

# FRITS J. BOS, PMP

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On-boarding new employees, or upgrading current employees, should be a regular practice in any company. Doing this “on demand” can impose strains on the organization, and the cost to train employees individually can be prohibitive in the long run. There is a way to recognize your top employees and benefit from delivering training that is highly tailored to your organization by training those individuals to become in-house mentors and/or coaches as required. We also see a benefit in team development, which is increasingly important in projects, where people learn the team skills and roles that create the cohesion and knowledge transfer necessary for success.

## Mentoring & Coaching Contracts

*This is one of our original courses, designed to introduce new resources to the processes within a project environment when contractors are added to the mix. It works as a peer-education process as well. The difference between these approaches is that mentoring is based on information needs identified by the protégé, while coaching is based on predefined information to be mastered by the protégé as they are monitored by the coach to make sure the work is performed according to standards.*



## I have a training course to develop coaches and mentors

With ample experience in creating teams and getting people to work as a team by mentoring all new arrivals, I suggest 4 facilitated meetings that will establish the initial program within your organization, and to make sure that the program will be sustainable over the long haul. While many companies have tried to implement such a program, often with initial success, many such programs fizzled out because they never became part of the corporate culture. Our training can be performed in 4 half-day sessions, typically spaced a couple of weeks apart, so people can get practical experience with the process. To minimize disruption, we can double the sessions, and facilitate one group in the morning, and another group in the afternoon, at no extra cost.

- **Session 1: Establishing the Mentor/Coach and Protégé relationships.**

The key to successful mentoring/coaching initiatives is trust. In this course session we create the mentor/coach and protégé team(s) that work together to transfer knowledge and experience. It is important for people to work comfortably as (a) team(s) to ensure that there is a free flow of knowledge transfer. The focus is on developing the mentor/coach ability to reach out and offer support, and for the protégés to learn to accept that support not as something to endure, but to see the benefit and opportunity to succeed in the workplace. This is also a core skill in how teams should be formed and become effective producers, and to understand that progress does not come from competition but from collaboration. In most situations, the mentor/coach needs to learn how to break the ice to welcome the protégé into the process of learning how the company operates, even if the protégé already has as much (or more) experience in other workplaces.

- **Session 2: Establishing the Coaching Process and Protégé relationships.**

The objective of session 2 is to teach coaches how to work effectively with protégés to ensure that all the standards and practices of how to work safely and efficiently are adopted by the protégés. Coaching by nature has a reputation of bringing the critic out in people: using sports as an analogy, many coaches are long past their prime in their sport, and the critique offered to their protégé athlete(s) is not to put them down, but to improve form and technique so that the performance will inch towards Olympic excellence. Athletes are used to this – most workers are not at all used to this and they much learn that a coach is interested in making sure only the raw materials go into a press, not the operator’s fingers. They help people use proper form to work safely and efficiently, and that is not based on comparisons of one-upmanship. Coaches will usually reach a point where the protégé knows what they are doing, and signs-off on the protégé.

- **Session 3: Establishing the Mentoring Process and Protégé relationships.**

The objective of session 3 is to teach mentors how to work effectively with protégés to ensure that all the questions and concerns about standards and practices and work safety asked by the protégés are addressed in an efficient and effective manner. Once people know how to do the work they may have questions about related knowledge or skills: their relationship may change into a mentoring process that (unlike coaching) may last for a long time. You will want to grow these relationships of people helping people: protégés will learn to network with many different mentors to further their career potential within the company and take the lead in the mentoring relationship. They will also have to understand that mentors are specialists in different areas, so they need to learn networking skills to reach out and connect with different mentors.

- **Session 4: Optional review of the Mentor/Coach and Protégé relationships.**

The goal of session 4 is to transition the ownership of the process so that it can be repeated by in-house resources. We want mentoring/coaching to become part of the corporate culture that all parties are comfortable with. We also need to establish people who become a “champion” for the process, who can take ownership for keeping the program alive by delivering the above 3 sessions for future groups of attendees. These champions will be trained in the slide decks we use for the program, and while we retain the copyrights on the training materials, we facilitate customization for your company as an extra day’s work in preparation for session 4. Of course, we continue to be available should your company need to reach out for future training if you are not confident that your in-house champions can effectively deliver this training program.

**Low cost introductory offer**

For this **introductory offer** we charge \$850.00 per day (for out-of-town venues add \$400.00 for travel time, plus reimbursement of transportation and lodging expenses at cost). Customization of training materials for use with in-house program delivery will require one additional day of work at this same rate.

Respectfully,

Frits J. Bos, PMP