

Collaborative Mentoring Webinar Series



**Kickstart Better Strategy At All Levels:
How to Run a "Strategy-Led" Mentoring Program**
May 16, 2019

2019 Collaborative Mentoring Webinar Series Planning Team

The Collaborative Mentoring Webinar Series is funded by the **Office of Juvenile Justice and Delinquency Prevention** through the National Mentoring Resource Center and facilitated in partnership with MENTOR: The National Mentoring Partnership



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Good to Know...

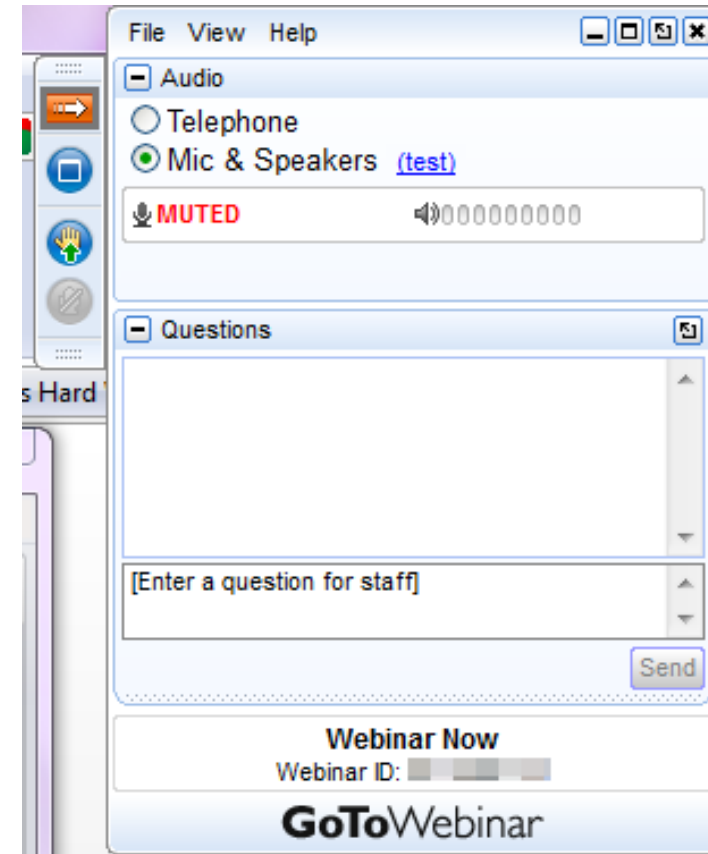
One week after the webinar, all attendees receive an email with:

- Instructions for how to access a PDF of presentation slides and webinar recording
- Link to the Collaborative Mentoring Webinar Series webpage, where all slides, recordings and resources are posted

Please help us out by answering survey questions at the end of the webinar.

Participate in Today's Webinar

- All attendees muted for best sound
- Type questions and comments in the question box
- Respond to polls
- Who is with us today?



Objectives for Today's Webinar

- ① Identify how strategy is used
- ② Garner basic framework to run “strategy-led” mentoring program
- ③ Examine approaches and models for developing strategy and ownership
- ④ Learn best practices and tools to operationalize strategy



INTRODUCTIONS

Audrey Cruz, Facilitator



Audrey Cruz has supported over 50 diverse nonprofits, schools, government agencies, and companies as a management consultant and trainer. She is currently a Senior Change Architect with Team Tipton, PBC. Formerly the training manager with Mentor Colorado, Audrey led statewide quality mentoring initiatives for over 60 agencies. Prior to moving to Colorado, Audrey worked for twelve years with volunteers, youth, and families in Washington, DC in various capacities of nonprofit management and youth development and served as an advisor for the DC Mentoring Collaborative from 2010-14.

Audrey has trained thousands of people and has served on numerous mentoring committees locally and nationally. She has been a formal mentor for seven years. Audrey received her MBA with specializations in business strategy and change management from the University of Colorado Denver, receiving the recognition of outstanding MBA student for her graduating class. She holds a BA in English from the George Washington University and is certified in Ethical Leadership through the National Association of State Boards of Accountancy.

Khari Brown | Capital Partners for Education



Khari Brown is the Chief Executive Officer of Capital Partners for Education, a 25-year old nonprofit organization that mentors low-income high school and college students from the Washington, D.C. area to provide the skills and experiences they need to successfully complete college and excel in the workforce. Mr. Brown has served as CPE's Executive Director since 2001 and as its CEO since 2015.

Beginning as its only employee, Mr. Brown has built CPE from a niche program that reached only 50 students per year to a burgeoning organization that is currently supporting 424 students and has grown by nearly 400% since 2012. By expanding its program offerings and leveraging the power of hundreds of trained volunteers on a daily basis, CPE has been remarkably successful in helping its students overcome the barriers that limit most low-income students. Under Mr. Brown's leadership, CPE has seen 61% of its graduates complete college on time, a rate that is more than double that of similar students nationally.

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Bob Tipton | Team Tipton



Bob Tipton is a high-energy, innovative, and insightful transformational change architect, leadership facilitator, keynote speaker, and author who is passionate about helping individuals, groups and entire organizations reach for and achieve exceptional results.

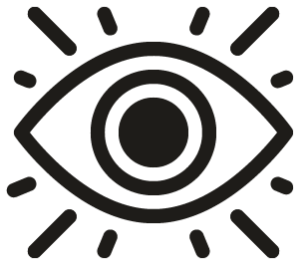
In his career to this point, he has been CEO / Principal Change Architect for R S Tipton, PBC (Team Tipton), CEO of an IT-related professional services firm, CIO of a \$1B+ distribution company, VP / managing director for the integrated marketing group for a major online agency, VP of corporate capabilities and communications for a significant professional services firm, SVP of a major technology, strategy and creative company, Global vice president of industry technology for a major technology consulting firm, and CTO of a significant IT consulting company.

Bob is the author of three books: *What's Right, not Who's Right – A Simple Shift to End the World's Madness*, *JUMP! – Get Unstuck, Extraordinary Life Breakthroughs Using Innovative Change*, and *Untangling IT: 25 Years of Lessons in Effective IT Leadership*.

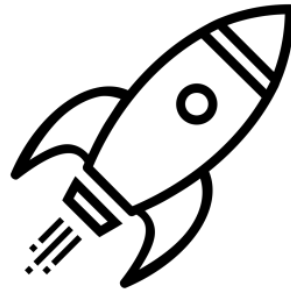
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What Is Strategy?

