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SHAMBAUGH'S Best Practices & Solutions for Mentoring

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Overview of Session



- Networking- What have you done lately?
- The ***Sticky Floors***
- What Mentoring Looks like Today
- SHAMBAUGH's Tools and Techniques
- Mentoring Yourself Off a *Sticky Floor*



Why Are Networking Relationships Important?



- To effectively produce results in your job
- To broaden/deepen special competency or knowledge base
- To perpetuate your leadership brand
- To help design your career path
- To align with special interest/advocacy groups internally or externally
- To form external relationships that will benefit you and/or your organization



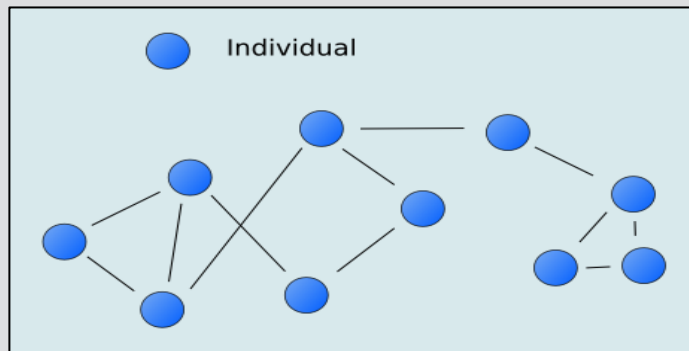
Developing Relationships



- ✓ ...with Integrity
- ✓ ...with Authenticity
- ✓ ...with Intention



The Power of Your Network



- Relationships are not one-to-one
- Relationships are multi-dimensional
- Relationships are in the present and for the future
- Relationships are reciprocal

**Now, more than ever before,
the power of relationships and networking
takes on a greater meaning
for women in leadership**

Trends for Women In Leadership



- 80% Consumer Buying Base
- Advanced Degrees
- The Leadership Vacuum
- The Voice from the Customer
- Regrettable Losses
- Shift In Leadership Traits



The Time Is Now For Women In Leadership!

The Facts For Women in Leadership Today



In Fortune 500 companies, women are:

- 50% of managers
- 16.4% of executive officers
- 6.4% of top earners
- 3% of CEOs



What's wrong with this picture?



It's not a glass ceiling...
It's a sticky floor



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Sticky Floors

- Failure to Balance Work and Life
- Lack of Political Savvy
- The Loyalty Factor

- Lack of Identity in the Organization- Boss Centric
- Perfectionism vs. Excellence
- Failure to capitalize on **Strategic Relationships**

Our Tools

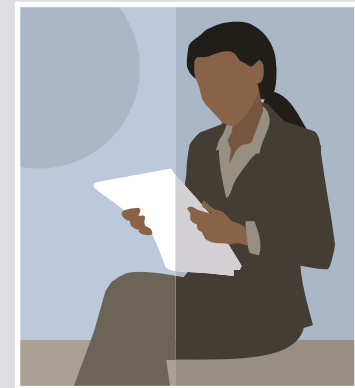
- Wheel of Life
- Strategic Relationship Matrix
- Key Stakeholder Analysis and Influence Plan
- Career Timeline Analysis
- Work Activity Analysis Tool
- **Mentoring Roadmap**

Mentoring Can Make a Difference!

Traditional vs. Contemporary Mentoring



- Purpose
- Relationship initiation and maintenance
- Reciprocity
- When be a mentor
- Source of mentor
- Loyalty base
- Diversity



Both Definitions Work!



- Mentoring provides broad based guidance, facilitating critical self-assessment and continuous learning, while perpetuating a broader vision and optimizing human potential for the future.
- **Mentoring is Helping Someone Help Them Self!**



What Does a Mentor Do?



- Provides both job and career advice
- Teaches you new things
- Acts as a sounding board for your ideas and concerns
- Expands your network of professional contacts
- Notifies you of other opportunities for growth, development and advancement



GEN X

Gen X (1963-1977) - ages 29-43



What's Attractive to Them?

- Someone they can look up to as a **role model**
- Someone who will **teach them** and **share experiences** with them
- Someone who will **care about them** and answer their deepest questions
- Someone who will **push them** and demand more of them than they will demand of themselves
- Someone who **believes they are capable of achieving the impossible** and is willing to help them do it
- Someone who is willing to provide them with **unique opportunities to prove themselves**
- Someone who will **introduce them to others**
- Someone who will **value their opinions and ideas, seek their input and learn from them**

Source: Bruce Tulgan



Generational Differences



Boomers (1946- 1962) - ages 44-6

Gen X (1963-1977) - ages 29-43

Gen Y (1978-) - 28 and younger

- What generations are you mentoring?
- What seems to work best in mentoring them?
- What are the challenges in mentoring them?

Multiple Mentors



- Traditional
- Boss
- Reverse
- Peer or Step-ahead
- E-mentor
- Mentor for Hire
- Family Member
- Barrier-Buster
- Mentor of the Moment
- Group mentoring





Why People Do It and What They Think They Should Do

- **It's for the Good of the Organization**
 - » Prepare future leaders
 - » "That's my job" (Formal Mentoring Programs)
 - » Give you career advice
- **It's Good For You and Good for Me**
 - » Based on reciprocity of benefits
 - » "Groom my successor"
 - » Help you figure out what needs to be done to get ahead in your current job



- ***It's for the Greater Good***
 - » For the good of the organization or the project
 - » Focus on getting things done better or faster
 - » Get you involved in the process and share the credit with you

- ***It's Good to be Helping***
 - » Strong personal desire to help others
 - » On-going involvement as part of a more comprehensive relationship
 - » Commit to your success (roadmap) and connect you with others

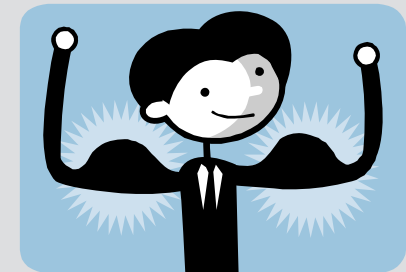
Skills of a Great Mentor

(beyond technical expertise)



- Building trust and rapport
- Being able to relate to someone's personal agenda
- Being a keen observer
- Being a great listener and asking thoughtful questions
- Being able to coach
- Being able to help someone network both inside and outside the organization
- Being able to advocate for others

What else???



