

**New Manager Development Program**

Guidelines for N4H partner organizations in the IDN4 region for referring employees to the New Manager Development Program with Granite State College.

Effective date: September, 2018

1. About the program
   1. All too often, organizations in all sorts of industries reward high performing staff with promotion into leadership positions because it is the natural professional progression available within the company. Unfortunately these employees may quickly find themselves in ‘sink or swim’ management situations that they may not have been adequately prepared for. This may cause stumbling blocks for new managers in the short term, and frustration and disengagement in the long term. Moreover, it cannot be overstated the importance of strong and capable leadership – at all levels – as a driver of retention and engagement of employees across the organization. Plenty of studies have confirmed that large numbers of employees who turnover are leaving their manager, not their job. Network4Health recognizes that retaining employees is just as important as hiring them. As a result, N4H is funding a partnership with Granite State College to offer a ‘New Manager Development Program.’ There will be no cost to the candidate attending, or the agency referring.
   2. No more than 25 slots will be made available for this program
2. About Granite State College
   1. Granite State College is the public college for online undergraduate and graduate degrees in New Hampshire. Educating adults for over 45 years with affordable tuition for in-demand fields, students engage academically to advance their careers. Named “Best Online Degree Programs” from U.S. News and World Report in 2017, Granite State College is one of four public institutions within the University System of New Hampshire.
3. Organization eligibility
   1. Only organizations who have signed a Letter of Commitment and Certificate of Authorization indicating their formal partnership with Networtk4Health are eligible to recommend employees for this program
4. Employee eligibility
   1. Candidates need to be employed at least part time at a designated partner of Network4Health
   2. Candidates need to have been recommended by their direct manager with the understanding that the commitment requires 1 day per month for 3 months to be out of the office
   3. Candidates need to have access to either a laptop or desktop computer with internet access to do the online portion
   4. Please see section 7 for more information on selecting participants
5. Length of program and commitment
   1. This program will begin in September 2018 and run for 3 months until approximately early December 2018
   2. Employees will be in class 1 full day per month, and have approximately 2 hours of online work to do per week
   3. In person classes will be held at GSC’s Manchester campus on 195 MacGregor Street and are scheduled for:
      1. September 27, 2018
      2. October 25, 2018
      3. November 29, 2018
6. Structure of program
   1. Fundamentals of Management focuses on developing high potential staff who have recently moved into managerial roles, or aspire to become managers/leaders. The program consists of face-to-face and online modalities in the areas of management/leadership, communication, and conflict resolution.
   2. Program participants will develop and enhance skills and perspectives that are essential for managers and leaders. This is accomplished using interactive skill practice, engaged discussion, and other learning methods. All the content will be delivered within the context of understanding some of the unique challenges that working for a mission-driven, non-profit and/or health provider can present.
   3. Classes will be taught in a hybrid structure with a mix between online and in-person coursework. Below is a specific listing of outcomes expected of participants in this program:
      1. PART ONE: Fundamentals of Management and Leadership:
         1. Learn what effective management/leadership is and is not;
         2. Identify tools for creating productivity and building morale;
         3. Develop a personal action plan to improve your leadership skills.
      2. PART TWO: Effective Communication:
         1. Understand how to effectively communicate as a supervisor;
         2. Explore tools to help you set and communicate performance expectations;
         3. Gain techniques for giving constructive feedback without deflating moral;
      3. PART THREE: Learn how to Confidently Handle Conflicts:
         1. Understand how to motivate your staff;
         2. Identify how to avoid the problems that come with supervising your friends;
         3. Learn tools for managing conflict situations pro-actively;
         4. Build confidence in holding difficult conversations.
   4. This course is not eligible for college credit or continuing education units, but candidates will receive a certificate of completion if all required assignments are met
7. Selecting candidates
   1. This program is designed as a way to develop, strengthen and reward new managers in your organization. It also serves to strengthen engagement and commitment of not only your management candidate, but also your line staff as a result of the increased skills of the new manager.
   2. Candidates should be a willing partner with their referring manager on this program meaning both parties mutually agree that this is a positive experience for growth and professional development. **This program is not meant as a way to ‘fix’ problem employees.** Employees on or near a corrective action plan would be better served by different interventions.
   3. To help referring managers make appropriate referrals, N4H has recommended the following categories of candidates. While much latitude is given to who is referred to this program, some employees may gain more from it than others:
      1. Ideal candidates:
         1. Those who have one year or less of management experience and/or are in a new a new management role
         2. Those that manage the ‘front-line’ workforce
      2. Allowable candidates:
         1. Those that are on a track toward management in the next 12 months, but are not currently managing at this time
         2. Those that may have some years of management experience, but may lack in some of the skill areas covered (i.e. having difficult conversations, communication skills, etc.)
8. Supporting your employees
   1. While employment policies may vary, it is suggested as a best practice that employees recommended for this program not be required to take personal or earned time in order to attend this training, but instead, allowing an employee to be paid as staff development time.
   2. Managers should routinely check-in with employees during the duration of the course to get updates on progress and answer any questions
   3. Please see the addendum on an optional opportunity for setting up a mentoring structure for your employee
9. Initial timeline (to be further defined and communicated as process moves forward)
   1. May 16th, 2018: Outreach begins, applications begin to be accepted
   2. June 22nd, 10:30 – 11:30am: Q&A call-in session
   3. July 31st, 2018: Application process closed; class confirmed
   4. Late July/Early August, 2018: Instructor outreach to students
   5. Late September, 2018: Course starts (date to be confirmed)
   6. Beginning of December, 2018: Course ends (date to be confirmed)
10. Application process
    1. All candidates are required to fill out a basic Network4Health application for the program and indicate manager approval for taking the course
    2. Applications will be reviewed for completeness and appropriateness by the Network4Health Director of Workforce Development and additional N4H staff as needed
    3. Applications are available as a separate document and will be processed in a first-come/first-served manner
    4. Applicants who are accepted into the program will be notified by email
11. All documentation should be submitted in electronic **.PDF format**
    1. **Applications should be submitted to: Geoff Vercauteren, Director of Workforce Development, Network4Health,** [**geoffrey.vercauteren@cmc-nh.org**](mailto:geoffrey.vercauteren@cmc-nh.org)
12. Survey and data
    1. In order to document the effectiveness of this program, we may be asking the referring manager to complete a qualitative survey for their employee prior to the program and after the program
    2. We strongly encourage 100% manager completion of this survey as a way to measure your employee’s success and document your return on investment.
    3. Further information on this will be forthcoming.
13. Questions and clarifications
    1. Please contact Geoff Vercauteren, Director of Workforce Development, Network4Health, [geoffrey.vercauteren@cmc-nh.org](mailto:geoffrey.vercauteren@cmc-nh.org), 603-851-9387

