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LESSONS LEARNED

CHANGE IS GOOD.....USUALLY


- MENTORING
- COACHING
- GOAL SETTING

LEARNING OBJECTIVES

- List the 6 steps to successful mentoring
- Demonstrate the three differences between mentoring and coaching
- Identify the main failures of mentoring
- Compare when coaching is appropriate instead of mentoring
- Identify traits of a successful mentor or coach

EMPLOYEE ISSUES

- RETENTION
- DRAMA
- **CANCERS**
- BAGAGE



RETENTION

- What are you doing now?
- What would you like to do?



DRAMA

- Lost work product
 - Interruptions (23 minutes)
- Public Image / Trust
 - Takes just one to start the talk
- Ethical Issues (Professionalism)
 - Recovery can be long



CANCERS

- Negative Attitudes (Cynicism)
- Plot to overthrow the organization
- Set people up to fail
- Micro Managers



BAGGAGE

- Everyone has it.....life creates it
- How do WE handle/deal with it?
- How do we help THEM with it?



WHO DON'T YOU KNOW

- A game for team building
1. Name
 2. Favorite Color.....can we do three?
 3. Favorite Cartoon Character

GENERATIONAL ISSUES

VIDEO

Generational Differences in Public Safety

DR. KEVIN GILMARTIN



THOUGHTS

- "You have not lived today until you have done something for someone who can never repay you".....John Bunyan a Christian writer and preacher 1688
- "Tell me and I forget. Teach me and I remember. Involve me and I learn."
• Benjamin Franklin 1783

ELEVATOR SPEECH



TELL ME ABOUT YOUR AGENCY

1-2-3.....GO

DIFFERENT OR NOT?

- MENTORING
- COACHING
- TEACHING



"I cannot be a teacher without exposing who I am." -Paulo Freire, Brazilian Educator 1997

MENTORING



- “When someone shares their knowledge, skills and experience with another person to help them to progress”

MENTORING

- Authentic Relationships
- Open Communications
- Asking vs Telling
- Remaining Positive
- Visioning
- Commitment

MENTORING #1

- Authentic Relationships
 - Genuine
 - Honest
- Community Relationships

MENTORING #2

- Open Communications
 - Good Listener – Transparency
 - Encourage honesty and frankness – Deal with conflict
 - It's kinda like a political campaign or command staff

MENTORING #3

- Asking vs Telling
 - Good Listener – Let them find the path
 - View from 30,000 feet – The BIG picture

MENTORING #4

- Remaining Positive
 - What is good in a person
 - Pushing them a little
 - Encouraging Outside the Box – Taking risk

MENTORING #5

- Visioning
 - Light the way – Be a flashlight
 - Help them find their way – don't do it for them....that's easy
 - This is the tough stuff – teaching, guiding, lighting the path

MENTORING #6

- Commitment
 - Mentor, Mentee, Organization
 - What is the time frame? – How long will this last?

MENTORING ANOTHER VIEW

- Preparation – building the relationship
- Negotiating – setting goals – expectations - milestones
- Enabling Growth – working on the goals – celebrating milestones
- Closure – planning for the end – goals reached – nothing else to teach/learn

MENTOR QUALIFICATIONS


- Years of Service – Knowledge of the job
- Commitment to the time
- Willingness to share / build the relationship / establish trust
- What else do you think?

SUPERVISORS GAME

- Supplies: BIG WALL - STICKY NOTES – TAPE – PEN
 - WALL NEEDS TO BE IN A VISIBLE AREA TO ALL STAFF
- SOMETHING YOU HAVE DONE FOR SOMEONE ELSE
- SOMETHING YOU HAVE DONE FOR YOURSELF
- SOMETHING YOU HAVE DONE FOR THE AGENCY

LESSONS OF THE GAME

- Supervisors get to review other supervisors
- Staff gets a look at what their supervisors are doing
- Discover how committed supervisors are to the team



DYAD MODEL

- Dyad Model – something consisting of two parts
 - Intuitive Collaboration
 - Structure Coordination
 - Negotiated cohabitation
 - Careful Cooperation

TYPES OF MENTORING

- Traditional – One on One – Mentor and Mentee
- Distance – Remote locations – uses technology – Traditional or Group
- Group – A single mentor is assigned to several mentees

What are the positives.....negatives

PITFALLS

- Energizing the Mentor
- Making the right connectors
- Frank feedback from a subordinate
- Expectations
- Calculating Success – Not creating an ending point

MENTORING

REVIEW

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QUESTIONS

TODAY'S EMPLOYEES

ANOTHER VIDEO

Simon Sinek "Millennials in the Workplace"

COACHING



COACHING

- WHAT DO EMPLOYEES WANT FROM THE WORKPLACE?
- WHAT DO EMPLOYEES WANT FROM YOU....THEIR SUPERVISOR?

Survey Monkey as a tool to learn

COACHING

Defined as an ongoing approach to managing people: creates a genuinely motivating climate for performance; improves the match between an employee's actual and expected performance.

MENTORING VS COACHING

- A mentor is someone who shares their knowledge, skills and/or experience, to help another to develop and grow.
- A coach is someone who provides guidance to a person on their goals and helps them reach their full potential.

COACHING

WHO'S JOB IS IT?