Foundational factors that drive decision making and program direction



Vision



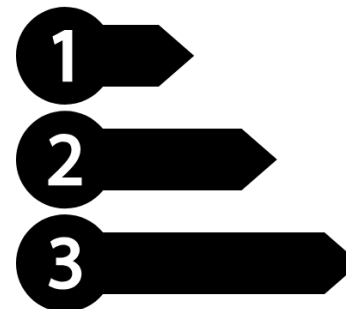
Mission



Values



Cultural Anchors



Strategic Priorities



HOW IS STRATEGY USED

How is Strategy Understood & Used?



Top down



resistance,
misunderstanding



**Siloed,
separate**



misalignment,
confusion, poorly
used resources,
infighting

How Should We Think About Strategy?



Lens

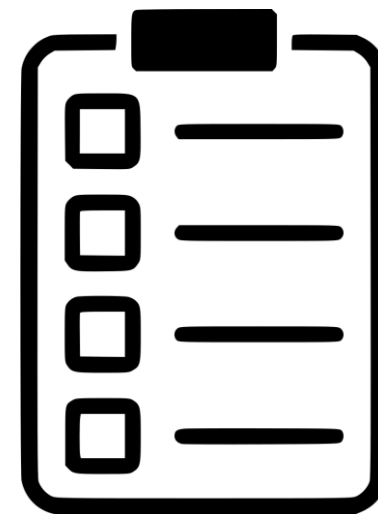


Inclusive

Alignment



Activities

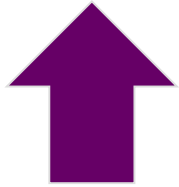


INTENTIONALITY



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Why is Intentional Strategy Beneficial?



Increases quality, speed, & efficacy of decision-making

Improves stakeholder outcomes



Attracts aligned employees, board members, students, & volunteers

Creates greater clarity & engagement

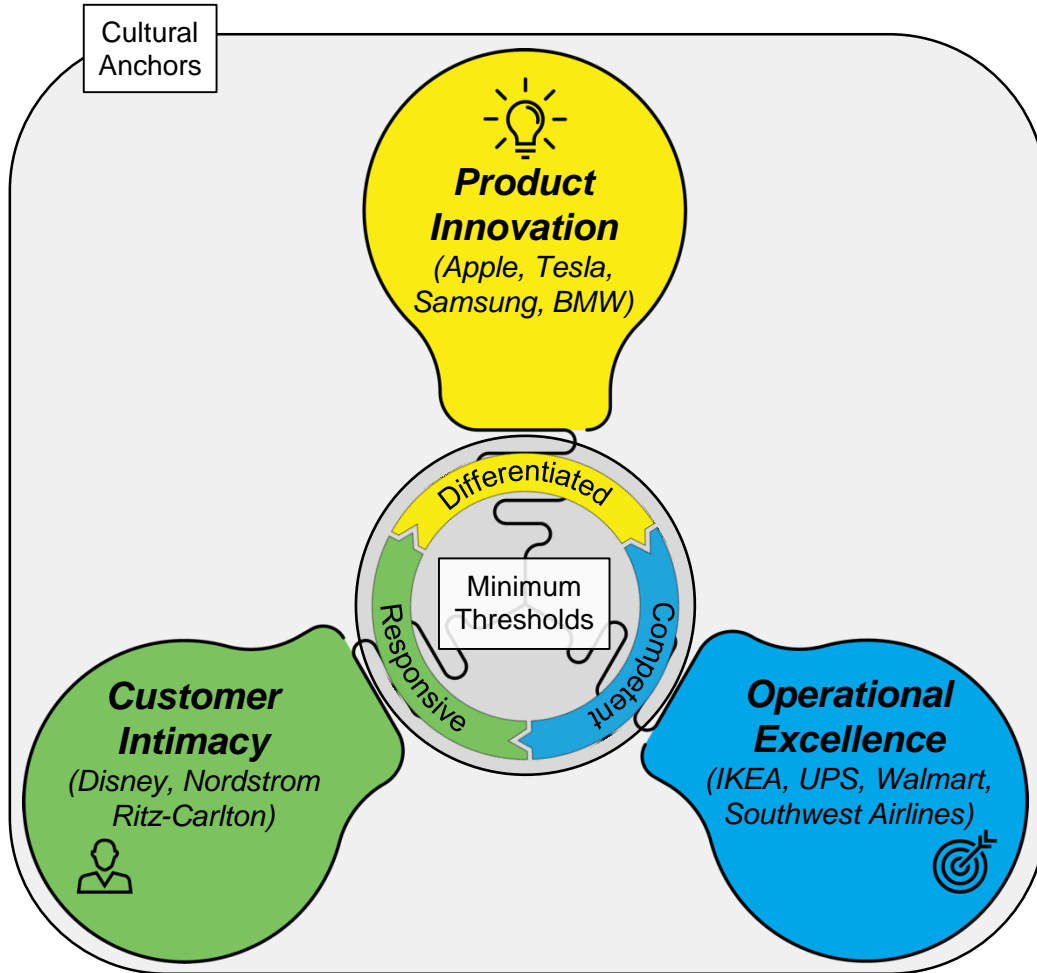


Improves funding



DEVELOPING STRATEGY

Cultural Anchors






Reference: *The Discipline of Market Leaders* (Treacy & Wiersema)

Answers These Questions:

- *What allows us to consistently meet our expectations?*
- *What unique, sustainable qualities will we use to deliver value for those we serve?*

Potential Cultural Dissonance:

- *The model indicates that market leaders choose ONE competitive anchor as primary*
- *With more than one anchor active simultaneously, the model suggests execution becomes diffused and strategic decision-making stalls*
- *Beware of different views:*

-  **PRODUCT / SERVICE INNOVATION**
 - *Those focused on delivery*
-  **CUSTOMER / CLIENT INTIMACY**
 - *Those focused on relationships*
-  **OPERATIONAL EXCELLENCE**
 - *Those focused on process / tools*

Scenario Exercise

Worst, Best, Most Preferred



“We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too.”

Scenario Exercise

How Do You Know When It's Done?

