

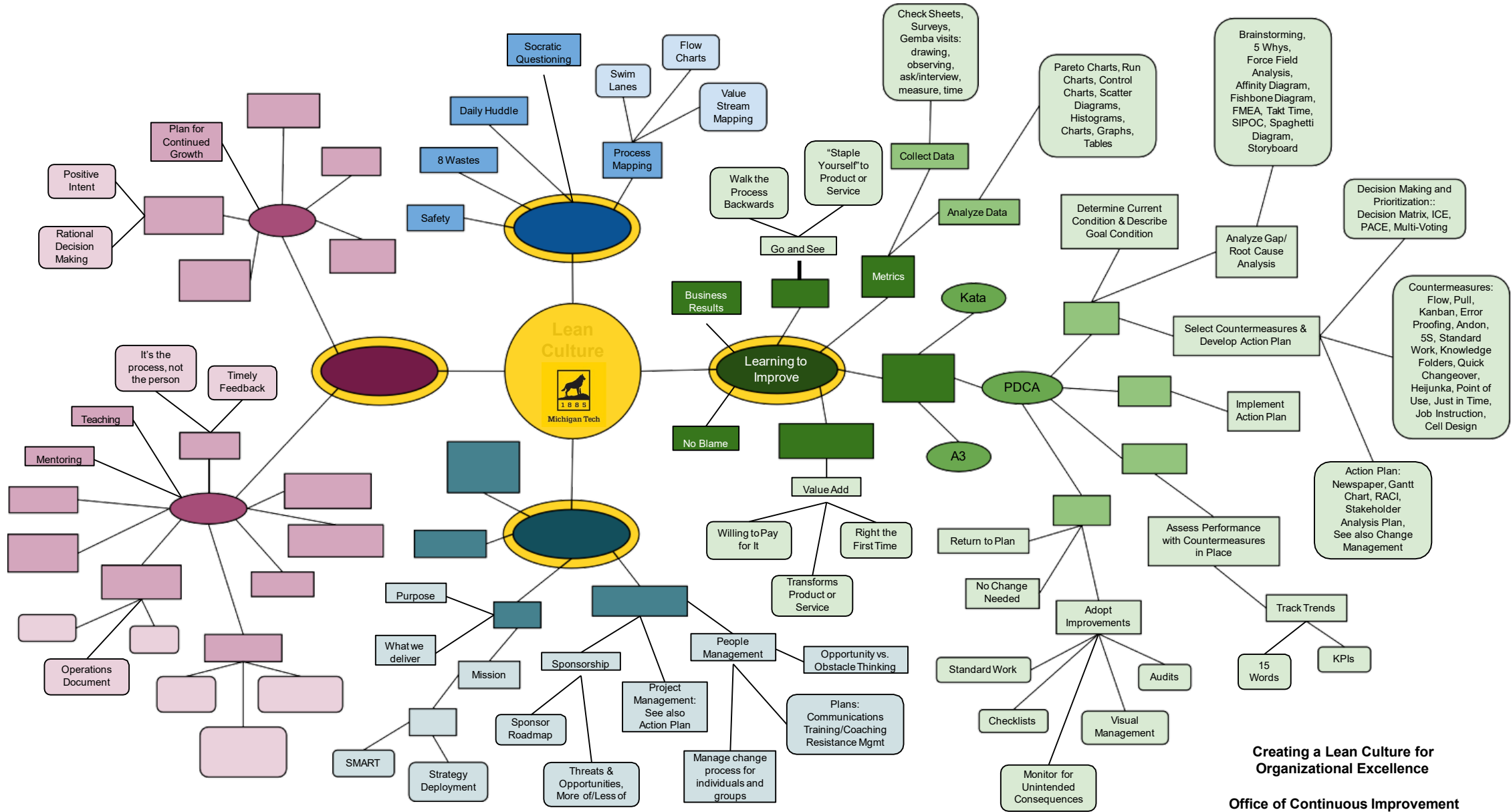
Incorporating Lean Principles into a Student Leadership Development Mentor Experience May 12, 2020

Ellen Horsch, Professor of Practice in Management

Renee Hiller, Director of Human Resources



Michigan Technological University
College of Business



Leadership Development Course Overview and Learning Objectives

- Assesses student's current knowledge, abilities, and values relevant to leadership.
- Study the competencies, qualities, tendencies and evolving leadership styles.
- Reflect on leadership and purpose in light of continuous improvement, safety in the workplace, work-life blending, and generational styles.
- Guide students in developing and implementing a personalized strategic leadership development plan to enhance their leadership abilities and capabilities.



