



THE COMPETENCE LEVERS

Mentor Discussion Agenda: Employee Notes

RESOURCES

- The Meaningful Competence® Toolkit Training System
- The Competence Levers Worksheet
- The Competence Levers Mentor Discussion Agenda

PREPARE

Use this resource as stated in The Competence Levers: How to Use This Tool.

1. Identify who you will use as a mentor.

A mentor is a trusted advisor.

We recommend use of a mentor in order to increase the amount of feedback you will receive. You'll have a more successful career if you have a large network, you accept and apply feedback, and you know and can communicate your value. This Meaningful Competence® strategy is designed to help you develop all three of these elements.

Here are possible sources for mentors:

- *Use a Meaningful Competence® Career Strategist.*
- *Approach an experienced employee who performs well.*
- *Ask a senior leader in your organization to mentor you. Many senior leaders appreciate the chance to have someone to mentor, though their time is limited. This tool will help you use their time wisely.*
- *Consider which of your previous managers might support your continued career improvement.*
- *Select one of your more trusted friends. We can learn from our peers.*

Your current manager should not be selected as your mentor.

2. Make an appointment with your mentor to discuss your Four-Leverage Competence Development Plan.
 - a. Tell your mentor about the Meaningful Competence program that you are going through to grow your career and your value to the organization.
 - b. Share that you're creating a Four Leverages Competence Development Plan.
 - c. Schedule 45-60 minutes for this discussion.

***Sample Script for the Appointment
(assuming you've already been working with the mentor)***

[Mentor], I'm ready to meet again. I'm ready to share a Four-Leverage Competence Development Plan I've developed.

I'll be ready to discuss this assignment on the week of [give the date you'll be ready]. When can we meet for about 45 to 60 minutes to work through this assignment?

[Depending on your mentor's calendaring strategy, consider offering some dates that you believe would work best for both you and your mentor.]

[When you have agreed to a date, continue.]

Great. I'll send you a paper to read that will describe the Four-Leverage Competence Development Plan. I'm looking forward to this discussion.

3. Review the agenda and prepare to discuss:
 - a. The definition of competence.
 - b. The description of each leverage.
 - c. Your proposed ideas for each leverage.

MEET

Note

To influence the meeting so you achieve your desired result, give your mentor the document The Competence Levels Mentor Discussion Agenda.

1. Discuss the following:
 - a. The definition of competence.
 - The consistent, efficient display of a valued contribution to an organization or a society.
 - b. The description of each leverage.
 - i. Clarity
 - Agreement on assignments, expectations, Value-Added Outputs, current status, and other decisions that define an employee's success.
 - ii. Motivation
 - The values, confidence, emotions, and beliefs that influence employees to start an activity, persist in the activity, and invest enough mental effort to succeed in the activity.
 - iii. Skills
 - The know-how and physical ability to carry out tasks that produce expected results, often within a given amount of time.
 - iv. Resources
 - The training, systems, tools, finances, job aids, information flow, supporting structure, and other elements that employees interact with to perform their job.
2. Review and Refine the Leverages.
 - a. Review and refine the leverages of Clarity, Motivation, and Skills based on the questions provided with the worksheet.
 - i. Ensure alignment between the opportunity statement and each leverage.
 - b. Brainstorm a list of resources.
 - i. Verify the alignment of Resources with the leverages of Clarity, Motivation, and Skills.
 - ii. Evaluate the likelihood of the organization providing or supporting the Resource.
3. Discuss the expected impact of the plan.
 - a. Refer back to the Relevant Business Results, Value-Added Outputs, and Opportunity Statement associated with this plan.
 - b. Discuss how the resources will lead to improvement of the Relevant Business Results and Value-Added Outputs and fulfill the opportunity.

Sample Script for the Opportunity Statement Discussion

In the last meeting with my manager, we reviewed my Individual Mesh assessment and agreed to one Opportunity Statement as being [read the Opportunity Statement on the worksheet].

Now I'm working on the Competence Levers development plan. To develop this plan, I answer questions for each leverage. I'd like to discuss what this plan looks like and how I've answered the questions. Finally, I would like to have you brainstorm with me a list of resources I can use to act on my opportunity statement.

[Follow the rest of the agenda.]

FOLLOW-UP

1. Thank your mentor for the time and input given to you.
2. After meeting with your manager, provide your mentor with a report on your plans and any action that you've already taken that resulted from the time they invested in you.

Sample Script for Thanking Your Mentor and Reporting Progress

Thank you for your time discussing my Competence Levers Development Plan. I especially liked the insight you shared that [example: rewording the second suggestion would result in more relevant data].

I shared these with my manager. Here is what I'm committing to do to increase my competence in the next six months.

[State your commitment.]