

How to leverage mentoring and coaching to cultivate an inclusive workplace

DOE Laboratories of the Future Series (LOFT)

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National Institute of Standards and Technology (NIST)



● NIST Mission:

- Founded in 1901, NIST is a non-regulatory federal agency within the U.S. Department of Commerce. NIST's mission is to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life.

● NIST Core Values:

- NIST is an organization with strong values, reflected both in our history and our current work. NIST leadership and staff will uphold these values to ensure a high-performing environment that is safe and respectful of all.
 - **Perseverance:** We take the long view, planning the future with scientific knowledge and imagination to ensure continued impact and relevance for our stakeholders.
 - **Integrity:** We are ethical, honest, independent, and provide an objective perspective.
 - **Inclusivity:** We work collaboratively to harness the diversity of people and ideas, both inside and outside of NIST, to attain the best solutions to multidisciplinary challenges.
 - **Excellence:** We apply rigor and critical thinking to achieve world-class results and continuous improvement in everything we do.





Mentoring and Coaching...what's the difference?

Mentoring

Mentoring is a learning relationship, generally focused on long term career development. The primary purpose is to drive personal growth; building skills, knowledge and understanding.

Coaching

ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership.

Leveraging mentoring and coaching to create an inclusive environment

- Creating a workplace that includes diverse representation is essential, but shaping an environment where all employees feel a sense of belonging, valued, and supported is the ultimate goal. An inclusive environment is the mechanism to embrace diversity benefits and mentoring as well as coaching are highly impactful strategies to create an inclusive work culture and meet diversity goals.
- Mentoring and coaching can:
 - Drive meaningful interactions between individuals of different generations, genders, and races
 - Support the retention of employees, especially for those from underrepresented groups.
 - Support individuals' professional growth, organizational development and overall success of the enterprise

Arc of the advising relationship

Establishing trust

- Get familiar with each other
- Discuss working norms



Designing a plan

- Begin with the end in mind
- Goal setting



Path towards success

- Execute the plan
- Check in regularly
- Revise as needed



Wrapping up

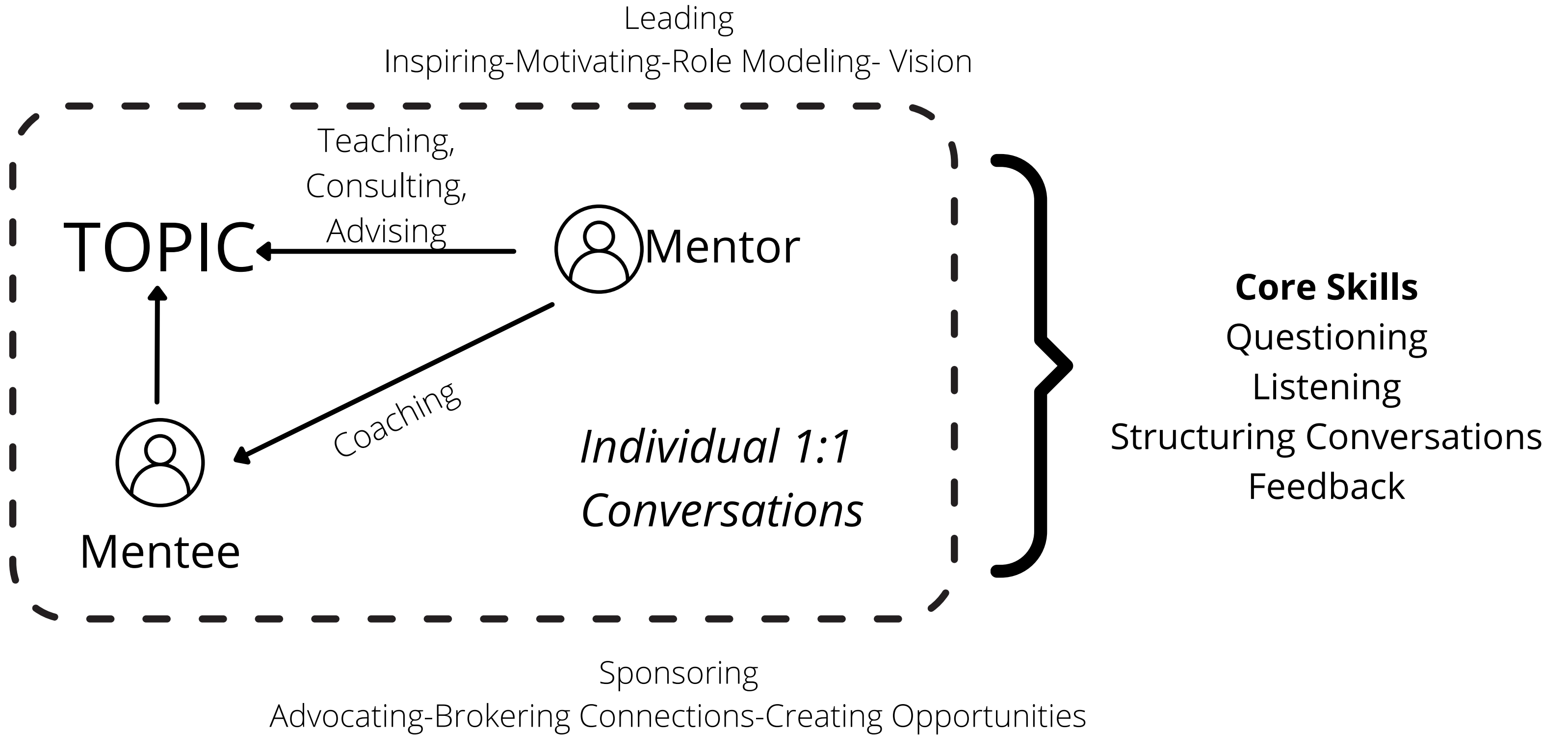
- Reflect
- Celebrate "wins"
- Show appreciation
- Agree on the path forward

