: Talentgurus Ltd

*Bidii ni lazima!*





# Mentorship and Industry Talks



**BRIGHTER MONDAY**  
HR FORUM

## EMPLOYEE RETENTION FOR THE REVOLUTIONIZED WORKPLACE

**DATE:** Friday, 23<sup>rd</sup> March 2018  
**TIME:** 8:00 AM to 4:00 PM  
**VENUE:** Fairmont The Norfolk  
**FEE:** KES 6,000

**TO RSVP  
CALL: 0724 386 818**

 Earn 2 CPD points

  
Pauline Kiraithe

  
Muriithi Ndogwa

  
Sean Masingham

  
Martin Oluor

  
Margaret Ireri

  
Joshua Mwanuki

  
Dorothy Ooko





# Industry Goes Back To The Classroom!

Industry Experts Session Cohort 2

Mpesa Foundation Academy

Sunday 10th March 2019



**Pauline Kiraithe**  
Convener  
Founder/Director Talentgurus@254  
HR Consultant/Executive and Career Coach



**Dr. Kizzie Shako**  
Police Surgeon  
(Forensic Medical Practitioner)



**Ferdinand Omondi**  
BBC Africa Correspondent  
(Journalist)



**Laban Cliff**  
Deputy Director  
Communications,  
Presidential Delivery Unit  
(Communication Expert)



**Micheal Kwinga**  
Chief Pilot and Ag Head of  
Ops JamboJet  
(Pilot)



**Wycliffe Omondi**  
Co-founder and CFO Buupass  
(Entrepreneur)



**Connie Aluoch**  
Founder/Director  
Connie Styling  
Management  
(Entrepreneur)



**Job Njiru**  
Customer Experience  
Director KCB  
(Customer Service Practitioner)



**Nancy Ikahu**  
Enable Advocacy  
(Marketing  
& Communication  
Professional)



'As iron sharpens iron, so one person sharpens another.'  
Proverbs 27:17

## Industry goes back to Classroom 10/3/2019



Ferdinand Omondi, BBC  
Africa Correspondent



Dr. Kizzie Shako,  
Police Surgeon, Forensic  
Medical Practitioner)



Connie Aluoch,  
Fashion Stylist



Laban Cliff,  
Communications Expert





# 2019 Cohort 2 Career Coaching Graduation Ceremony





# Cohort 3, 30/7/2019 Social Media Use and Personal Branding Graduation Ceremony





## Other Customised Programs – Professional Program



**TalentGurus254**  
Discovering Talent, Nurturing Growth

# Ascend

## Self Leadership Program

A transitional career team coaching program



*Just like the eagle  
we rejuvenate and we rise up again*

Do you feel stuck, beaten, confused?  
Wondering, what's next for your career in this 4 IR?  
Wondering how to remain relevant?



**Pauline Kiraithe**  
Founder / Director TG  
Double HR Global Award Winner  
25 years Experience developing talent  
Executive/ Career/ Team Coach  
Over 1000 Individuals coached  
In-house faculty of 30 career coaches

**Dates - Saturdays:**  
7, 14, 21, 28 November 2020  
**Time :** 9:00 a.m - Noon

**Register via ZOOM**  
Register in advance for this meeting using:  
<https://us02web.zoom.us/j/84206182061>

**Key learnings:**  
Managing self in change  
Connecting self to your career  
You are a Brand  
Developing your career resilience

To enroll Find us on:  
[info@talentgurus254.com](mailto:info@talentgurus254.com)  
0726 340350 | 0708 234343

    TalentGurus254  
[www.talentgurus254.com](http://www.talentgurus254.com)

Register by sending an email to:  
[info@talentgurus254.com](mailto:info@talentgurus254.com)  
Or call 0726 340250 or 0715 335 189

**Cost:**  
Ksh. 20,000

**Time to take charge of your career**



# Ascend

Women Series

Leadership Dialogues  
(Corporate Sector)



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Discovering Talent, Nurturing Growth