**Addendum:**

**Supporting Your Employee(s) Through Mentoring - An Added Benefit to**

**New Manager Development**

By attending the New Manager Development Program, your employee will be growing their professional skills greatly. But, the question will still remain as to how they are putting those learnings into practice at *your* agency, how are they making it work in *your* unique culture, and how are they using their newfound skills in a practical way dealing with day-to-day problems that pop up. One way organizations could expand and enhance the learning gained in class, is to augment it with a more formal mentoring program. **To be clear,** **this is not a required part of the program, but rather an extra step companies can take if they wish to create further engagement and support for their employee.**

Below, we have listed some definitions, explanations and potential structure of a mentoring program you may want to create for your employee. Much of the information was taken from *Management Mentors* and their ‘resources’ section of their website: <https://www.management-mentors.com/resources/corporate-mentoring-programs-resources-faqs>

**Definition of Mentoring**

Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced person’s professional and personal growth.

**What does a mentor do?**

The following are among the mentor’s functions:

* Teaches the mentee about a specific issue
* Coaches the mentee on a particular skill
* Facilitates the mentee’s growth by sharing resources and networks
* Challenges the mentee to move beyond his or her comfort zone
* Creates a safe learning environment for taking risks
* Focuses on the mentee’s total development

**How is mentoring and coaching different?**

People often confuse mentoring and coaching. Though related, they are not the same. A mentor may coach, but a coach is not a mentor. Mentoring is “relational,” while coaching is “functional.” There are other significant differences.

Coaching characteristics:

* Managers coach all of their staff as a required part of the job
* Coaching takes place within the confines of a formal manager-employee relationship
* Focuses on developing individuals within their current jobs
* Interest is functional, arising out of the need to ensure that individuals can perform the tasks required to the best of their abilities
* Relationship tends to be initiated and driven by an individual’s manager
* Relationship is finite - ends as an individual transfers to another job

Mentoring characteristics:

* Takes place outside of a line manager-employee relationship, at the mutual consent of a mentor and the person being mentored
* Is career-focused or focuses on professional development that may be outside a mentee’s area of work
* Relationship is personal - a mentor provides both professional and personal support
* Relationship may be initiated by a mentor or created through a match initiated by the organization
* Relationship crosses job boundaries
* Relationship may last for a specific period of time (nine months to a year) in a formal program, at which point the pair may continue in an informal mentoring relationship

**How is informal and formal mentoring different?**

For the most part, if an organization decides to create a mentoring opportunity for this particular opportunity, it will most likely be a more informal one. However, it is important to know that creating a formal mentoring program is an option and can greatly enhance things like succession planning, engagement and sharpening skills of employees. Informal and formal mentoring are often confused, but they are very different in their approaches and outcomes. It’s important to know the difference:

Informal mentoring:

* Goals of the relationship are not specified
* Outcomes are not measured
* Access is limited and may be exclusive
* Mentors and mentees self-select on the basis of personal chemistry\*
* Mentoring may last a long time; sometimes a lifetime
* The organization benefits indirectly, as the focus is exclusively on the mentee

Formal mentoring:

* Goals are established from the beginning by the organization and the employee mentee
* Outcomes are measured
* Access is open to all who meet program criteria
* Mentors and mentees are paired based on compatibility\*
* Training and support in mentoring is provided

*\*What is meant by “chemistry” and “compatibility?” "Chemistry" is an intense, very personal feeling – an initial connection or attraction between two individuals that may develop into a strong, emotional bond. Unstructured and unpredictable, it is the basis for an informal mentoring relationship. "Compatibility" occurs when individuals work together in harmony to achieve a common purpose. In formal mentoring, that means a more-seasoned person leading someone less experienced through a structured professional-development program in much the same way teachers facilitate learning.*

**Manager Role vs. Mentor Role**

Manager Role:

There are some clear reasons why the direct manager shouldn’t be the designated mentor as well. The manager-employee relationship focuses on achieving the objectives of the department and the company. The manager assigns tasks, evaluates the outcome, conducts performance reviews, and recommends possible salary increases and promotions. Because managers hold significant power over employees’ work lives, most employees demonstrate only their strengths and hide their weaknesses in the work environment. Generally it is not recommended that the manager also be the designated mentor.

Mentoring Role:

A mentor-mentee relationship focuses on developing the mentee professionally and personally. As such, the mentor does not evaluate the mentee with respect to his or her current job, does not conduct performance reviews of the mentee, and does not provide input about salary increases and promotions. This creates a safe learning environment, where the mentee feels free to discuss issues openly and honestly, without worrying about negative consequences on the job.

The roles of manager and mentor are fundamentally different. That’s why structured mentoring programs never pair mentors with their direct reports.

**Benefits of Mentoring**

While it is obvious the benefits a mentee gains through a mentoring relationship, it should not be overlooked that the mentor can also experience growth from the relationship as well.

Mentor benefits, including:

* Gaining insights from the mentee’s background and history that can be used in the mentor’s professional and personal development.
* Gaining satisfaction in sharing expertise with others.
* Re-energizing the mentor’s career.
* Gaining an ally in promoting the organization’s well-being.
* Learning more about other areas within the organization.

Mentees benefits, including:

* Gains from the mentor’s expertise
* Receives critical feedback in key areas, such as communications, interpersonal relationships, technical abilities, change management and leadership skills
* Develops a sharper focus on what is needed to grow professionally within the organization
* Learns specific skills and knowledge that are relevant to personal goals
* Networks with a more influential employee
* Gains knowledge about the organization’s culture and unspoken rules that can be critical for success; as a result, adapts more quickly to the organization’s culture
* Has a friendly ear with which to share frustrations as well as successes.

**Potential Framework for a Formal Mentoring Program: A Step-by-Step Guide**

**Mentoring Resources:**

Geoff is available to talk to organizations about starting a program like this for your employee(s) going through the Manager Development Program. Please feel free to contact him at: [geoffrey.vercauteren@cmc-nh.org](mailto:geoffrey.vercauteren@cmc-nh.org), 603-851-9387. Also, check out these other resources:

Mentoring techniques

<http://www.centerforworklife.com/cfwl-content/uploads/2013/02/Mentoring-effective-methods-and-styles.pdf>

<https://www.forbes.com/2010/06/30/mentor-coach-executive-training-leadership-managing-ccl.html#71a6bbff3fd3>

<https://www.management-mentors.com/resources/corporate-mentoring-programs-resources-faqs>

Goal setting

<https://www.mindtools.com/pages/article/smart-goals.htm>

<http://hrweb.mit.edu/performance-development/goal-setting-developmental-planning/smart-goals>

<https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>

Asking vs. Telling

<http://www.teleosconsulting.com/2014/05/be-a-better-performance-coach-ask-dont-tell/>

<https://www.teamhgs.com/sites/default/files/case-studies/Ask%20Versus%20Tell.pdf>

Questions for mentees to ask mentors

<https://www.forbes.com/sites/theyec/2014/02/28/10-killer-questions-to-make-the-most-of-your-mentor-meeting/#e9ceb2b14817>

<https://collectivehub.com/2017/03/9-must-ask-questions-for-your-career-mentor/>

Questions for mentors to ask mentees

<https://www.centerformentoringexcellence.com/33-questions-every-mentor-should-ask>

<http://www.marquette.edu/alumni/potentialmentorandmenteequestions.php>