



# Mentoring Dilemmas

## Coaching for Servant-Leaders

**FONS TROMPENAARS**

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**SERVUS**  
Servant-Leadership Centre  
for Research and Education



**EMCC**  
*European Mentoring &  
Coaching Council*

# Core Proposition

***“Successful mentors have the propensity and competence to help organizations and its mentees reconcile dilemmas for better sustainable business performance”***

# Some mentoring dilemmas

On the one hand ...	On the other hand ...
We need to manage and devote time to and stay flexible for current clients	We have to invest time in networking and being introduced to new client opportunities
We need to support people to solve problems and challenges in the workplace	We need to support people to work on their possibilities and dreams and be the person they want to be
We need to have the relevant skills for mentoring	We need to have relevant experience for mentoring
We need to provide qualitative benefits for the individual	We need to provide value to the organization
We need to connect closely with our mentees	We need to keep a professional distance
Our clients expect guidance and solutions	Our role is to be disengaged and only focus on the client's persona and issues
We need to allow the mentee to experience his/her own journey	We need to give the mentee guidance from our own experience and wisdom gained through knowledge

# Coaching and mentoring

**Support and Acceptance**



ONLY IF THE CLIENT FEELS YOUR SUPPORT & ACCEPTANCE...

...ARE YOU FREE TO OFFER ANY CREDIBLE CRITICISM



**Credible criticism**



# Coaching and mentoring

Intervening and influencing



THE COACH MUST INTERVENE AND INFLUENCE...



...IN A WAY THAT INCREASES THE AUTONOMY OF THE CLIENT



Autonomy of the client

***Questions?***



# THANK YOU!



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