## Demystifying the journey to Leadership Power of Intentionality

LIVE WEBINAR



HOST

**PAULINE KIRAITHE**

CEO Talentgurus @254  
Double Global Award Awardee  
Executive Leadership/Career Coach



Tuesday  
27<sup>th</sup> October 2020



7.00 pm - 9.00 pm

To enroll Find us on:  
[info@talentgurus254.com](mailto:info@talentgurus254.com)  
0726 340350 | 0708 234343

Upon registration, we will share  
the login details



PANELIST

**JOANNE MWANGI  
- YELBERT**

CEO, PMS Group Africa  
Chair, COMESA FEMCOM



PANELIST

**MAGGIE IRERI**

CEO TIFA Research  
Awarded Marketing society Warrior  
Award (MSK chair for 4 years)  
Listed twice Top 40 under 40 Women

*The best way to predict  
the future is to create it*  
- Abraham Lincoln

**FREE**

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# Our Offering



**TALENTGURUS@254**  
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## What we do best

### **HR & Organisation Development Consulting**

### **Coaching**

Executive Leadership, Career Coaching, Transition Coaching

### **Training**

Areas of Focus Performance Management, Leadership and Management

### **Staff Motivational Talks**

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- Ignite Youth Leadership Program
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*'As iron sharpens iron, so one person sharpens another.'*  
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Topic: Effective coaching and mentorship skills for leaders

Critical differences between a leader and a boss – the recommended option for organisation success

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# Presentation Outline


- Definition of Leadership
- Difference between a Leader and a Boss
- Leadership Demystified
- The Leadership Skills of the Future – The Notable 9
- Effective Coaching and Mentoring Skills for Leaders



# Definition - Leadership Skills

- Leadership is about *getting people to submit* themselves to, and follow an individual
- Leaders help themselves and others to *do the right things*. They set direction, build an inspiring vision, and create something new.





“**LEADERSHIP  
IS THE CAPACITY  
TO TRANSFORM  
VISION INTO  
REALITY.**”

