



LEADERSHIP AND INTEGRITY WORKSHOP

Virtual Forum

*"A Leader and a boss: Where do we draw the line?
Leading by Mentoring"*

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Content



- ❖ Objectives
- ❖ Introduction
- ❖ Overview
- ❖ Question and Answer
- ❖ Conclusion

A close-up photograph of a wooden block with seven white tiles arranged in a row. Each tile has a letter and a subscript number: C₂, O₂, N₁, T₂, E₁, N₁, T₂. The tiles are slightly raised from the wooden surface.

C₂ O₂ N₁ T₂ E₁ N₁ T₂

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Objectives

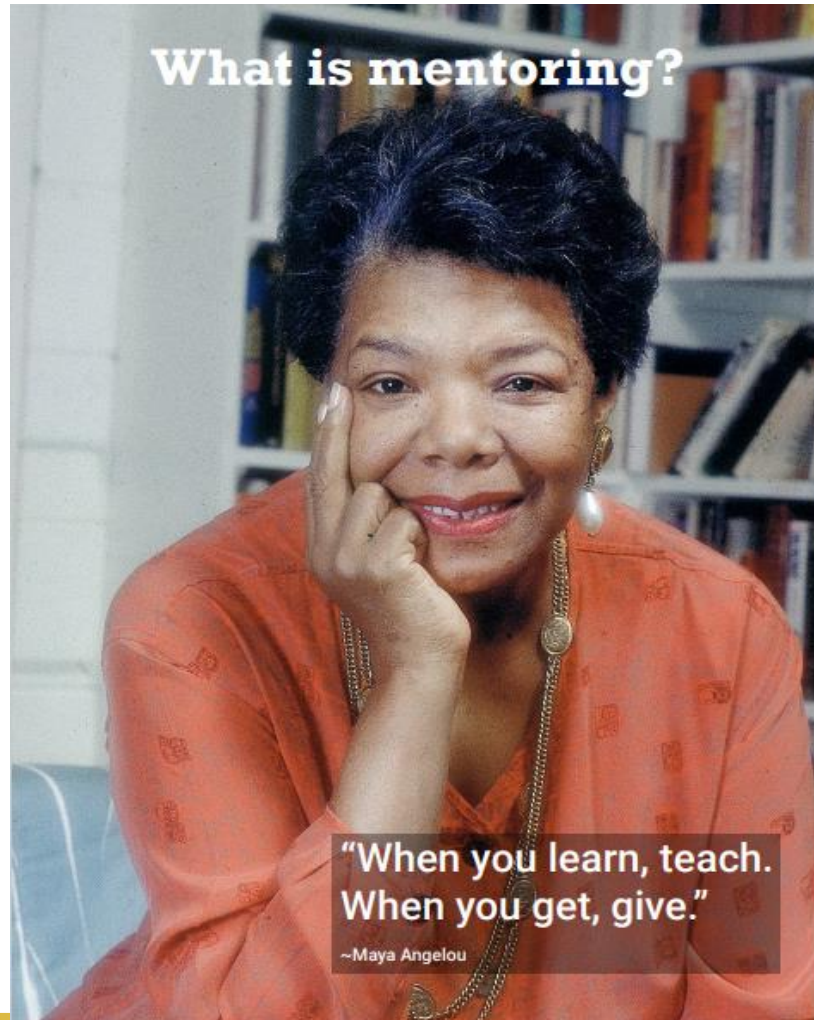


By the end of this session, the participants will be able to:

- 1. Explain** what Mentoring is
- 2. Understand** the role of a Boss and that of a Leader
- 3. Highlight** the components of the Mentorship Process /
journey
- 4. Share** experiences

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What is mentoring?



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Mentoring



Mentoring is a **cost-effective** means of supporting long-term sustainable development. It strengthens networks and builds social capital. It provides a **supportive framework** for entrepreneurs and leaders to set and achieve their goals, unblock that which holds them back and thrive.

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Effective Mentorship



Effective mentoring is outcome-oriented, produces measurable results and focuses on all of the building blocks needed to develop a sustainable mentoring relationship.

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Example:

Start Here!