The College of Business Mission

The Michigan Tech College of Business prepares graduates to innovatively respond to challenges and opportunities in a global environment. We enhance the University's technological prominence through influential scholarship, experiential learning, and stakeholder outreach.



Michigan Technological University
College of Business

Topics covered in the Course

Leadership Theories

Understanding the role of a Leader

Leadership Qualities

Leadership Styles

Leaders and Generational Differences

Effective Leadership

Leader's role in building a great team

Level 5 Leadership and Servant Leadership

Primary and Collateral Leadership

Lean and the role of the Leader

Followership and Leadership

Safety and the role of the Leader

Why Leaders fail?



A Mentor or Coach?

Coaching: A more formal structured association focused on improvements in behavior and performance to resolve present issues or handle a specific project.

Mentoring: A more informal association focused on building a two-way, mutually beneficial relationship.



A Mentor is ...

- a trusted counselor or guide.
- is someone who helps career planning, specific work projects, or general life advice out of the goodness of their heart.



Some of the Research

The American Council on Education (ACE) has long promoted mentoring and leadership development.

<https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=1077>

The Importance of Mentoring for Higher Ed Leadership

<https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=1077>

Mentors Enhance Project-Based Learning

<https://www.forbes.com/sites/tomvanderark/2018/09/20/project-based-mentoring/#72ab44785e42>



Mentors take on many shapes and forms

- Traditional Mentoring
- Peer Mentoring
- Network Mentoring
- Group or Team Mentoring
- E-Mentoring
- Reverse Mentoring

<https://www.gettingsmart.com/2019/02/the-importance-of-being-a-mentor-and-having-a-mentor/>



The Student's role in the Class was

- To build a foundation of learning and draw inspiration from past and present Great Leaders.
- To identify their own core values to complement the development of a Personal Vision Statement.
- To develop a Strategic Leadership Development Plan with guidance from a mentor.
- To schedule at least two meetings with their mentor.



The Mentor's role in the Class was

- To serve as outside eyes and to help a student navigate as they develop their own personal Strategic Leadership Development Plan.
- To offer different perspectives.
- To provide support and encouragement.
- To be a sounding board.
- To encourage self-reflection.
- To help the student identify areas for leadership skills development.



Developing a Strategic Leadership Development Plan

1. Draw inspiration from past and present leaders.
2. Identify core values.
3. Create a Personal Vision Statement that clarifies life's purpose and identifies what really is important. It becomes a personal constitution, the basis for making decisions.
4. Assess current leadership skills.
5. Develop 3 to 5 goals following S.M.A.R.T Goal Guidelines (Specific, Measurable, Attainable, Realistic, and Timely).
6. With the Mentor, discuss the specific steps to take, the resources needed, and the support to reach the Leadership Goals while working towards the Personal Vision.



Who were the Students?

- Fall of 2018:
 - 6 students were non-business majors
 - 4 students were Marketing majors
 - 1 student was Accounting major
 - 12 students were Management majors for a total of 23 students
- Fall of 2019:
 - 7 students were non-business majors
 - 6 students were Marketing majors
 - 9 students were Management majors for a total of 22



Who were the Mentors?

In 2018, there were 23 mentors.

- 20 employed at the University
- 3 non-University employees (President of a local manufacturing company, Manager of a regional manufacturing company, and a Consult/former CEO)

In 2019, there were 22 mentors.