Warren Bennis



# Difference between a Leader and a Boss

## THE DIFFERENCE BETWEEN

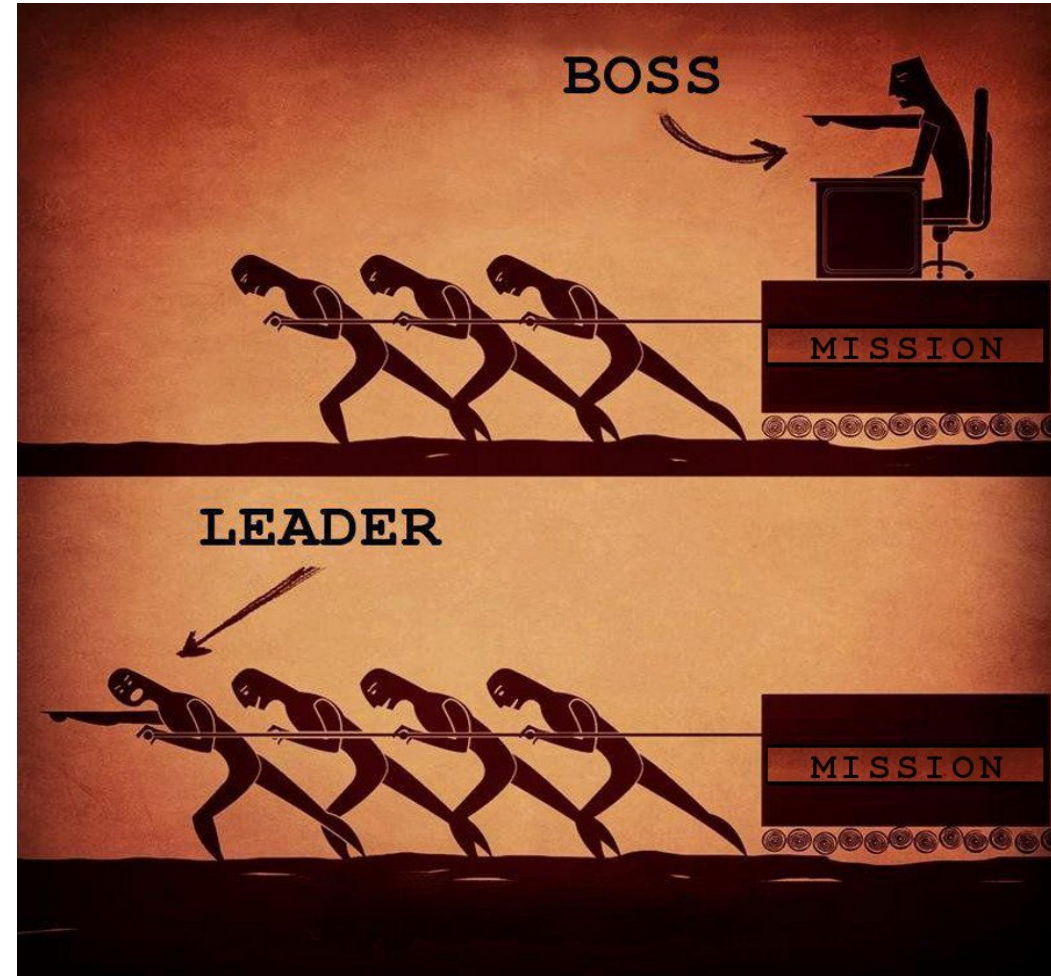
### BOSS

Demands  
Relies on Authority  
Issues Ultimatums  
Says "I"  
Uses People  
Takes Credit  
Places the Blame  
Says "Go"  
My way is the only way

### LEADER

Coaches  
Relies on Goodwill  
Generates Enthusiasm  
Says "We"  
Develops People  
Gives Credit  
Accepts Blame  
Says "Let's Go"  
Strength in Unity