- - Confident
- -
- -
- -

- - Practise pitching
- -Conduct Research
- -
- -

- -Investments
- -
- -
- -

In order to **DO**
this, I need to **BE**:

In order to **HAVE**
this, I need to **DO**:

My Mentoring Engagement

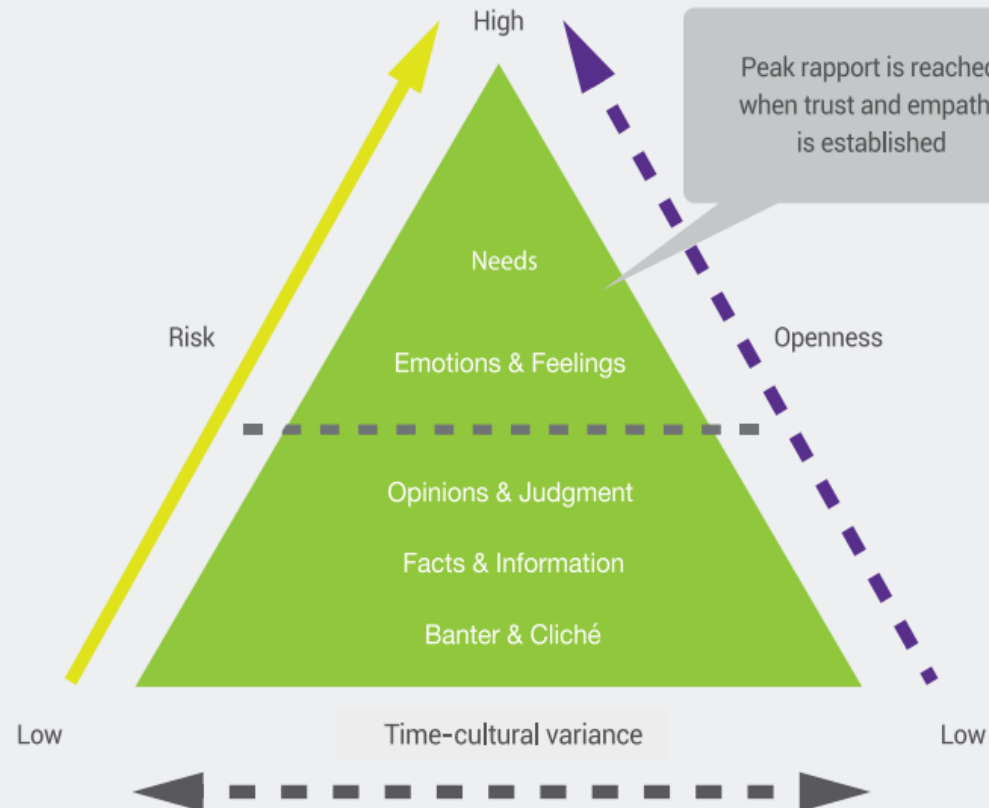


"I'm very conscious of the fact that you can't do it alone. It's teamwork. When you do it alone you run the risk that when you are no longer there nobody else will do it."