First couple of months

Bulk of the time

Final month(s)

Advising Framework



Mentoring and Coaching

Core Skills

- Questions and Questioning
- Listening
- Structuring Conversations for Impact
- Feedback



Questioning Techniques

Mentoring is a brain to pick, an ear to listen, and a push in the right direction." (John C. Crosby)

- Effective questions are, in general...
 - Open-ended/ not "yes" or "no"
 - Short
 - Start with "What" or "How"
 - Do not involve a choice
- Questions should:
 - Be delivered one at a time
 - Be followed by silence
 - Avoid starting with "Why"



Types of Mentoring Questions

"Mentoring is a brain to pick, an ear to listen, and a push in the right direction." (John C. Crosby)

✓ Open

- What are some possible explanations?

✓ Clarifying

- What do you mean by "the right way" ?

✓ Probing

- What specifically have you tried? How did you know that your method was appropriate?

✓ Filtering

- Which of these options would you prioritize?

✗ Leading

- It's obvious that we should include Figure 1, right?



Listening Intent-Your mindset

Mentoring is a brain to pick, an ear to listen, and a push in the right direction." (John C. Crosby)

- Understand your default listening style: Win, Fix, or Learn?
- In the moment, ask yourself would it make sense to :
 - Listen to Win?
 - Listen to Fix?
 - Listen to Learn?
- Which types of questions might you rely on when you are
 - Listening to Win?
 - Listening to Fix?
 - Listening to Learn?