FB/DavidAvocadoWolfe





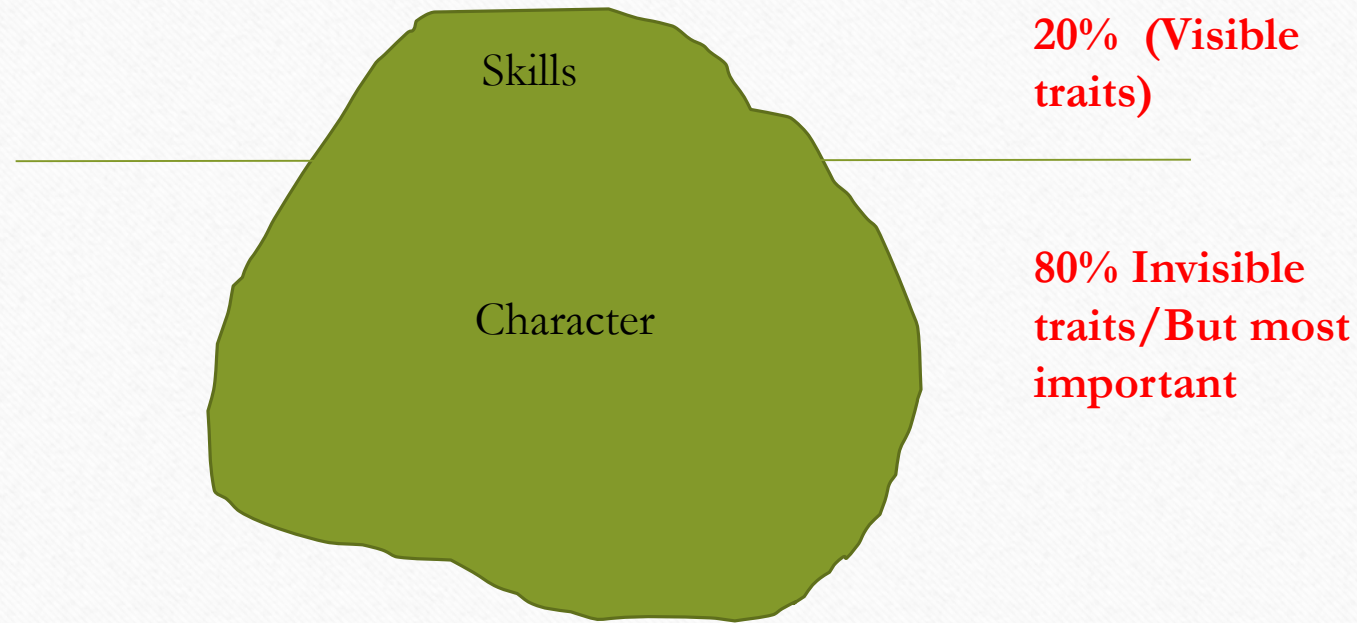


# What Matters – The Iceberg

- The traditional belief about leadership is if my team **is hitting targets** and the work is getting done, then I am doing a good job leading
- Unfortunately this way of thinking **may not be sustainable** in the long run as the team members **aren't bought in/fully engaged**



# The Iceberg Paradox



**Leadership Model:** Skills make up 20% of the leadership competencies while Character makes up 80%. Character is what determines 'what kind of leader you can be'.

Key to Leadership is to **SERVE**



# SERVE

## S- See the future

- Leaders need to have a **compelling vision** on where they want their teams to go. You need to sell your vision to your teams.
- This **passion** needs to be stirred amongst your teams members
- **Heads Up Vs Heads Down Challenge**
  - **Heads Up Activities** : deal with strategy, vision and direction of the team
  - **Heads Down Activities**: deal with the implementation of the vision
  - Let your teams assist you with the 'heads down' activities to ensure the vision/strategy is thought about and is implemented



# SERVE

## E – Engage and develop others

- Leaders need **to leverage on the strengths** of their people and ignore their weaknesses
- Leaders need to **know their people personally**
- To ensure **Staff Engagement**;
  - Recruit the right people for the job
  - Engage the heads and hearts of the people



# SERVE

## R – Reinvent Continuously

- It's the leaders responsibility to **steer his team in the ever-changing new waters**. Change is constant and it's the leaders responsibility to ensure his team stays ahead of its game
- A leader **never stops learning**
- **Reinvention** should take place at 3 levels –
  - At the people level
  - At the processes level
  - At the structure of the organization level
- Leaders should continuously look at their teams, work processes and see the best ways of getting the work doing in an easier, cheaper and faster manner.
- Work processes need to reviewed continuously to ensure that what is being done is core and necessary to the team





# SERVE

## V- Value Results and Relationships

- Listen
- Invest time
- Care deeply
- Accentuate the Positive
- Are your team members engaged? **Engagement is where staff will give you their 'hands, bodies and minds'.** Are they passionate about what they are doing? Do they go the extra mile....
- 'People will not give you their hand until they can see your heart' John C. Maxwell



# SERVE

## E – Embody the Values

- Trust is key. **A leader must gain the trust of his people.** If you don't have trust of your people, then you will never get to tap into your teams real potential
- The only way you will gain their trust is **through your credibility** – do you do as you tell them to do?....







# Leadership Skills to succeed in the Future of Work

## Mindsets:

- **Explorer:** Become a perpetual learner, be curious and focus on agility and adaptability
- **Chef:** Learn how to balance humanity and technology
- **Servant:** Serve your leaders, your team, your customers and yourself by being humble and vulnerable
- **Global Citizen:** Surround yourself with different people and look at the big picture



# Leadership Skills to succeed in the Future of Work

## Skills:

- **Futurist:** Look towards the future and think through different scenarios
- **Yoda:** Practice emotional intelligence and empathy
- **Translator:** Develop listening and communication skills
- **Coach:** Motivate and engage others and create effective teams across geographies and generations
- **Technology Teenager:** Embrace new technology and be tech-savvy