~Prof. Wangari Maathai | First African Woman Nobel Prize Laureate

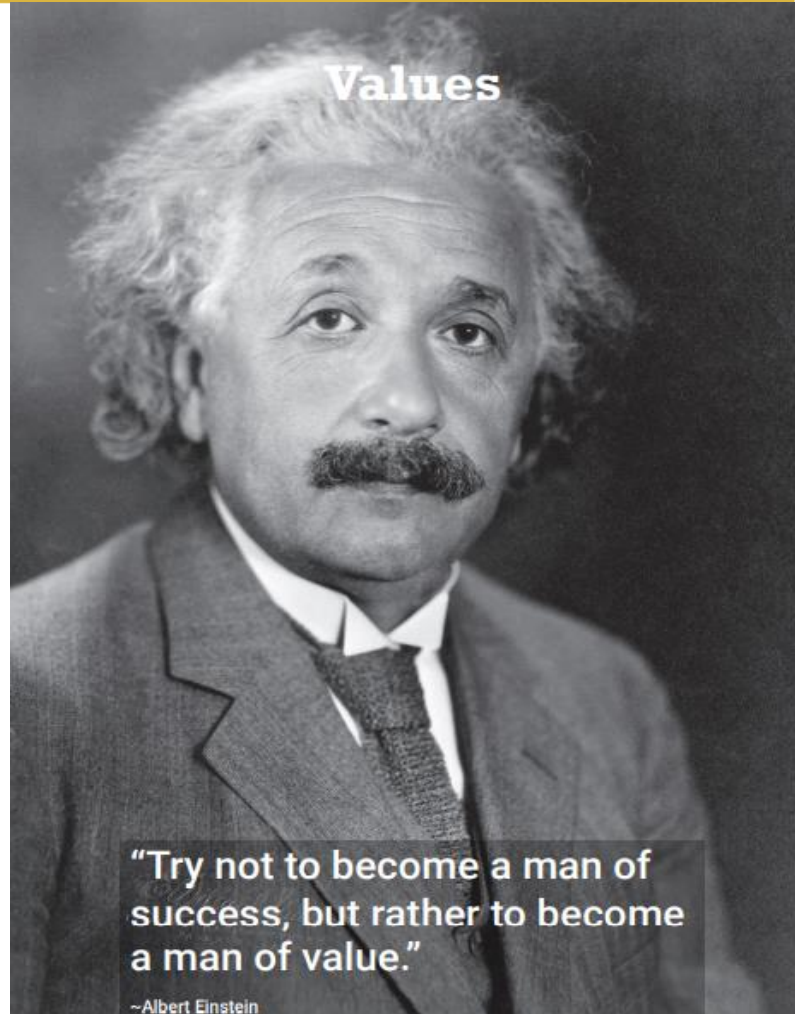
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Opening Up



Source: Barnes, P., *Theory into practice: The complete practical theory of outdoor education and personal development*, 1997

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Mentorship



Critical Skills;

1. Active Listening

This does not only mean hearing the words of the mentee, it is broader and deeper. It focuses on everything that surrounds and accompanies the mentee's words: their emotions, energy levels, body language, pauses and intonation. You, as a mentor, are listening to understand the mentee's positive and limiting beliefs, motivations and fears.

Mentorship Cont'd



1. Active Listening Involves;

- Being self aware as the listener
- Being non-judgmental / having neutral feelings as the listener
- Observing body language
- Listening for feelings (Emotional Intelligence)
- Listening to the deeper messages in the content
- Questioning and;
- Reflection

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Mentorship Cont'd



The Power of Silence

- ❖ A key skill to master as a mentor is the use of silence. Being comfortable with holding the space to allow the mentee to reflect and think is extremely powerful within a mentoring conversation.
- ❖ An effective mentor will be listening actively to notice when the mentee appears to be reflecting on thoughts or ideas.

Silence deepens the conversation.

Mentorship Cont'd



2. Questioning

Asking thoughtful and thought-provoking questions facilitates self reflection and self-development on the part of a mentee. Critical to this skill is a mentor's awareness that it is not his/her role to solve problems for the mentee or to do the work for him/her. It is the mentor's role to provide guidance and support so that the mentee can come up with solutions him/herself and take the steps necessary to progress along the path which he/she has chosen.

Mentorship Cont'd



The types of questions to use are:

Open-ended questions: Who? What? Where? When? How? Tell me about...?

Probing questions: Open-ended questions that go deeper into the topic being explored.

Closed questions to check something: is it a or b?

NOTE: Closed questions must be used carefully or they will close down the dialogue and make it more likely for advice to be shared.

Mentorship Cont'd



Questions to Avoid;

Leading questions (did you...? do you think...?) unless you have already asked them for the options on hand and are offering a number of other perspectives.

Multiple questions: Two or more questions asked together.

Mentorship Cont'd



Effective feedback is...

- Given for a good reason
- Specific and descriptive (*provides an example*)
- When the recipient is able to understand it
- • Given at the appropriate time (*usually right after observation but in an appropriate setting and through an appropriate channel*)
- Open to discussion
- A balance of positive and negative

Mentors should NOT



- ❖ Preach to the mentee and force them to write down your words
- ❖ Think you know better than the mentee and you know what is best for them
- ❖ Be the wisest and play the mentee's teacher
- ❖ Remind the mentee how lucky they are to have you as a mentor
- ❖ Decide on the topic, time and how the mentee will talk about any issue
- ❖ Do the legwork and give them all of the answers