It Fits on a T-Shirt, and is
Readable from 20 Feet



Affinity Diagramming

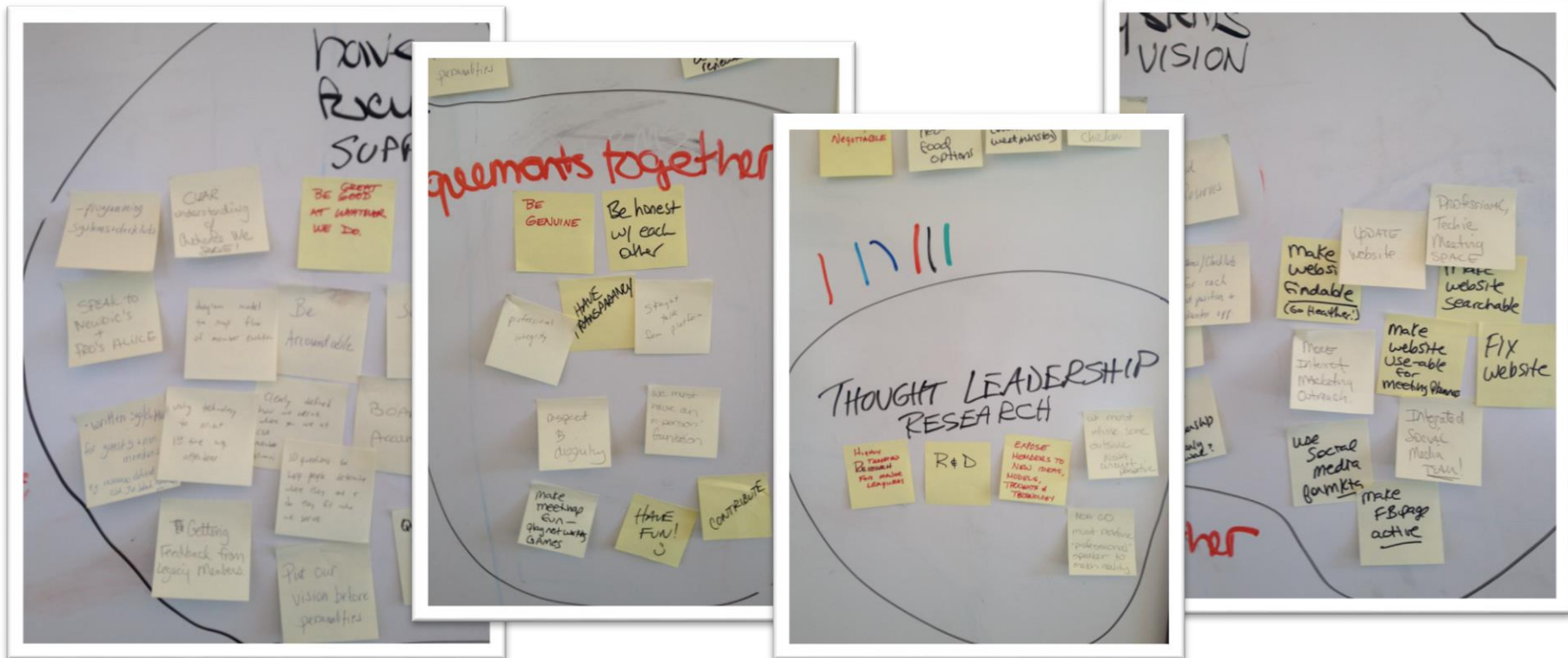
Four-Part Exercise:

Part one (in silence) – each person creates post-its related to their ideas

Part two (in silence) – each table team, or group, “affinitizes” the ideas

Part three (talking) – each team “names” the groupings of ideas (full sentences)

Part four (talking) – the larger group prioritizes the affinitized ideas (see next slide)



Affinity Diagramming

① Teamwork through Diversity

- 1. Help support in their role for research
- 2. Empower Team Champion

② Clear Pathway to Learning

- Computer Basics 2. Define. All's essential
- 3. Have Training Course 11 weeks. Times see schedule
- 4. Have training to learn to make shorter blocks but more frequently

③ Success/Pride - Job Well Done

- 1. Knowledge accomplishments will be made
- 2. Knowledge is your Build a reading library of best reports
- 3. Ask staff what do you want to learn?
- 4. Ask staff what do you want to learn?
- 5. Ask staff what do you want to learn?

④ Empowerment to Accomplish (Engagem

- 1. More complex to help
- 2. Make sure...
- 3. More complex to help
- 4. Make sure...

⑤ Communication

- 1. Listening to staff concerns
- 2. Suspension bar
- 3. Open communication

⑥ Passion for Learning

- 1. Knowledge is your Build a reading library of best reports
- 2. Ask staff what do you want to learn?
- 3. Ask staff what do you want to learn?
- 4. Ask staff what do you want to learn?

⑦ Technology

- 1. More complex to help
- 2. Make sure...
- 3. More complex to help
- 4. Make sure...