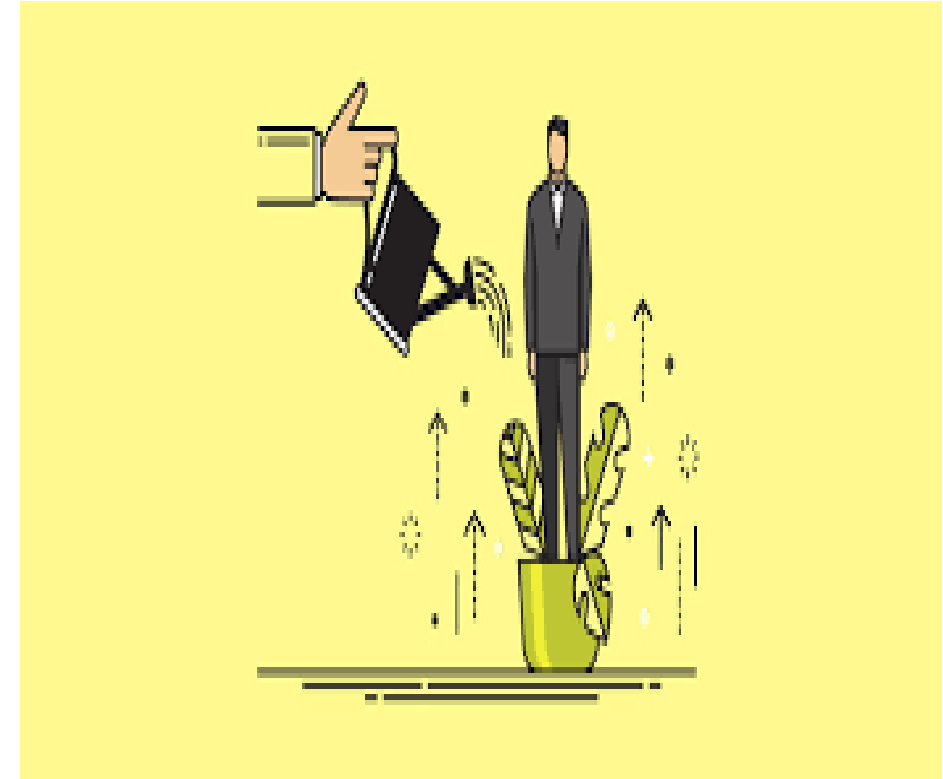


# Effective Coaching and Mentorship Skills for Managers



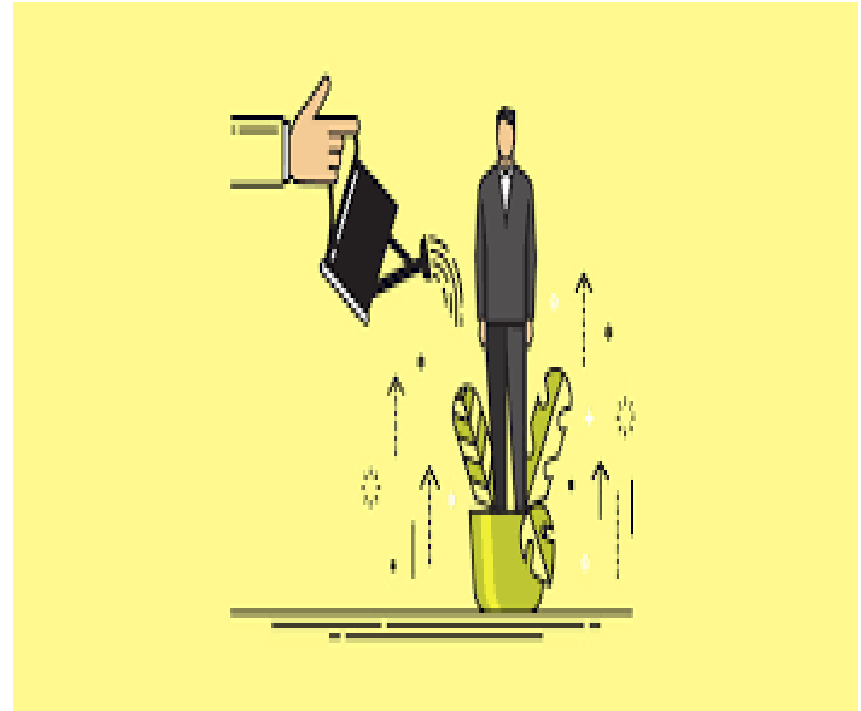
# Terminologies in the Learning Process.....(i)