Feedback



The WEK Model

W - What went well

E - Even better if

K - Keep on doing

Be - Do - Have

***You need to BE before you DO and
DO before you HAVE.***

**“The size of your dreams must
always exceed your current
capacity to achieve them. If
your dreams do not scare you,
they are not big enough.”**

~Ellen Johnson Sirleaf

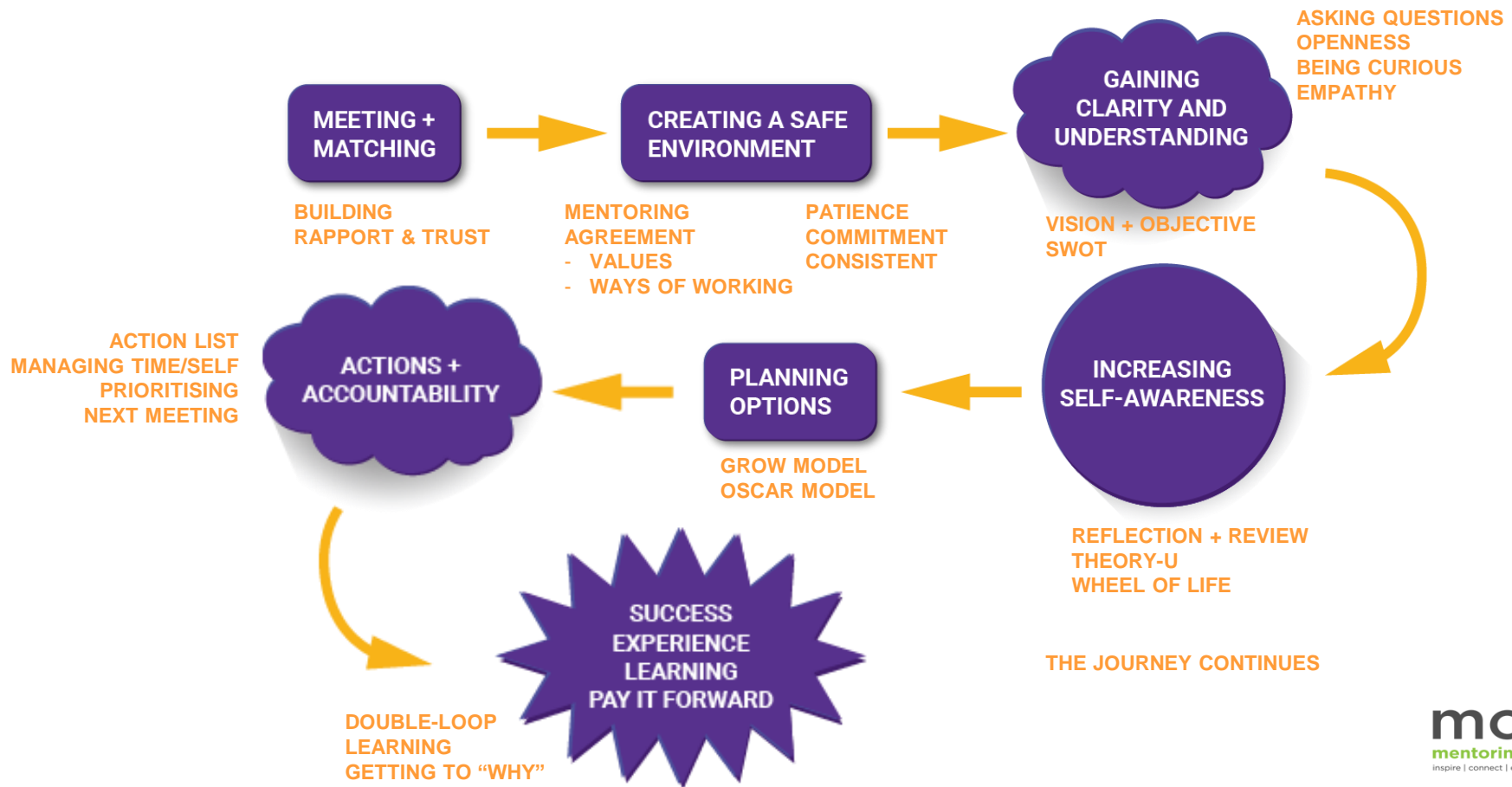
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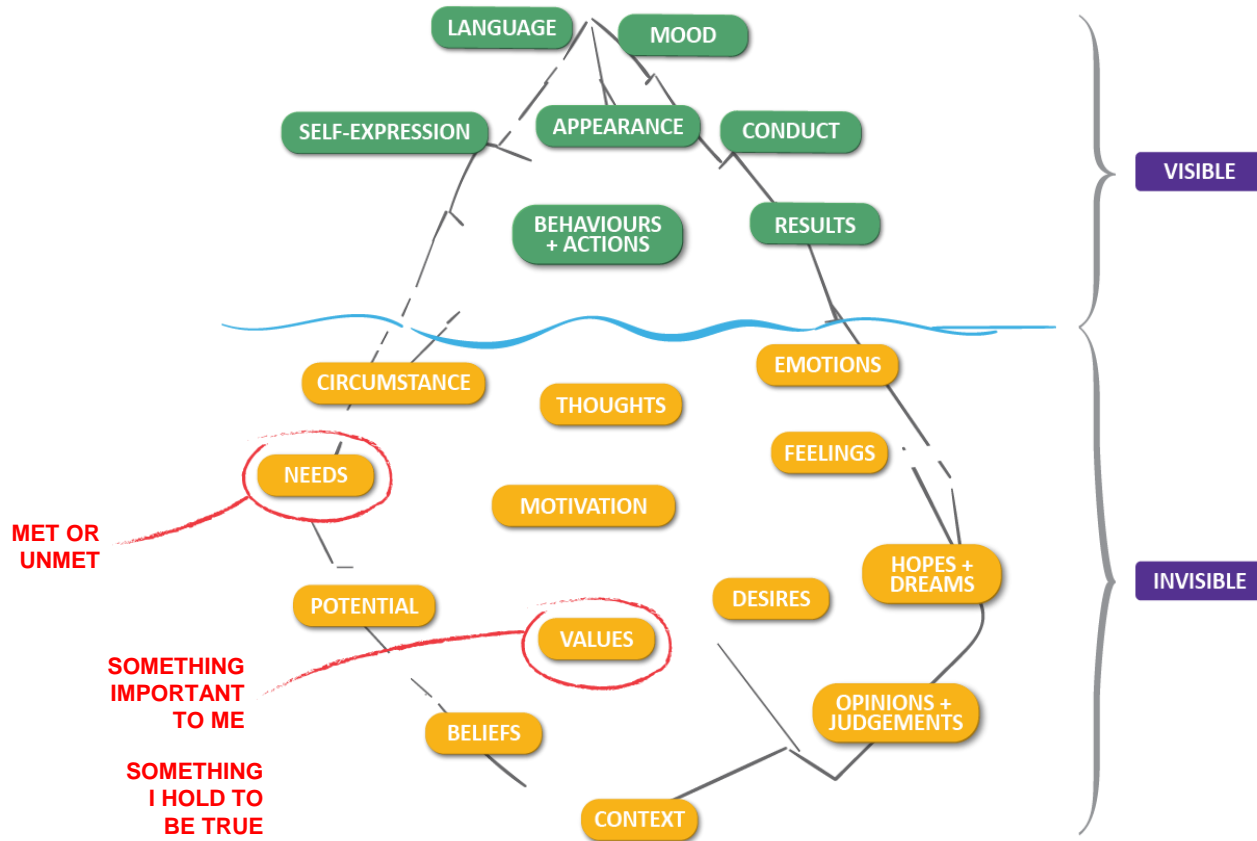
*“In its essence,
leadership is a lifestyle,
not a position.”*

