

My Journey as a Coach & Mentor

First and foremost, this has never been about a “short cut” to getting promoted. It was not about “quick fixes” or “flavor of the month” discussions. This was all about developing our most valuable asset... our people as LEADERS. Developing leaders takes time.

Now, I have been through and experienced five different promotional cycles, so I am just sharing the evolution of my experiences. These experiences are now just incorporated into an integrated coaching and mentoring philosophy that I use.

- **Calgary Airport – Young Cpl. – Most Junior on Team**
- **Identified those interested in promotion**
- **Individual developmental interviews**
- **Rotated the Acting Position...not just on seniority Opportunity for experience and acting pay and PRP**
- **Put expectations to paper on acting**
- **Even did acting while I was on-duty and stayed out of way**
- **Follow through with feedback after job completed**
- **Monthly 1004's with feedback on performance of every employee... these built towards yearly assessment**
- **Invited those interested employees to meetings where new learning and skills would be developed.**
- **Identified learning paths for employees and supported in the education, training and skill set development**

- **Began one on one coaching for promotion**
- **Calgary Drugs**
- **Continued As above and added more emphasis in assisting employees on the team to prepare for the process...getting their head into leadership...understanding the philosophy of leadership (at this time community policing and shared leadership was being introduced)**
- **Faust Detachment**
- **Remote Coaching (later on I will talk about e-Mentoring)**
- **Weekly tutorials that I researched and wrote up and shared with my team**
- **Began to recognize the importance of understanding and living (practicing) the Core Competencies of the RCMP**
- **Really encouraged them to run with innovative and creative problem solving initiatives...putting into play the core competencies into action**
- **Learned the magic of servant leadership by personally backfilling a Constable to go to Operation Pipeline course and the huge seizure he got for the Detachment immediately upon his return – This just solidified the importance of development and the win-win that evolves.**
- **Telephone coaching and some real person/real time coaching in the area of the 8 core competencies and community policing that was transforming into a philosophy (not a program or some add on package)**
- **I was big into walking the talk in the new shared leadership philosophy that was allowing us to be innovative and**

introduced empowerment.

- **I started to understand and appreciate “Managing Expectations”...more on this later (Real Time Performance Agreements)**
- **Huge in consultative and participative mgt...as a result, I changed my shifts to every second weekend nights so the guys could have days off. I got a real feel and appreciation for what was going on**
- **I coached by jumping in the car with them and instead of being behind the desk**
- **I started to really walk the talk of MBWA (Management By Walking Around) concept**
- **Got into the Quality Movement and started to really recognize that external Quality service starts with a healthy inside...inside out approach and I got into understanding the essence of developing and supporting your people.**
- **Got into the Covey philosophy (now a facilitator)**
- **Got into the week timer (First things first)...still swear by it today and if you were to ask me the most transformational – organizational thing for me to succeed, it is week timing ensuring the “big-rocks” in each of my seven roles are my highest priority...my roles today include “Coach and Mentor”, “Team Leader” and “Proactive/Planning/Prevention” in addition to Husband, Father/Son, Relationships and Sharpen the Saw**
- **Strathmore Detachment**
- **Leading from the FRONT in some initiatives and teaching by leading... youth mentoring initiatives, sending officers out on**

road and taking servant leadership to the next level.

- **Really began to expand on Servant Leadership and picked some initiatives where I was right in the thick of it with the Cst's.**
- **Performance agreements/Letters of Expectation on paper. The key here is on PAPER (I will share with you later how I now do ...Virtual - Real Time Performance Agreements at Richmond in the area of employee development)**
- **Continued with written tutorials and a few in-house coaching sessions and found how starting early was the key. Focusing on developing leadership skills and not about quick fixes.**
- **Vancouver**
- **As a baby Inspector, time to give back to the members**
- **Set up real time – group study sessions for both NCO's and OCDP. First time I had done this- group sessions**
- **Asked another officer to assist me**
- **More of information sessions...not as structured and as in detail as now**
- **Huge immediate success in results...Promotions and people coming out of the wood-work excited about information sharing**
- **Went to Surrey – filled up City Hall – NO missiles (this was during 97-98 when everyone was cranky about pay and manpower)**
- **Introduced the “abundance mentality” concept to the study groups...how important this will be after they are all promoted**

- **Introduced “guest speakers” and “resident experts” as speakers and presenters to assist me.**
- **Made it a condition of being coached or mentored that each person “carry the torch” within their circle of influence. To ensure they coached their subordinates the same way**
- **When I moved to Nanaimo, a few members did set up semi-formal study sessions.**
- **Nanaimo**
- **Took a more formalized approach to the study sessions...better organized and focused (started 6 months before process officially took place)**
- **Really started exploring the magic of “sharing of information” between study candidates and each going out and researching a topic and bringing it back to the study group. (this is just the way we do business in today’s OCDP study sessions)**
- **Introduced mock Interview boards with real life – tough questions**
- **RICHMOND – Today**
- **Basically, everything I have shared with you during my journey is integrated and implemented into my current coaching and mentoring program**
- **I manage expectations daily at our 9am meeting. I call this “Real Time Performance Agreements (or real time balanced scorecard). Where daily actions are managed to ensure that they contribute towards our ten Strategic Priorities and our Guiding Leadership Principles (our entire operating philosophy is founded on these principles...(You will get a copy of this)**