- **Coaching** - *A deep learning partnership* with systematic steps to **empower the coachee** to gain courage, capabilities and commitment to achieve fulfilling goals
- **Training** - Is *skill based*, focus on skill deficiency, rarely involves feedback and relies on providing answers



# Terminologies in the Learning Process.....(ii)

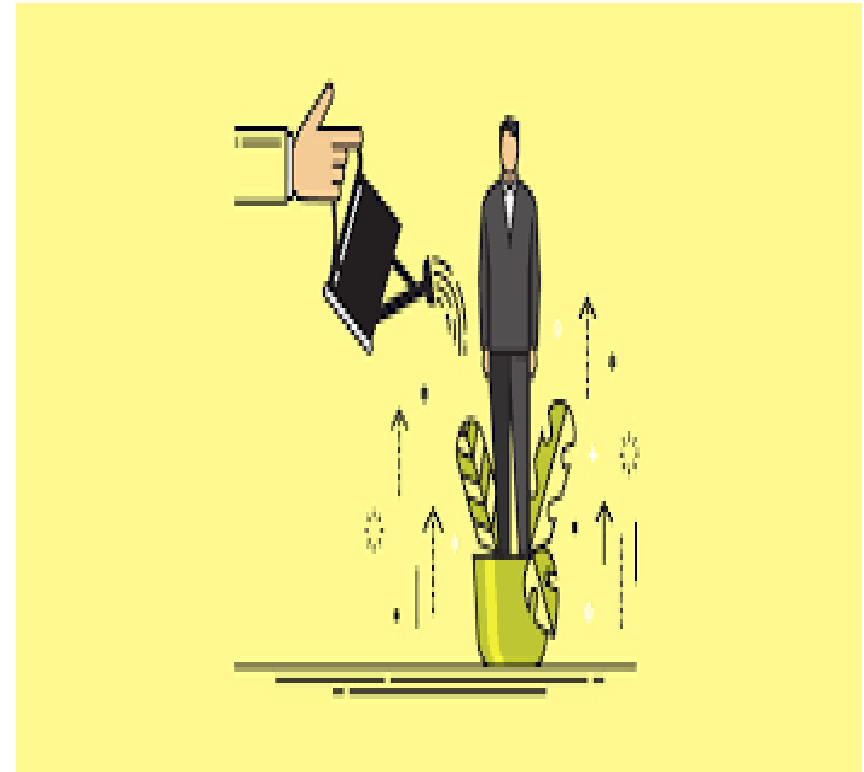
- **Mentoring** - *Is skills-based*, focus on a specific area that **involves passing on wisdom and experiences**, relies on giving advice
- **Consulting** – Its *solution based*, provides answers to the persons problems, **uses advice and provide a pre-fixed game plan**





# Terminologies in the Learning Process.....(iii)

- **Therapy** – Is *treatment based*.  
Corrects or treats disorders. Relies on giving instruction
- **Counselling** - *Listening to people issues*, reflecting and recalling the past, journaling to capture past moments to unlock the individual for present and future performance



# Key Distinctions

	Coaching	Counselling	Mentorship
1	Expertise resides in the <b>coachee</b>	Expertise resides in the <b>counsellor</b>	Expertise lies within the <b>mentor</b>
2	Assumes the person being coached is <b>healthy and functional</b>	Assumes <b>some illness</b> in the person being counselled	Assumes <b>similar experience</b> between mentor and mentee
3	Orientation of the conversation is on the <b>present to the future</b>	Orientation of the conversation is from the <b>past to the present</b>	Orientation is based on <b>mentors past and mentees future</b>
4	Anticipated results are <b>new awareness and intentional action</b> by the person being coached	Anticipated results are <b>acceptance and understanding</b> for the person being counselled. As well as <b>healing</b> .	Anticipated results are for the mentee to <b>apply the mentors advice for greater success</b>