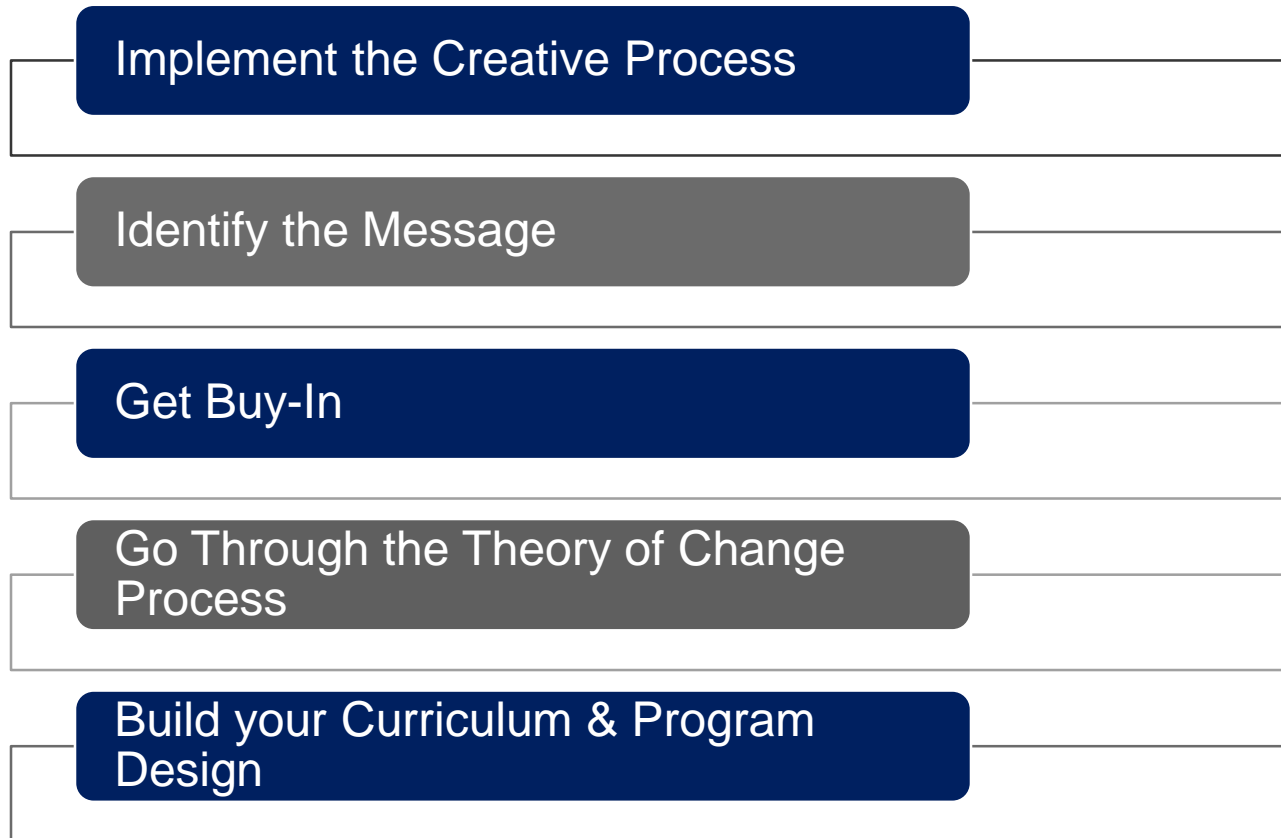
⑧ Financials

- 1. Budgeted 50 training
- 2. 70 PPD
- 3. Providing incentive

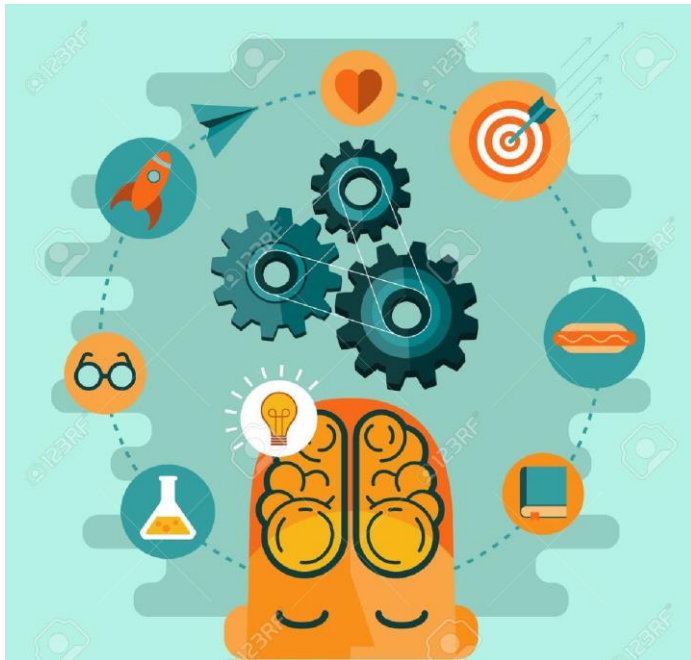
⑨ Culture Change

- 1. Culture Change: Create a positive culture of learning
- 2. Culture Change: Create a positive culture of learning
- 3. Culture Change: Create a positive culture of learning
- 4. Culture Change: Create a positive culture of learning

5-Step Approach to Strategy Development



Step 1 | The Creative Process



Inspiration

- Seek out innovative ways to improve the impact of your program

Brainstorming

- Ask a series of “what if” questions that lead to new innovations to pursue

Research

- Collect data (external and internal) on the impact of your current program model

Step 2 | Identifying the Message



Tailored

- Ensure messaging can address each stakeholder's specific interests

Evidence-based

- Let the facts make your case

Listen

- Gather feedback and consider adjustments to improve your messaging

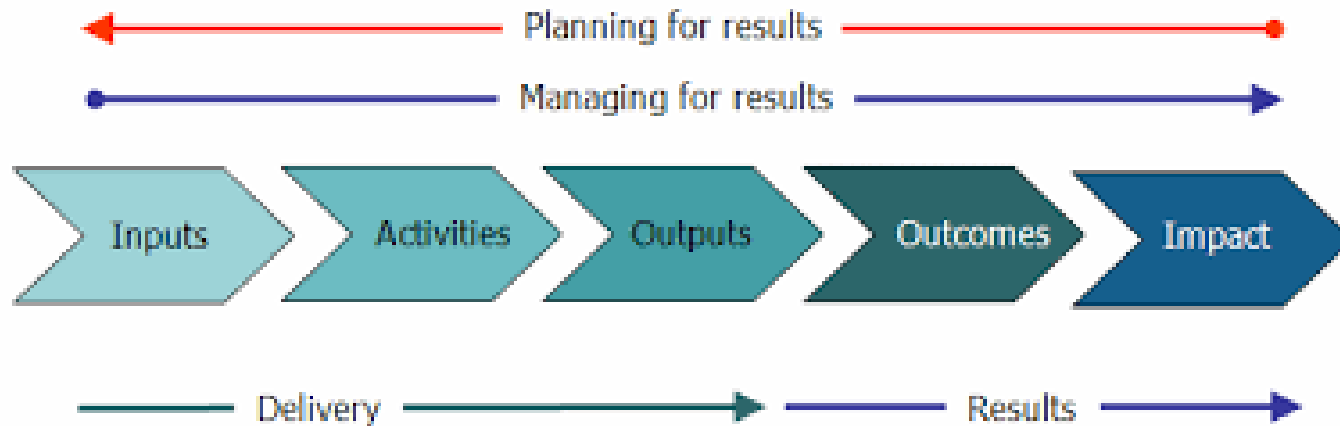
Step 3 | Getting Buy-In



Donors & Board Members

- Have personal discussions with all key stakeholders
- Communicate you're keeping the best things and modifying what's left to maximize your impact
- Remember, buy-in happens progressively and not immediately

Step 4 | Theory of Change



Step 5 | Building Curriculum & Program Design



Decision-Making

- Develop inclusive process to present strategic and resource allocation decisions to the board