- 10 employed at the University
- 10 non-University employees (President of a local manufacturing company, Manager of a regional manufacturing company, a CHRO of a national healthcare organization, 2 CEOs, Director of Strategic Initiative of a national industrial corporation, a dentist, and consultants)



A Mentor's Perspective

- My background
- Why did I become a Mentor?
- My experience in mentoring a student for the past two years (developing a vision statement)
- What did I gain?



SLDP Example

- Excerpts of a Student Leadership Development Plan.
- My role and experience with the student and their SLDP.



Vision Statement Activity

- Each person should have downloaded the materials for this activity from the collaboration folder a piece of paper and pen/pencil.
- If not, on a piece of paper, draw a table with 6 rows and 5 columns.
- Across the columns in the top row, label the columns as follows:
 - First column: Material items/personal possessions that you value most
 - Second column: People that are most important to you
 - Third column: Memories that you always want to have and cherish
 - Fourth column: Goals that you find most important in your life
 - Fifth column: Places that are most important to you



Take a moment to reflect personally
and professionally on your values.



Michigan Technological University
College of Business

Write down one answer per text box in each row as follows:

- Four material items/personal possessions that you value the most
- Four people that are the most important to you
- Four memories that you always want to have
- Four goals that you find important to set for your future
- Four places important to you



Now look over those items you value
and think about why the items are
important.

Now...cross off six values with the idea
they will no longer ever be part of your
life,

Cross off five more,

Now 4,

And then 2.



This will leave you with three values in life.

What values were you left with?

Why were they important?

What values were easy to eliminate? Why?

How will these values affect your life?

Do you think in life, you may have to make such difficult choices?

Is what is important to you today going to be important to you in 5, 10, 15 years?



**From these values, you can create
your own personal and/or
professional Vision Statement**



Michigan Technological University
College of Business

Sample Vision Statements from Students

- ★ Don't be afraid to make mistakes; love the choice you made and make the choice you love.
- ★ When the people around me succeed, I succeed.
- ★ To learn something new every day and go into the next with an open mind for change. To never be doing things the same after having learned why they should be different. To be happy in my own mind, passionate in my work, and driven towards my goals, knowing that I don't leave my potential short. Experiment, learn, understand, change, and smile.



Reflections from the students

“This was a unique experience for me, because I have never had such a highly experienced professional sit down with me to analyze my personality and leadership characteristics. It was a **great feeling knowing that someone was taking time out of their day to help me better myself.**”



More Reflections...

“It was very beneficial to meet and work with a mentor throughout the semester. Since I am graduating next semester, it was good to sit down and actually think about my future plans, my strengths and weaknesses, and things I want to work on. **It was nice to be able to discuss these things with someone who did not know a lot about me and could give me an outside perspective.** It was also valuable to sit down and think about my future goals in regards to my leadership skills and how I can achieve those goals while I was creating my SLDP. In addition to working on the SLDP, my mentor also looked at my resume and provided me with more resources that I can use in my future to continue to improve my leadership skills.”



Reflections from the Mentors

“Working with my mentee has been wonderful. Our meetings have been very positive, very open, very collaborative. **My mentee was receptive to input and stories, and we worked together on setting up 5 key points that would help with career and leadership focus.** He's very bright, creative, and has a clear vision of where he wants to go. We both look forward to keeping in touch as he gets there.”



More reflection...

“From the very first meeting we had, I was extremely impressed with my mentee's engagement and curiosity. **She clearly wanted to absorb anything I could offer that might help her develop further in her leadership and future endeavors.** Her communication skills were extremely appropriate and impressive, and she was deeply reflective regarding any suggestions I offered. I was very impressed with her, and there's no doubt she has a very bright future ahead of her in marketing or whatever field she may land in.”



Characteristics of a Lean Leader

1. Lean is a journey.
2. Everything can be made better; strive for perfection.
3. Customers focus by creating a Problem Solving Culture.
4. Simplify and develop an eye for finding waste.
5. Be where value is created.
6. Be a coach and a people developer.



Questions?

