



Maine Management Service

NEWSLETTER

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Excellence as the standard in Maine State Government

Mentoring pilot comes to a close

Lessons learned will help improve the program

Thirteen pairs of mentors and protégés completed a 9-month mentoring relationship this month. The program, which was designed to pilot a formal, structured mentoring program, is one of the Maine Management Service's leadership programs to help members implement their Individual Development Plans.

Components of the Mentoring Pilot Program

The MMS mentoring program was designed to facilitate its members' professional growth by matching them with successful private sector executives so that they could share experiences, explore work issues, and discuss development opportunities. The pilot attempted to match mentors and protégés who share similar interests and experiences and to provide a structure for making the best use of participants' time. Following the 9-month pilot, participants helped MMS evaluate the program.

**For information about participating in the MMS mentoring program,
either as a mentor or protégé, contact:
Cheryl Ring at 624-7367 or cheryl.e.ring@maine.gov.**

As a result, the State Office of Training will be enhancing the program, including making some improvements to the way the mentor-protégé matches are made, increasing the amount of formal contact between the participants and the Mentoring Coordinator, and increasing the size of the mentor pool. The mentoring program will be offered again July 2003 – April 2004. Look for future announcements. ◆◆◆

What is the best thing that happened to you during the mentoring experience?

“Getting someone (a mentor) who wants to spend time, share ideas, perspectives, and experience, with me...is a tremendous, stupendous, incalculable gift.”

– quote from a 2002 protégé

An Interview with One Mentoring Pair

Two participants in the MMS mentoring program agreed to share some insights from their 9-month mentoring relationship.

When she started the program, Breena Whitcomb was Personnel Officer at the Department of Marine Resources. In January of this year, she accepted a new position as Labor Relations Specialist with the Bureau of Employee Relations.

Bill Bridgeo serves as city manager for the City of Augusta. Previously he was city manager in Canandaigua, NY and before that Calais, ME. Bill brings a wealth of public sector management experience from which a protégé could benefit.

New Friends

Both Bill and Breena cite the mentoring experience as worthwhile and enjoyable. "I have thoroughly enjoyed the experience..." says Breena. "It's been a very positive experience and an honor to get to know him." "I have the benefit of a new friendship," Bill says.

Professional Growth

With regards to their professional development, Bill says the satisfaction of watching Breena use his advice to successfully deal with issues in the workplace was tremendous. Breena points to discussions with her mentor that helped her to think about taking on new challenges. As a result, she says, she applied and was selected for a promotional position within state government. She credits Bill for helping her, "step back and examine my strengths and areas for development. I was able to [articulate] my strengths when I interviewed for the promotion."

New Experiences

Bill says not only did he enjoy the mentoring relationship, but he learned a lot of good things about state government and how it operates. For Breena, she says not only did Bill share lessons and insights he gained through his experiences, but he made time for her and *really* listened.♦♦♦



COMPETENCY FOCUS:

Competencies are a combination of skills, knowledge, attitude, and behavior that define an effective leader. They distinguish high performers from others in the same job. In this series, we illustrate one of Maine's 10 leadership competencies in each issue.

Analytical Thinker

Effective leaders...

- Understand situations or complex issues by breaking them down into smaller pieces
- Trace the implications or impacts of a situation or problem using a step-by-step approach
- Strive to understand causal relationships and to identify appropriate approaches or solutions
- Work with root causes of issues rather than surface or visible concerns.
- Anticipate the implications of problems or opportunities.
- Look for commonalities in seemingly different situations.
- Ask key questions to reframe data and analysis.
- Make timely judgments even in difficult, changing, sensitive, controversial, or unclear circumstances.
- Use a clear and logical sequence of events to obtain a strategic result.

What is Analytical Thinking?

Do you sometimes muddle along in your thinking; not taking the time or applying the discipline to understand why something happened, what the implications of an action are, or what caused a certain effect? The analytical thinking process helps us to understand why something happened, to break down problems into key parts, and to recognize cause and effect. It allows us to think through issues and focus on priorities.

Ask Yourself...

- Why did that happen?
- So what?
- Why does it matter?
- Who will it affect?
- What might happen if I...?

What's Happening?

State Training Office tests in-house 360° assessment. The Leadership Institute includes a 360° leadership assessment, which heretofore has been produced by an outside consultant. In an effort to add value to the participant's experience and hold down its cost, we are working to bring the 360° assessment in-house rather than working through an external consultant. This will allow us to review our price structure and pass on the cost savings to departments. Stay Tuned!