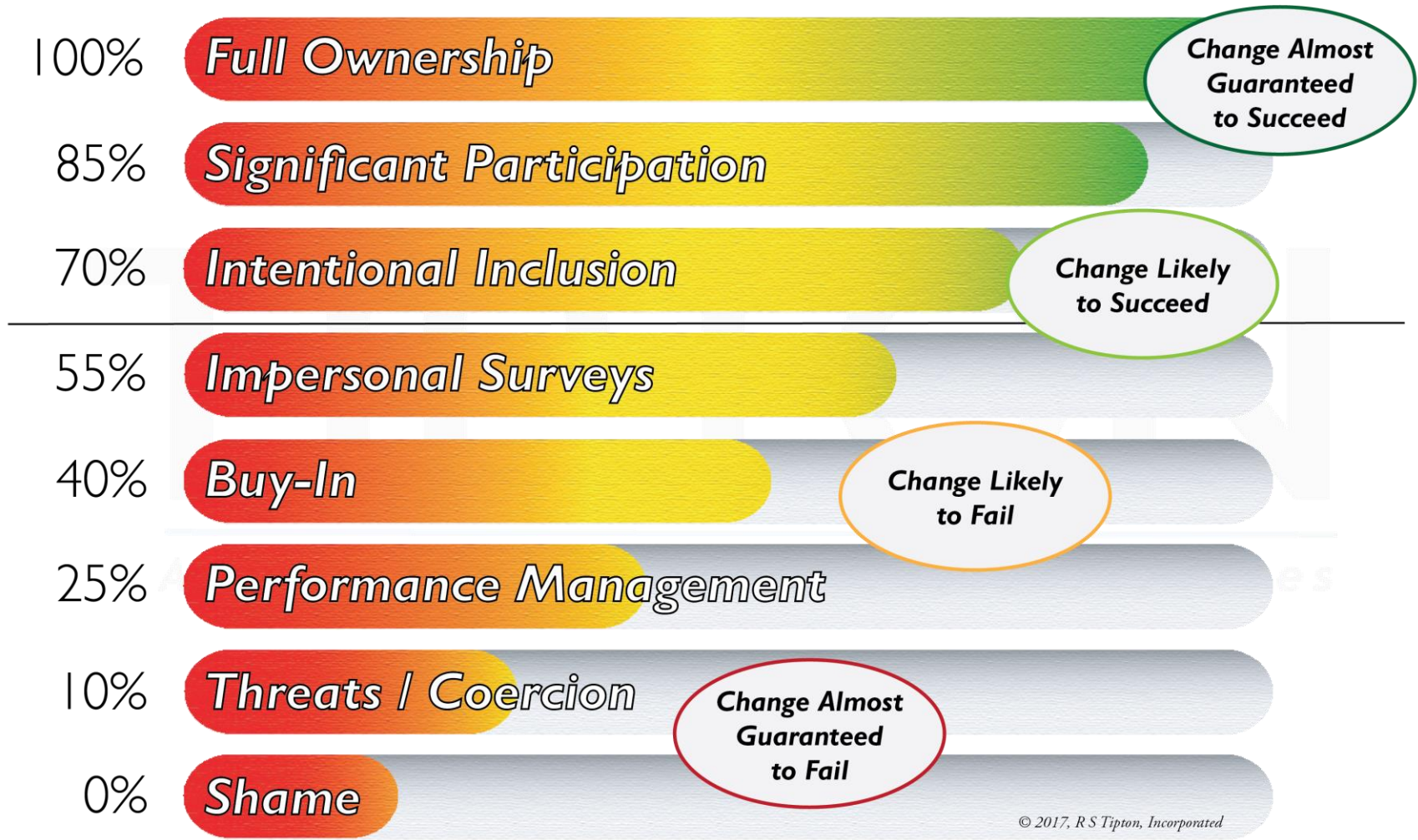
Final Plans

- Finalize budget and curriculum and prepare to launch



CULTIVATING OWNERSHIP

Organizational Change Energy Scale



Ways to Engage Stakeholders in Ownership



Board
Members
&
Employees

- Present a fact-based case. Provide them with time to digest it, then collect their feedback.

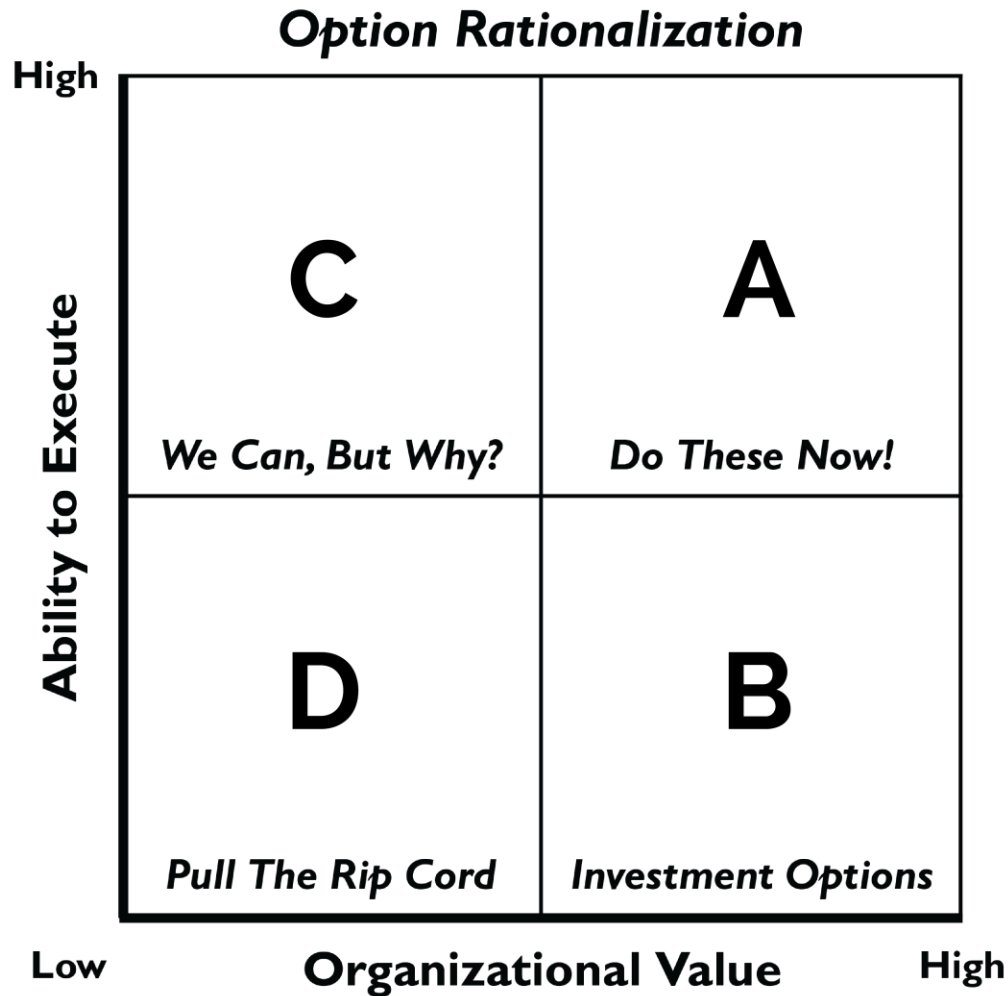


OPERATIONALIZING STRATEGY

Prioritize and Resource It

- ① Attach organizational resources to it – people, processes, tools
- ② Give it energy and a chance to be successful
- ③ In a resource constrained organization, might need to make a tradeoff