Who Might be Your Mentor?



- Colleagues
- Direct Reports
- Customers
- Suppliers
- Strategic Partners
- Project Stakeholders
- Legislators
- Former Colleagues
- Contacts in Outside Organizations - Partners
- People Up Your Reporting Chain – or Their Peers
- Mentors
- Sponsors
- Friends, Family and Neighbors
- Professional Association Members



Great Leaders Need Great Mentors



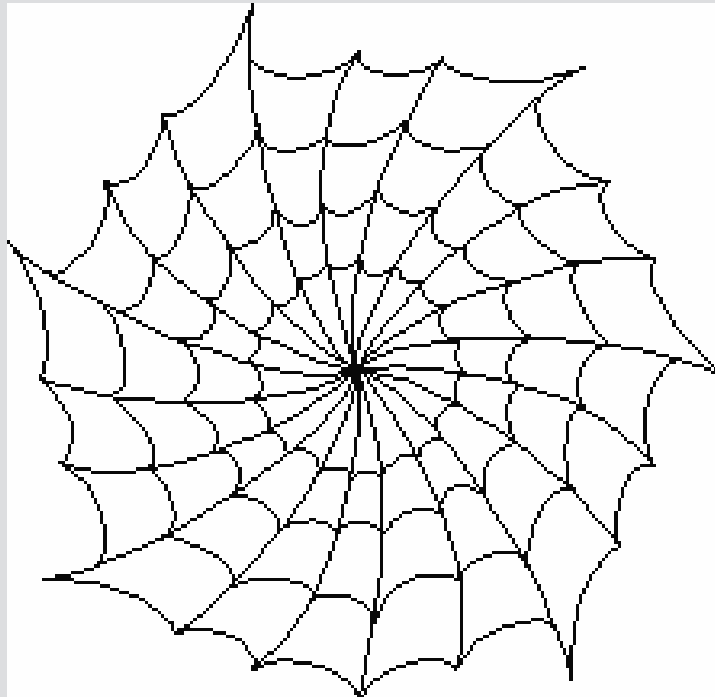
How to get Started...

- **Identify a goal for yourself**
 - » Enhance career/professional development
 - » Gain an Advocate/Sponsor
 - » Build a broader business perspective
 - » Learn about career opportunities
 - » Become better known inside and outside the organization
 - » Address a Sticky Floor

Building Your Current Network of Potential Mentors



Draw a diagram of your current network

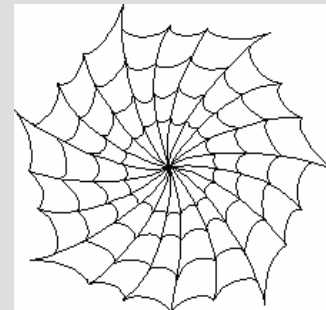


Your Current Network of Potential Mentors



What do you Notice?

- How big is it?
- Is it linear or web like?
- Is it “concentrated” in certain areas of the company?
- Is it balanced between internal and external contacts?
- Does it include more senior level people, peers and subordinates as well?
- Is it diverse by age, gender, nationality, race, industry, geography...?
- Does it include long-term and short-term relationships?
- How actively and effectively are you asking them for help?



How to Be Attractive to a Mentor



- Know what you want /need/going to request
- Have a plan for working with that person
- Bring something of value for them
- Make a great first impression
- Follow-through right away
- Be respectful and appreciative of their time

Preparation Questions



- What would you like to know from them?
- What would you like them to know about you?
- What do you have to offer?
- What requests would you like to make?
- How formal would you like the relationship to be?
- What expectations do you have of them?
- Who else might they recommend to help you?



Sticky Floor - Asking for Help



- Is asking for help easy for you?
- What may hold you back?
- How do you respond when others ask you for help?

Activity: Asking for Help in Action



- In “speed dating” format, you will have a chance to request help from others in the group.
- Identify something you would like help with that others may be able to assist with.
 - » May be advice, resources, information, etc.

BE SPECIFIC AND CLEAR

Activity: Asking for Help in Action



- Half of group will be "**Asker**" and other half will be "**Helper**"
- Pair up – 1 **Asker** with 1 **Helper**
- 1 minute: **Asker** asks **Helper** for help. For example, *"I want to get better at building relationships with people more senior to me, but I feel XYZ...What advice do you have for me?"* or *"I need a junior finance person for my team—do you know anyone who would be good?"* (1 minute to describe the context & ask the question)
- 2 minutes: **Helper** gives suggestions to **Asker**. **Asker** listens carefully and takes notes. (2 minutes)
- **Askers** remain **Askers** and **Helpers** remain **Helpers** – switch partners
- **Asker** again asks and **Helper** responds
- After 3 rounds, **Askers** become **Helpers** and **Helpers** become **Askers**
- Bell will ring to signal each shift in conversation
- **GOAL: TO GET AS MUCH HELP AS POSSIBLE**

How About You?



People who mentor others can:

- Be recognized as credible leaders
- Be recognized as a developer of others
- Gain insights into other parts of the organization
- Gain satisfaction from helping others



We wish you continued
success in **mentoring yourself**
off the sticky floor!