# Definition

- **Coach** - A formally trained professional from an established coach-learning institution with the **passion, commitment and competencies** to support the coachee, using a **non-directive method** that **builds their self confidence and self belief** to achieve the goal you want







# Definition

**Coaching** – A personalised and confidential engagement between the coach and coachee for duration for 1 – 1.5 hrs to **achieve an agreed agenda** and an end goal that they desire to achieve



# Power of Coaching.....(i)

- Accelerates **high performance**
- Ability to help people **discover their true potentials**, tap on them and strengthen their resolve to achieve bigger wins in any area of their lives



# Power of Coaching....(ii)

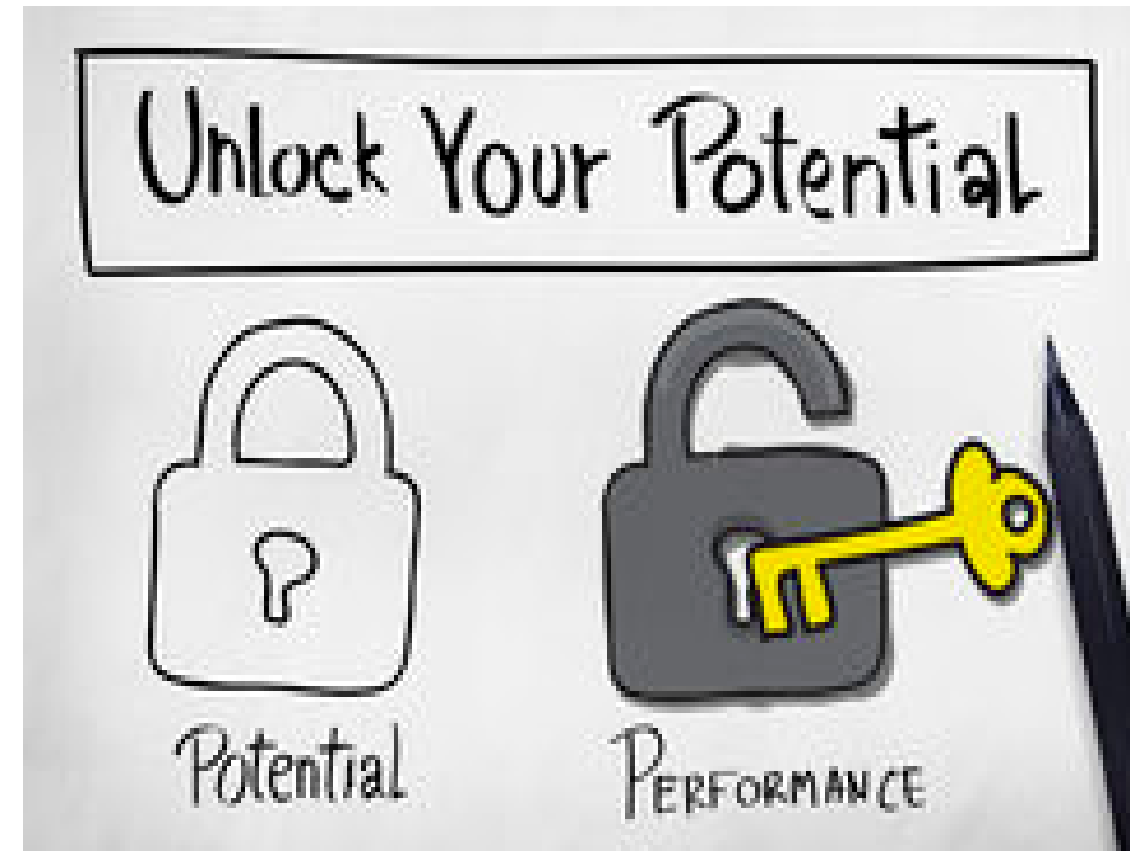
- Those with coaching skills have **an edge over** those without as they are able to **persuade and inspire themselves** and others to make positive changes in their lives forever
- Helps people to **win their inner game** where they can remove their self-limiting beliefs and thereafter **set forth an empowering journey**