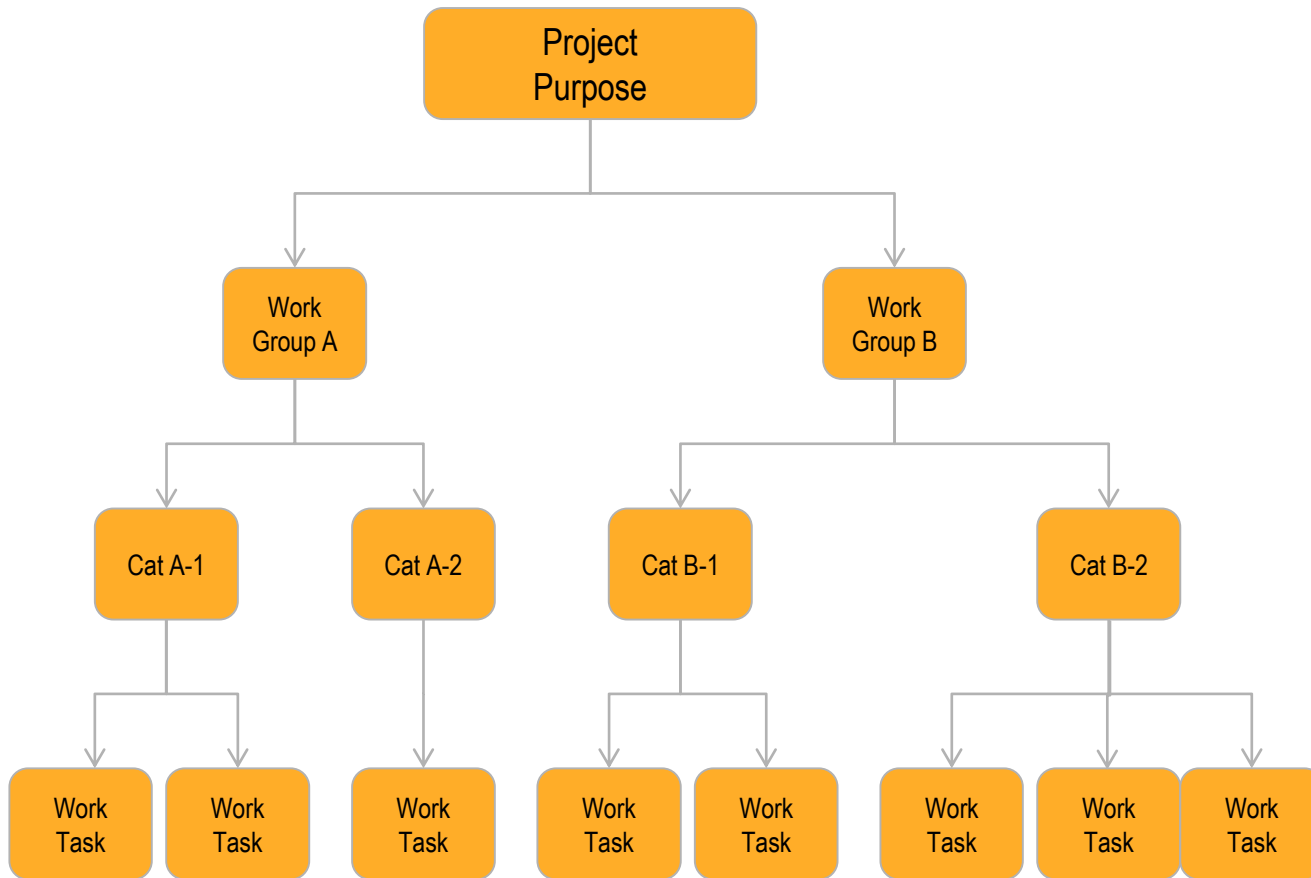
Rationalization Exercise



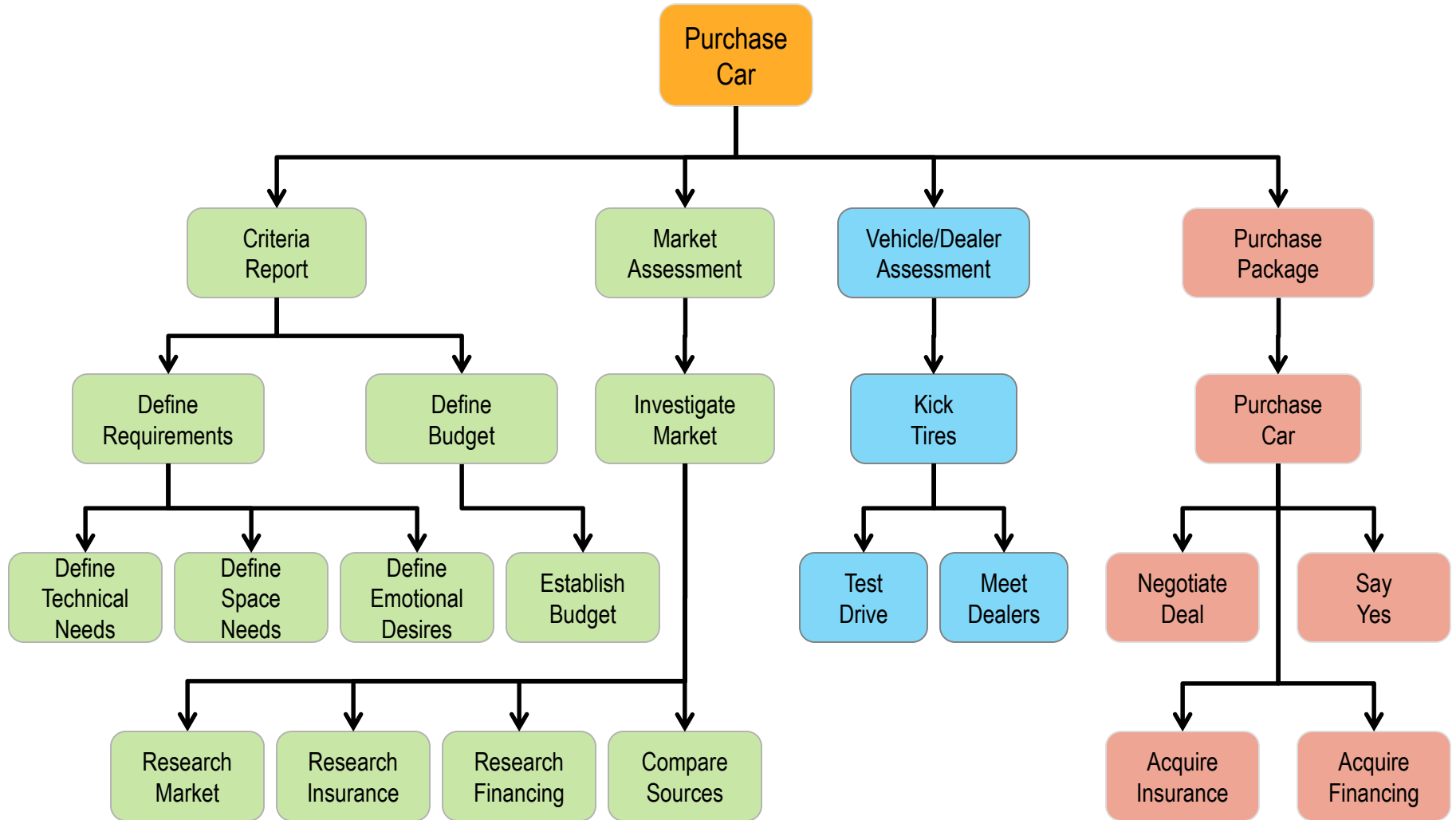
Create An Implementation Plan

- ① Steps
- ② Stages
- ③ Accountability
- ④ Manage effectively

Work Breakdown Structures

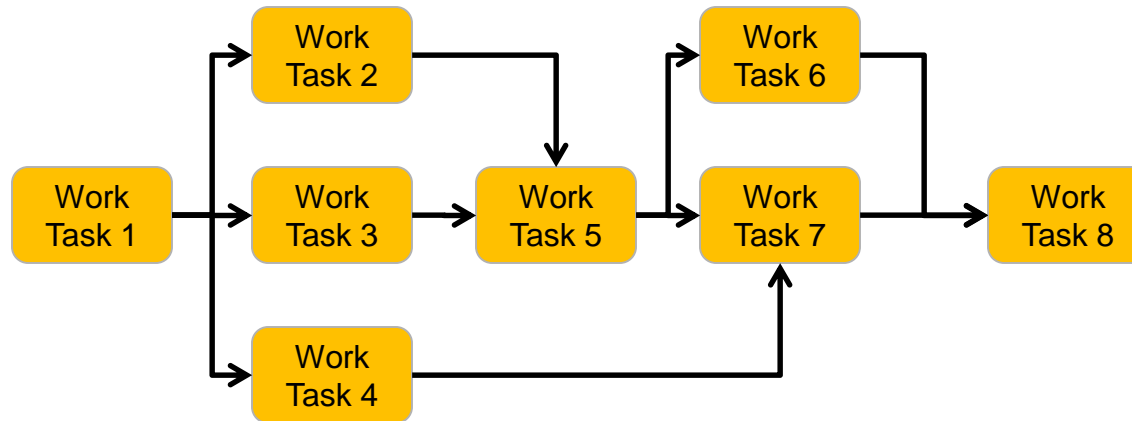


Work Breakdown Structures

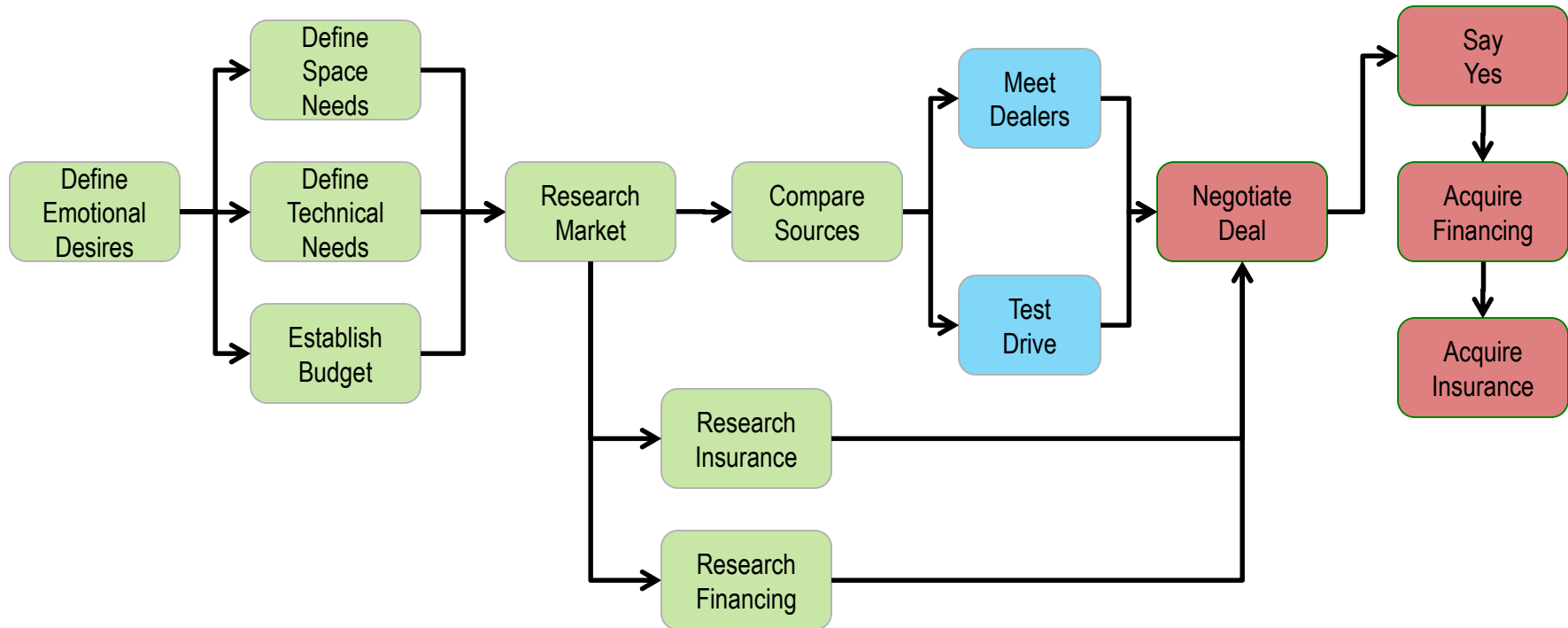


Work Breakdown Structures

A Picture Of How Work Is Sequenced



Work Breakdown Structures



Challenges with Operationalizing Strategy



Resistance

- Humans are naturally resistant to change
- Over communication is important

The Unexpected