TIME FOR ANOTHER VIDEO

TODAY'S EMPLOYEES



COACHING TYPES

- Executive coaching
- Performance coaching
- Career coaching
- Life coaching.



EXECUTIVE COACHING

- Executive coaches help executive people with improved decision-making, strategic thinking, and leadership qualities.

PERFORMANCE COACHING

- Performance coaches assist their clients in recognizing challenges, creating plans of action, and achieving goals with a focus on better performance and productivity.

CAREER COACHING

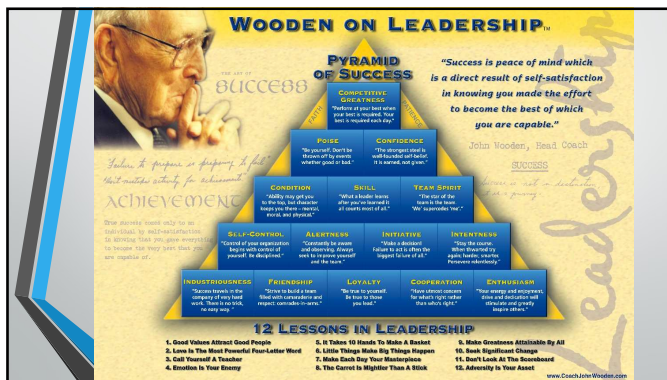
- Career coaching helps individuals develop specific skills, navigate their professional journey, and set career goals.

LIFE COACHING

- These individuals are lifestyle coaches who guide others on how to make life changes for greater happiness and fulfillment.

SECESSFUL SPORTS COACHING

- John Wooden, UCLA 1949 to 1975, 10 NCAA Championships, W/L 316/68



WHY COACHING

- Improve Productivity
- Problem solving
- Motivate
- Set goals and Achieve them
- Strengths and Weaknesses

DIFFERENCES

Mentoring

Long Term
No Evaluation
Mentee sets the pace
Personalized
Holistic development

Coaching

Time Sensitive
Evaluation
Coach sets the pace
Repeats
Skill Improvement

COACHING

- "Work groups in which employees report that their supervisor (or someone else at work) cares about them as a person, talks to them about their career progress, encourages their development, and provides opportunities to learn and grow have lower turnover, higher sales growth, better productivity, and better customer loyalty than work groups in which employees report that these developmental elements are scarce." [Harvard Business Review](#),

WHY PEOPLE QUIT

1. BAD MANAGER
2. OPPORTUNITIES
3. BURNOUT
4. LACK OF RECOGNITION
5. LONELINESS
6. CULTURAL FIT

FIELD TRAINING OFFICER

- Professional demeanor.
- Positive attitude.
- Excellent communication skills.
- Self-motivated.
- Role model for other officers.
- Flexible.

S.M.A.R.T. GOAL SETTING

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

GOAL SETTING THEORY

- Edwin A. Locke – American psychologist
- 1968 publication "Toward a Theory of Task Motivation and Incentives"

FIVE PRINCIPLES

- Clarity
 - Challenge
 - Commitment
 - Feedback
 - Task complexity
- Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-bound

FAILURE POTENTIAL

- Negative impact – Too much
- Misalignment - Organizational
- Unethical behavior – Too much moves me to the dark side

WHAT MOTIVATES

GROUP DISCUSSION

SOME THOUGHTS

- Develop feedback rich cultures in your organization
- Poor performers need to go, sooner then later
- Help them find their place in the organization
- Invest in leadership development

EXIT INTERVIEWS

- Ask the hard questions
- Document and Report Findings
- Encourage Honesty
- Does something need to change

STEAL FROM SUCCESS



A LOOK AT PROBATION AND PAROLE

MISSOURI

- 2018 Recidivism rate was 60%
- 2023 Recidivism rate is 43.9%

VIRGINIA AND SOUTH CAROLINA

- Virginia – 22.3
- South Carolina – 21%

What are these states doing different?

Virginia

- **Four keys for effective community supervision:**
- Supervision conditions are tailored to the individual.
- Sanctions for any violations are swift, certain, and graduated.
- Incentivize positive behavior and the completion of recidivism-reducing programs.
- Establish guidance and tools that encourage judges to impose evidence-based community supervision terms.

South Carolina

- In 2010, South Carolina passed the Sentencing Reform Act, enacting comprehensive criminal justice reforms. One key reform encouraged the Department of Probation, Parole, and Pardon Services to employ administration responses to parole and probation violations, rather than sending people to prison.

MENTORING/COACHING/TEACHING

- LOOK AT THE ORGANIZATION
- WHAT HAS CHANGED ABOUT RECRUITMENT?
- WHAT HAS CHANGED ABOUT THE FTO/ORIENTATION PROCESS?
- IS CHANGE WANTED/NEEDED IN YOUR ORGANIZATION?

LETTER TO SELF

- Write a letter to yourself about:
 - Where you want to be in 6 months
 - Where you want the organization to be in 6 months
 - What three+ things are you willing to do to get there

Address to self – home address, seal, stamp and hand them upfront

DRAWING

- "Emotional Survival for Law Enforcement"
- "Uncuffed"

QUESTIONS

DON'T BE BASHFUL NOW!