# Role of a Coach.....(i)

- Coaches are **multi skilled people builders** – Play multi-roles - partner, friend, confidante, teacher, mentor, critic and cheer leader.
- They are true partners in the change journey.
- They believe that their coachees **have a solution in them.**



# Role of a Coach.....(ii)

- It's a **highly empowering process** – its a facilitative method of **powerful questioning, deep listening, brainstorming, challenging and even silencing**
- Elevates coachees to gain **higher self awareness** of their true potentials and then strategically stretch them to **get out of their comfort zone** to experience a whole new world of opportunities



# Role of a Coach.....(iii)

- Are **deep learning partners** for they work more on the inside of the person where their beliefs, emotions and feelings are stored
- Are **role leaders** who can powerfully connect and inspire people because they walk their talk





# Coaching Competencies

- Active Listening
- Powerful Questioning
- Create Awareness
- Planning and Goal setting
- Designing Actions
- Managing Progress & Accountability







"Mentoring is a brain to pick, an ear to listen, and a push in the right direction."







# Mentors Defined

“Mentors are **guides**. They lead us along the journey of our lives. We trust them because they have **been there before**. They **embody our hopes**, cast light on the way ahead, interpret arcane signs, warn us of **lurking dangers** and point out unexpected delights along the way”

**L.A. Doloz**





# Who is a Mentor

- A **wise and trusted** guide
- A career friend, **knowledgeable** about the field
- **An adviser/counselor**
- Is simply someone who **helps someone else learn something** that the learner would otherwise have learned less well, more slowly or not at all
- Is someone such as a teacher, supervisor, co-worker or friend who either knows more than you or has more experience than you, is an inspiration



# Modern Day Definitions of a Mentor

- Coach,
- Adviser,
- Guide,
- Confidant,
- Teacher,
- Role model,
- Counselor,
- Friend,
- Consultant,
- Critic,
- Advocate





# Characteristics of a Good Mentor

- Are willing to share their personal and professional experiences
- Offer support in a non-judgemental way
- Are skilled, experienced and knowledgeable
- Give sound advice
- Listen well
- Ask relevant questions
- Encourage successful behavior
- Challenge you
- Are passionate
- Open doors





# Parting Shot.....

**‘Everyone can be great because everyone can  
serve’**

Dr. Martin Luther King Jr.





# Our Offering



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**DATE : 10<sup>th</sup> – 11<sup>th</sup> November 2020** **Charges : Ksh.10,000 per delegate**

**SPEAKERS**

 <b>Dr. (h.c) Nelson Karia OGW MBS</b> Chairman, University Council, Africa International University, Chairman - Group Microfinance Bank, Board member - CIC Group & Kenya National Hospital	 <b>Ms. Lynn Whitesell</b> Managing Partner of Harris Whitehead Consulting, LLC, Global Leadership and Talent Management Strategist, Certified Executive Coach	 <b>FCPA Dr. Edward Odondo</b> Consultant, Chairman of the Public Service Superintendence Scheme, Kenya (PSSS), Board Member of Equity Group Holding Plc.	 <b>Ms. Jennifer Karina</b> Consulting Psychologist, Certified Professional Coach, Energy Leadership Master Practitioner
 <b>Ms. Pauline Kiraithe</b> Double Global HR leader Executive Leadership Coach/HR Thought Leader	 <b>CPA Edwin Makori</b> ICPAK CEO & Secretary to Council	 <b>Ms. Polly Mwangi</b> Human resources Specialist Trainer/Mentor	

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Critical differences between a leader and a boss – the recommended option for organisation success

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