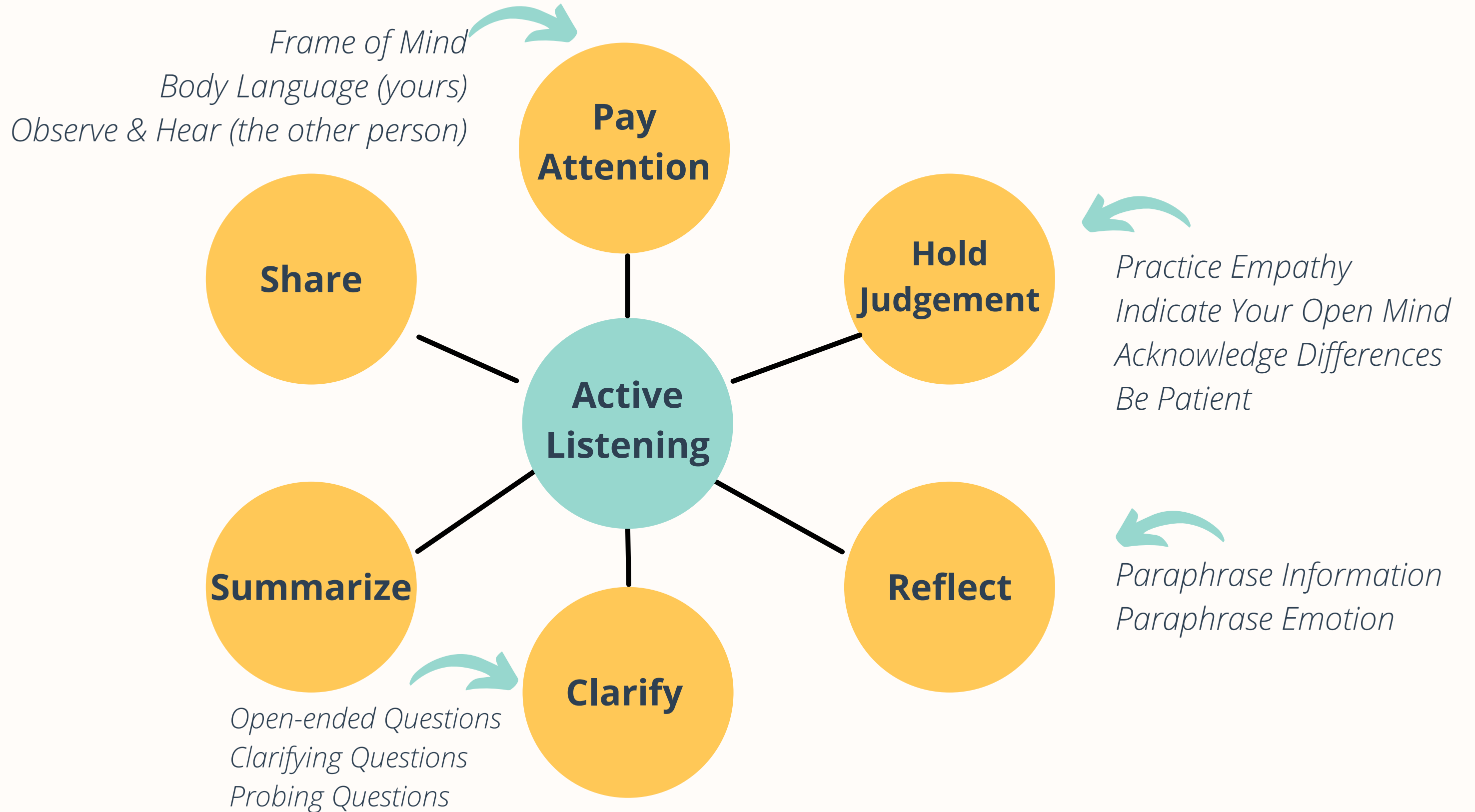
Question types: open, clarifying, probing, filtering



Active Listening-the "How"