- Need to adjust to unforeseen challenges

Challenges with Operationalizing Strategy



Complacency



Know-It-All



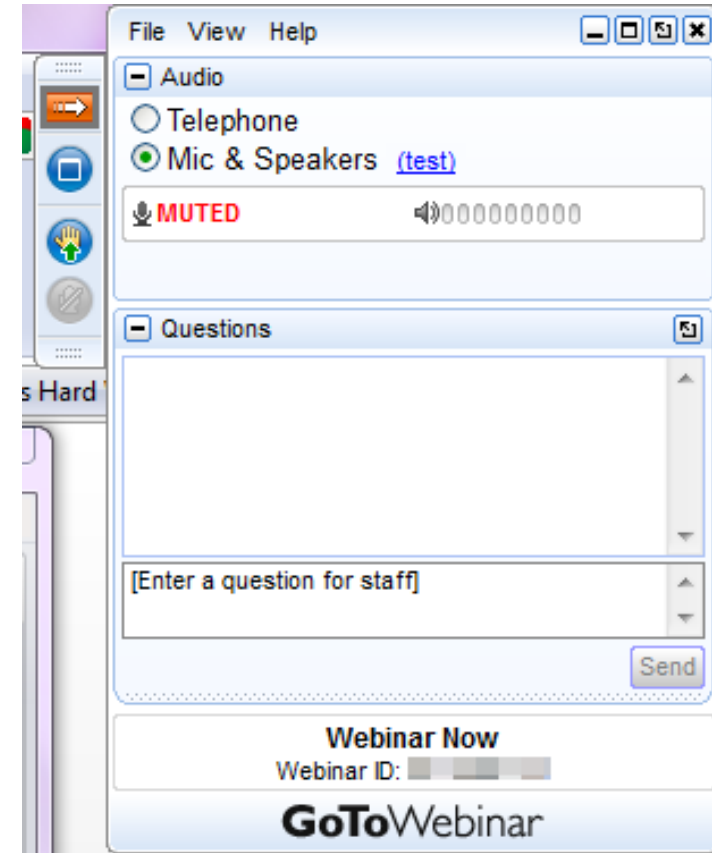
Fear-based



Q&A

Q&A

Type your questions in the question box:



Contact Our Panelists



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Additional Resources



Affiliates

Affiliates serve as a clearinghouse for training, resources, public awareness and advocacy. Find your local affiliate here:

<http://www.mentoring.org/our-work/our-affiliates/>

Mentoring Connector

Recruit mentors by submitting your program to the Mentoring Connector