John Hawkins

Mentoring Journey / Process



Iceberg Model



Mentor Conversations



1. How did it feel?
2. What went well?
3. Even better if...
4. Keep on doing...

DIFFERENCE BETWEEN

BOSS



- Drives employee
- Depends on authority
- Inspires fear
- Says, "I"
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Take credit
- Commands
- Says, "Go"

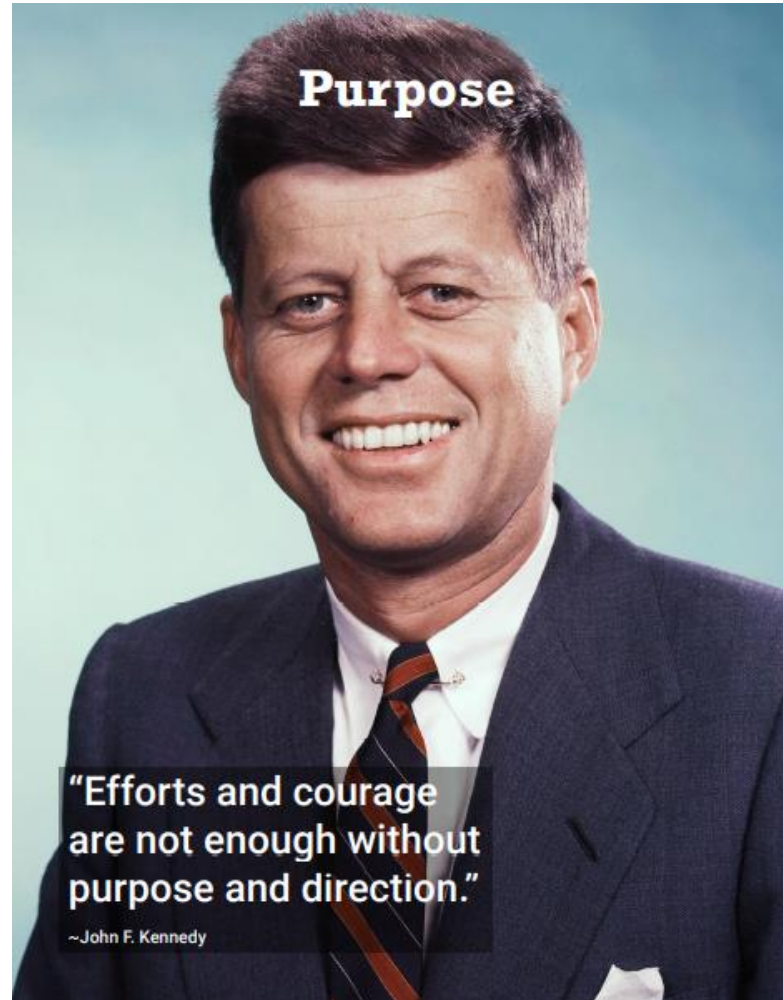
VS.

LEADER



- Coaches them
- On goodwill
- Generates enthusiasm
- Says, "We"
- Fixes the breakdowns
- Shows how it is done
- Develops people
- Gives credit
- Asks
- Says, "Let's go"





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BOSS vs. LEADER

10 HUGE DIFFERENCES

Infographic by @agrassoblog



BOSS

Says "I"

Takes Credit

Micromanages

Criticizes

Focuses on Weaknesses

Blames Others

Directs

Speaks More

Inspires Fear

Commands



LEADER

Says "We"

Gives Credit

Delegates

Encourages

Focuses on Strengths

Takes Responsibility

Coaches

Listens More

Inspires Enthusiasm

Asks

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Leading Self



Live an active legacy and *leave* a legacy!

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Key Habits of Effective 'Self' Leaders



- They take initiative – **Being proactive**
- They focus on goals – **Begin with the end in mind**
- They set priorities – **Put first things first**
- They only win when others win – **Think win/win**
- They communicate – **Listen to understand, speak to be understood**

Key Habits of Effective 'Self' Leaders

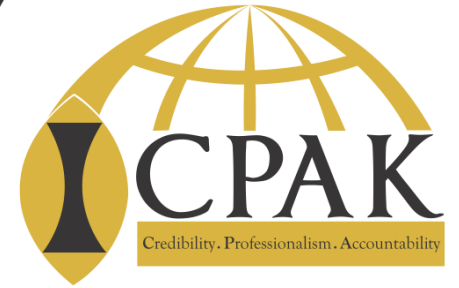


- They cooperate – **Synergize**
- They reflect on and repair their deficiencies – **Sharpen your saw**
- The most important work is the **INNER WORK** – when you master what is your interior, you will master what is outside of you!

'Leading Self' Key Take – Away's



- Focus on developing character not personality
- You are what you habitually do, be authentic
- Choose sound principles and endeavor to live by them
- Think about your '**active**' legacy
- Build trust in your relationships



Q & A, Sharing of Experiences

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"YOU ARE WHAT YOU DO, NOT
WHAT YOU SAY YOU'LL DO."

CARL GUSTAV JUNG