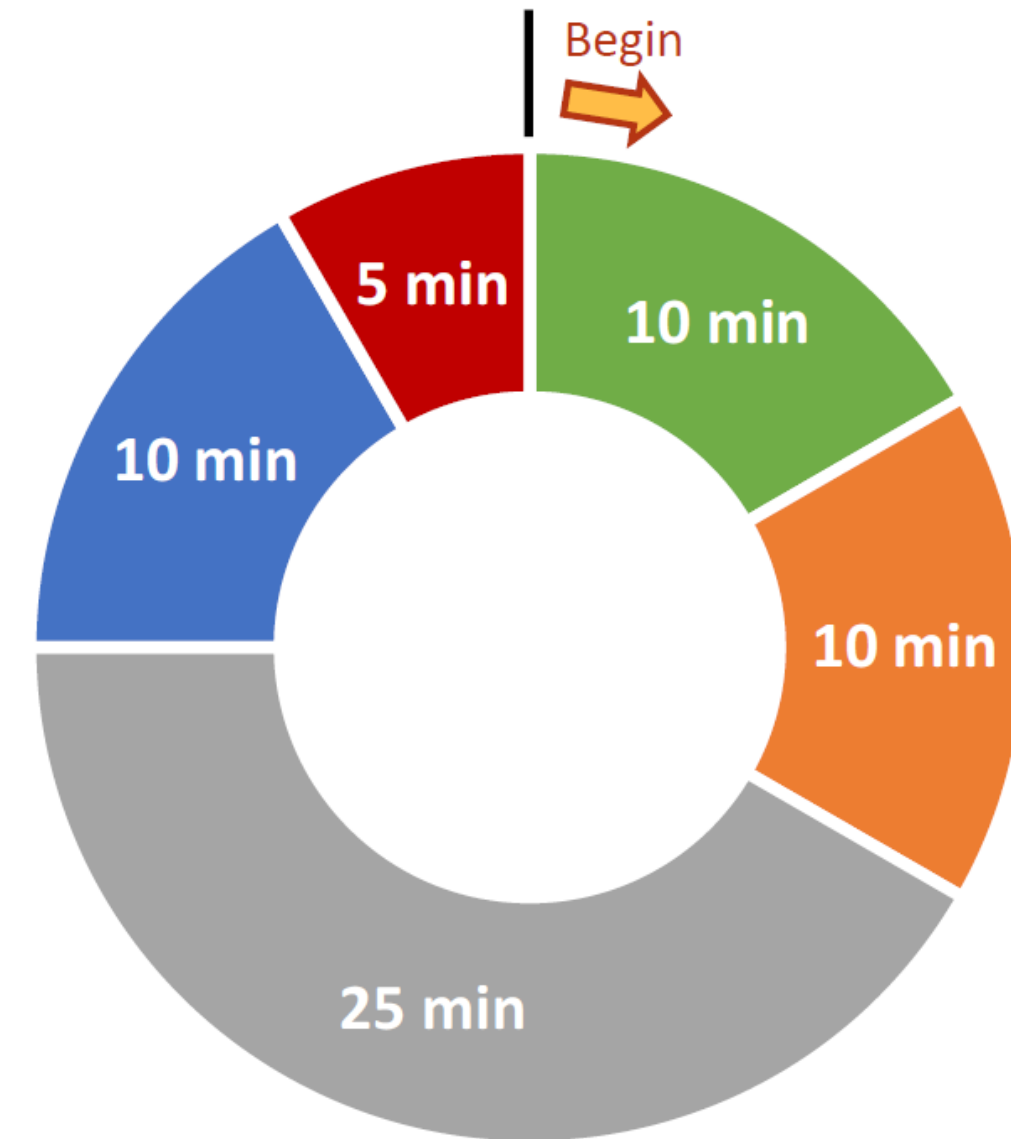


Active Listening-the "How"



Structured Mentoring or Coaching Conversations for Impact

- Check-in & Set Agenda
- Clarify Topic(s), Priority, and Approach
- Process Topics
- Plan Actions & Discuss Next Steps
- Reflect on Learning



Example: Breakdown of a 1-hr mentoring conversation.

Feedback: Different Types

"We all need people who will give us feedback. That's how we improve." (Bill Gates)

- Basic Types of Feedback

- Positive
- Constructive
- Developmental-can be positive or constructive

- Uses of Feedback in Mentoring

- Situational-Event-based, continuous, timely
- Performance Assessment-Comprehensive, periodic, scheduled



Feedback: Considerations for Delivery

"We all need people who will give us feedback. That's how we improve." (Bill Gates)

- Allowing Time
- Anticipating Reactions
- Thoughtful Timing
- Providing Context
- Practicing Discernment



Empower your workforce through coaching and mentoring

"Leadership is about making others better because of their presence and making sure that impact lasts in your absence." (Sheryl Sandberg)

- Focus on building trust and establishing meaningful relationships
- Partner to design an action plan to reach goals
- Practice using impactful questions and active listening
- Offer feedback and always remember to celebrate all "wins"!





Questions

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