MLI Revised Schedule

Days	MLI Dates	Registration Deadline	For:
W-F	May 14,15,16	closed	MMS members
W-F	May 21,22,23	closed	Aspiring MMS Members
W-F	June 4,5,6	Apr 25, 2003	MMS Members
W-F	June 18,19,20	May 2, 2003	Aspiring MMS Members

MMS Lecture Series

Tom Welch
Chair, Maine Public Utilities Commission
April 15, 2003 9:00 to 11:00 a.m.
State Training Room - Nash School

Leadership and the 10 Competencies at the PUC
 Statewide utility regulation requires leadership. Chair Welch will give insights on how he uses Maine's 10 leadership competencies to guide the vision, mission, and operations of utility regulation in Maine.

**Seating is limited. Call 624-7764 or
 e-mail carol.cochran@maine.gov to register**

the June MMS Lecture....

On June 26, 9:00 to 11:00 am, the MMS Lecture Series will host **Peter Wiley, Director, Office of Management Consulting & Training for the National Governors' Association** in Washington, D.C. Peter will speak on "Performance Management as a Systemic Tool for Excellence".

Peter's lecture will be broadcast to 80 sites statewide, originating from the Distance Learning

Room, room 3A, in the Cross Office Building, Augusta.

Peter is the former Special Projects Director in the Governor's Office under Governor King. He has his law degree from Georgetown University.

"The Maine Management Service and its goals of fostering excellence in leadership in Maine state government are more critical now than ever before as the State faces not only a change in its executive leadership, but also challenges related to ongoing budget issues, security threats, and an aging work force. We must have skilled leaders to lead these transitions."

Commissioner Rebecca Wyke, Department of Administrative & Financial Services

Continuing Education Forums

Now Available Statewide!

MMS continues its series of half-day *Leadership Forums* to further MLI graduates' understanding of important leadership topics and to aid them in leading their organizations. There has been a good reception to the first four forums: The Learning Type Measure, Effective Communication, Kotter Change Model, and Customer Focus. The remaining sessions for 2003 are:

- June 17, 2003 Governance
- September 8, 2003 Systems Thinking
- December 5, 2003 Innovation
- Date TBA Leadership and Ethics

Each session is now broadcast from the Cross Office Building in Augusta, to fully interactive ATM sites in Gorham, Bangor, and Presque Isle!

All forums are from 1:30-4:30 p.m. in ATM Distance Learning Center, Room 103 in the Cross Office Building. The cost is \$75.00. To register, e-mail carol.cochran@maine.gov.

The June 17th forum on *Governance* will continue the discussion begun on the first day of the Leadership Development Institute. Participants will explore more fully the breadth of governance. Small groups will form to determine what good governance means in Maine for the state generally and for specific departments. The groups will discuss governance requirements for leaders and managers, differences from citizens' perspectives, and barriers within state government.

Competency Based Interviewing-Schedule

Please contact Valerie Oswald (valerie.oswald@maine.gov or 624-7769) for a CBI training tailored and delivered expressly for your department.

The schedule of competency-based interviewing training open to all:

- Tuesday, June 3, 2003
- Friday, September 5, 2003
- Tuesday, December 2, 2003

Participant Fee: \$125.00. To enroll, please contact carol.cochran@maine.gov.

CBI - Call For Ideas

We'd like to adapt the competency-based interviewing course for non-confidential hires. If you have any ideas about how best to make that transition, please e-mail Sam McKeeman sam.mckeeman@maine.gov.

Capital Campus

★ A partnership of the Maine Management Service and the University of Maine at Augusta★

On behalf of the Maine Management Service, the Bureau of Human Resources has partnered with the University of Maine at Augusta to bring relevant educational opportunities to state employees. This program, called *Capital Campus*, was implemented in the Fall of 2002. Initially, classes were offered at the Burton M. Cross Building in three UMA Certificate programs. A fourth certificate program was added for the Spring semester; and plans are underway to add another certificate program this summer. These certificate programs, designed specifically around the needs and interests of state employees, include Government Management, Liberal Studies, Computer Information Systems, Human Resources, and (to be added this summer) Human Services. Each certificate requires 18 credits for completion, except for the Human Services Certificate which requires 30 credits. All of these credits can be applied to earning related Associates or Bachelors degrees. For more information on Capital Campus and other higher education opportunities, visit <http://www.maine.gov/bhr/statetng/higherED/index.html>

Please note that this site is currently under development. Check back frequently to get the most current information.

Website for the MMS and MLI is updated

If you haven't been to the MMS website in a while, it's recently been updated and lots of new information added. Visit it today!

URL: <http://www.state.me.us/bhr/mms/>