HR PROFESSIONALS AS NAVIGATION COACHES AND MENTORS

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PRESENTATION

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HR as Navigation Coaches and Mentors
Personal and Organizational Alignment as Core Strategy

This presentation addresses a 3-prong diagnostic approach to reinvigorate and help human resource professionals reflect on the emerging role of coach and organizational change mentor within their educational institutions. With the purpose of the institution and the purpose of the individual as the touchstone, HR professionals consider diagnosing, identifying misalignment and removing barriers to better create alignment, focus and order.
HR AS COACH AND ORGANIZATIONAL CHANGE MENTOR

Purpose
(Individual and Organizational Alignment)

Individual Alignment
(Internal/Personal)

Cultural Alignment
(Relational)

Systemic Alignment
(Processes, Procedures)

Navigation Coaches and Mentors: Ongoing assessment and clarification within three core touchstones to align to individual and organizational purpose.
HR NAVIGATION COACHES/MENTORS (SKILLS AND CHARACTERISTICS)

- Process/Systems Thinker; Continuous Improvement and Transformational
- Relational Intelligence; Observation; Strength Focused
- Coaching for Emotional Competencies; Order
- Mentoring for Purpose, Change, Alignment; Intervention
- Compassionate, Empathic, Vulnerable, Inquiry and Dialogue Focused, Resourceful
Individual Assessment and Alignment Diagram (Internal/Personal)
On a scale of one to ten with ten reflecting the high end of each category, where do I see myself in each of the areas in the Personal Alignment and Assessment Diagram? Go to the line following each descriptor and begin to create a "map" by putting a mark on each line where you see yourself (i.e. midway, three quarters.) Then, connect the dots to create a diagnostic picture.

1. Am I doing work in which I have excitement and energy? (Purpose-based?)
2. Am I able to apply my skills, knowledge and abilities within this environment?
3. Do I need new skills to do my current work better or to move to another level? (How do I go about getting new skills?)
4. How confident am I in my abilities to perform my responsibilities? (How do I obtain more confidence?)
5. What skills and capabilities do I need as a navigational coach and mentor to help others align to the organization?
On a scale of one to ten with ten reflecting the high end of each category, where do I see my department or organization in each of the areas in the Systems Assessment and Alignment diagram? Go to the line following each descriptor and begin to create a "map" by putting a mark on each line where you see yourself (i.e. midway, three quarters.) Then, connect the dots to create a diagnostic picture.

1. Example: How are we doing in bringing people into the organization? (How long does it take from application to hiring? What happens within the process that helps individuals stay excited about the organization? What are the messages individuals receive about the organization during the recruitment process?)

2. How are we doing in providing support and resources from orientation to the organization to ongoing learning and development?

3. How are we doing in supporting leadership development processes? (Self directed leadership to leadership, coaching of others?)

4. What skills as a navigational coach and mentor do I need to address process/systems misalignment?
Cultural Norms Inquiry

On a scale of one to ten with ten reflecting the high end of each category, where do I see my organization or department in each of the areas in the Cultural Norms Assessment and Alignment Diagram? Go to the line following each descriptor and begin to create a "map" by putting a mark on each line where you see yourself (i.e. midway, three quarters.) Then, connect the dots to create a diagnostic picture.

1. The whole of the university: mission/vision. Are we doing the work which reflects our mission? How well are we doing in addressing the disconnects which impact our vision? What gets in the way?

2. How do you define the cultural characteristics of your department or organization?

3. Steps in addressing misalignment. Where are the gaps? What can you do to address these gaps?

4. What are the processes for working through conflict and work environment disconnects?

5. What skills do you personally need as a navigational coach and mentor to address cultural misalignment?
## Coaching/Mentoring Language for Navigating Individual and Organizational Change

<table>
<thead>
<tr>
<th>Individual</th>
<th>Organizational (Systems)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Have you thought about...</td>
<td>• A pattern seems to be developing around...</td>
</tr>
<tr>
<td>• Would it help if I shared...</td>
<td>• Our performance management system seems to have unattended consequences and I’d like to call a meeting to brainstorm...</td>
</tr>
<tr>
<td>• Let me see if I understand you...is this what you are saying....</td>
<td>• Bottlenecks in our hiring process are causing...</td>
</tr>
<tr>
<td>• Tell me more about...</td>
<td>• Our culture seems to be more fragmented since...and I’d like to address this. How would you recommend we go about...</td>
</tr>
<tr>
<td>• It sounds like...</td>
<td></td>
</tr>
<tr>
<td>• How should we..</td>
<td></td>
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PRACTICE
Key Points

1. Understanding and clarifying the critical role of HR as coach and organizational change mentor is essential to individual, systemic and cultural alignment.

2. Ongoing clarification of individual and organizational purpose as the touchstone for you and your institution is key.

3. Diagnosing and addressing misalignment within your environment helps individuals better contribute and flow within the system, removing barriers to better navigate within the organization.

4. Understand the challenges, resistances and importance of ongoing renewal to continue the work of enabling continuous organizational and individual improvement/development.
About the Presenter

Jane George Surges, SPHR, is passionate about helping individuals clarify their personal purpose and bring their purpose and energy into their organizations. Through her consulting practice, Training and Development Resources (1996), Jane helps both organizational leaders and individuals better align and identify the disconnects that create division and challenges. Organizational development, continuous improvement and change thread throughout her work. Co-Author of the book, *The Power is in The Connection* and her current book in progress *Toward a Relationship Culture*, Jane focuses on the dynamic process of relationship as primary to individual and organizational success working within educational institutes as well as service and manufacturing environments. Since 2007, Jane has been an executive mentor in the College of Business at Butler University and has provided staff diversity training as well as leadership development on campus. Please feel free to contact her at jsurges@butler.edu and see her web site www.trainingdevelopmentresources.com.