<https://connect.mentoring.org/admin>

National Mentoring Resource Center

Check out the [OJJDP National Mentoring Resource Center](#) for no-cost evidence-based mentoring resources

Remember...

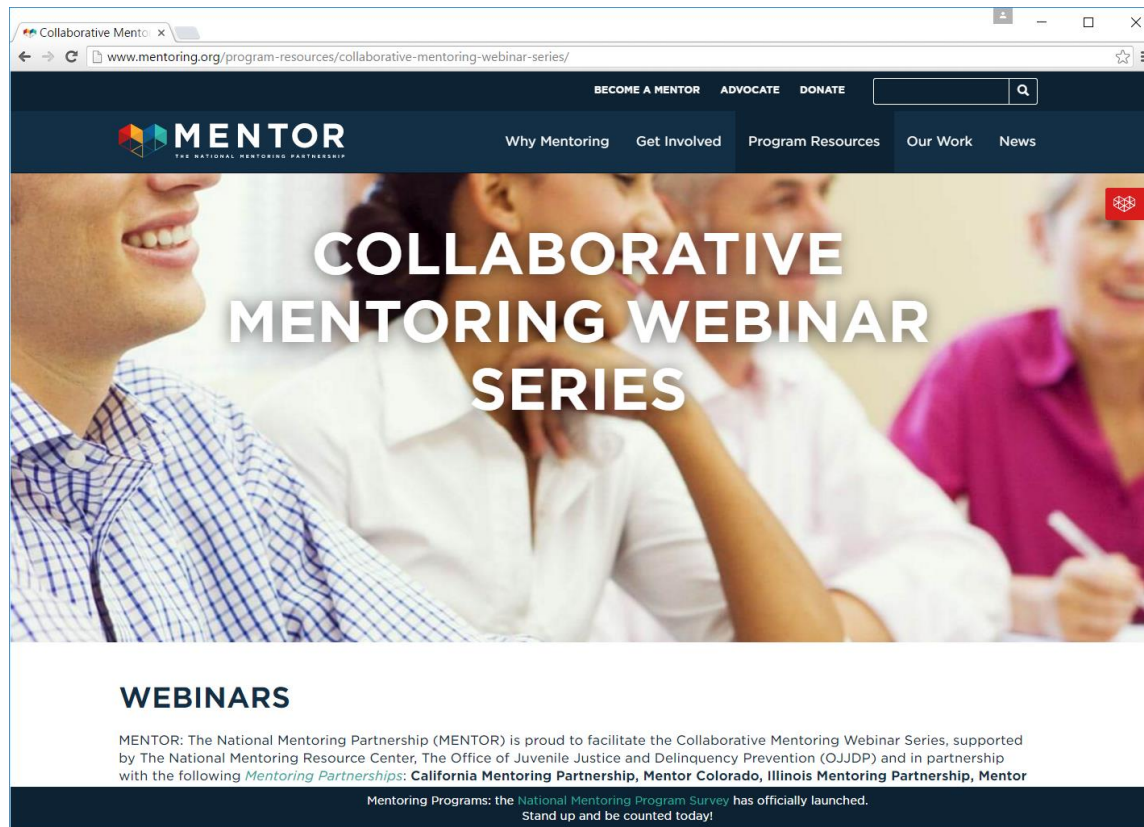
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http://www.mentoring.org/program_resources/training_opportunities/collaborative_mentoring_webinar_series/

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Join Us Next Month!



Mentoring Youth Impacted by the Opioid Crisis

June 20, 2019

1 - 2:15 pm EDT



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