



FURTHER READING

MODULE MENTORING SKILLS

Lesson_3_ *Necessary Skills to be Effective Mentor*

WHAT IS THE DIFFERENCE BETWEEN BEING A PROFESSIONAL, A GOOD MANAGER AND A GOOD LEADER?

What does it mean to be a Professional?

There are many definitions of “**Professional**”, but it is commonly accepted that this is an expert in a certain profession, or a person who has the type of job that needs a high level of education and training. For being a **Professional**, the individual needs to be knowledgeable and to do their work on a high-quality level. Among the main characteristics of **professionalism** are:

- √ Confidence, which usually comes from the education, training and experience;
- √ Competence, usually coming from practice and continuous development;
- √ Reliability and trustworthiness;
- √ Accountability;
- √ Initiative and innovation;
- √ Critical thinking and problem solving;
- √ Good communication and organisational skills;
- √ High personal and professional ethics and honesty;
- √ Credibility in their workplace and among their colleagues, clients and partners;
- √ Willingness for life-long learning;
- √ Ambition to grow and develop, including to **managerial** positions.

What does it mean to be a good Manager?

Businessdictionary.com defines **Manager** as an individual who is in charge of a certain group of tasks, or a certain subset of a company and usually has a staff of people, who report to him or her. In this way, **Manager** is the person who is responsible for controlling or administering the organization in order to achieve the set goals and targets. Usually **Managers** are result-oriented and focused on monitoring time and money. However, they never work alone, and this makes the difference between good and bad **Managers**. **Good Managers** effectively motivate and engage their teams. Thus, they become **Leaders**.

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Education means attitude



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What does it mean to be a good Leader?

There are different characteristics of good **Leaders**, and most of them relate to the way they empower their teams. Here are some of the key skillsets:

1. Motivate people, with whom they work – be they subordinates or on the same level;
2. Communicate effectively;
3. Make people feel good and express their full potential;
4. Are assertive and appreciate colleagues for their efforts and ideas;
5. Treat all team members equally;
6. Everybody in the team knows what is expected from them and by when;
7. Provide constructive feedback (for more information on this, look at Lesson 6);
8. Delegate responsibility (but keeps the overall accountability with him/herself);
9. Stay approachable, if anybody needs help or support;
10. Continuously improve themselves – as professionals, as well as people;
11. **Mentor their team members, so as to grow and develop.**

MANAGEMENT SKILLS PYRAMID

(based on <https://www.vapulus.com/en/the-management-skills-levels-pyramid/> and <https://www.thebalancecareers.com/management-skills-pyramid-2275888>)

At the bottom of the Pyramid is **Level 1 – Get it Done**, which includes the basic skills a **Manager** needs to master so that the work is completed at the right time, according to the set quality standards and within the budget.

Level 1 – Get it Done consists of the following 4 parts:

- **Plan:** Here the **Manager** needs to determine the necessary resources in terms of materials, money and staff; to set up timetable and teamwork; to identify any potential risks and to project if there will be any further need for resources or investments to get the work done;
- **Organize:** Here the **Manager** needs to structure the work of the team and his/her own work; to assign tasks and responsibilities, to distribute resources and to determine the processes;
- **Direct:** In this aspect, the **Manager** needs to execute the daily guidance over staff, timetable and budget, so as to ensure that the work is done according to the established standards and deadlines. Motivating and empowering team members is crucial for the success;
- **Control:** Here the **Manager** provides monitoring, tracks progress and reports on outputs and outcomes, as well as on efficiency, quality and budget. If any risk or problem occurs, the **Manager** is expected to take corrective measures, so as to

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complete the work according to the standards and the set timetable and budget costs.

Level 2 – Develop Staff focuses on motivation and development of the team. **Level 2** consists of the following 3 parts and makes the difference between **Managers** and **Leaders**:

- **Motivation:** In this aspect, the **Manager** needs to create the right encouraging environment, which allows the team members to perform to their best;
- **Training and Coaching:** Here the **Manager** needs to discover if the team has the necessary knowledge and skills to get the work done. If needed, they might provide training, coaching or **mentoring** to one or another team member, so as s/he feels competent to do their job. Improving people's performance is crucial for the success;
- **Involvement:** In this aspect, the **Manager** is expected to encourage and empower their team members, by stimulating problem-solving and innovation, by delegating and by creating a positive and supportive work environment.

Level 3 – Improve Self focuses on **Manager's** self-development. **Level 3** consists of the following 2 parts:

- **Self-Management:** This is a very challenging aspect, as it means to be honest with yourself and assess your own strengths and weaknesses. The **Manager** needs to take over the responsibility for their own personal and professional development and well-being, while navigating between challenges of their daily work and managerial responsibilities;
- **Time Management:** Usually **Managers** are multi-taskers and need to constantly balance between different meetings, emails, interruptions and still to do their job. Mastering the ability to invest and organise their time throughout the day is essential for any **Manager** in order to be successful and to avoid burnout.

Level 4 – Success is the highest level in the Pyramid and means true **Leadership**. As a **Leader**, the **Manager** inspires others and serves as their **Role Model**. In this way, he or she could be their **Mentor** and help their personal development and career progression.

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