- **In the area of managing expectations in the area of coaching and mentoring, I connect the dots every meeting about how important it is and how we actually can do it...day in and day out at our detachment**
- **At my detachment, continuous development and coaching is “just the way we do business”. My people know of no other way. From daily morning training sessions (topics vary across the spectrum and are taught by members with passion or expertise), to all kinds of in-house leadership and change workshops, to supervisor meetings where guest speakers present on a variety of leadership topics, to our Improvement Team, Leadership Team, Constables Committee, Wellness Committee, Critical Incident Stress Team, etc. etc... we all act as coaches and mentors for our team and each other.**
- **For example...I trained 25 of my members to be Covey 7 Habits facilitators...we are rolling out 7 Habits to everyone at our Detachment (all employees including Municipal employees) and joint training with City of Richmond**
- **50 of my Constables mentored and coached the new group of Auxiliary Constables in-training by teaching them the various police study modules... this is leadership in action and gets them tasting the philosophy first hand.**
- **You want your Royal Roads Masters in Leadership, I support in time and money if your topic (thesis) assists the Detachment in a problem**
- **I spend a LOT of money in recognition gifts for my people... especially when they coach and mentor someone. This is very, very important.**
- **I have numerous ongoing police exchange programs around the world that I am sending my people and developing them. This is huge for morale and inspires those “fence sitters” to really take another look at the whole concept. Even my GIS guys and gals, I have gotten them involved. Now they have the**

bug and they have their own study sessions.

- **I could go on for hours about how you can implement a coaching, mentoring and developmental leadership philosophy within your unit...once you start the ball rolling, your people come up with the great ideas and you just support them.**

Current NCO and OCDP Study Sessions

- **In person, I have worked with well over a 1000 members since my journey began. That list will continue to grow...**
- **But, I was also receiving an overwhelming request from members across Canada for help. In places I have never been before.**
- **As a result...Today...everything is ONLINE. NCO Study Process and OCDP Study Sessions and all material**
- **<http://www.WardClapham.com>**
- **Everything is also linked back to the RCMP sites for Shared Leadership, CAPRA, Core Competencies, Directional Statement, Developmental Learning Plan, etc. etc.**
- **Study material and sessions are an accumulation of the years**
- **I also added On-Line tutorials... additional study material to develop as a leader**
- **Plus I put on Real Time Study Session Topics and Study Notes**
- **The Real Time sessions are posted in advance with pre-assigned reading (as appropriate)**
- **I have a recommended list of reading**

- **Members contribute to the web site with articles they find or areas of interest.**
- **The Real Time study sessions start in Sept with the NCO process and then we switch right over to the OCDP in December.**
- **Study session every two weeks for 2 hours from 1400 hrs to 1600 hrs on a work day. Some problems as some NCO's will not support their members going on duty...Get your head into this. Will you support your people (maybe even have to cover or backfill for them – or will you be part of the problem?)**
- **NCO study session process – 10 sessions minimum**
- **OCDP study session process – also 10 sessions minimum**
- **The content is detailed, systematic and chronological – so it is not overwhelming all at once.**
- **I get them to develop a personal developmental learning plan and a study approach /map during the study process. In addition he helps build confidence as they get closer to the exam/interview dates so they don't panic about not being systematic in their study approach**
- **Whenever we can – we video tape the presentation and send out the video tapes to everyone.**
- **I support other members also setting up local in-house study sessions and we share resources and material and everything we can (Why re-invent the wheel?)**
- **I bring in recently successful members to lead sessions as they have the up to date experience and expertise with the processes.**
- **We have special sessions – Mock Study Sessions – All day, Leadership and Change Mgt. even speed reading workshops, etc in addition. Whatever the team wants – I ask them what**

they would like to help them develop. It is amazing some of the topics they want.

- **I assign meaningful assignments, duties and tasks to NCO and OCDP candidates allowing them to build up their experiences.**
- **Within our LMD Integration model for example, we picked OCDP candidates to be our champions. I have been doing this for years. You get people that are truly interested and they do a great job. The pay-off for them is a positive learning experience that they can use in a PRP, Track Record document or an interview situation.**
- **I spend a lot of time with study candidates having them think & search out/look for potential examples for PRP, Track Record and Interview. We link it into the core competencies before and during the roll-out of the example for maximum learning and benefit.**
- **I have even had candidates identify where they need examples and we have sought out situations to build an example.**
- **I was paying for all the costs of presenter fees, room rental costs, video taping, mail costs, coffee and muffins, etc., etc., out of my own budget and pocket up until very recent...but...**
- **I was able to get a bit of money from Pacific Region HR to pay for honorariums for guest presenters and experts. Plus, I give a “meal gift certificate” to those officers and members that guest speak or help out.**
- **I still pay out of my pocket over \$2,000.00 a year to maintain my web site. The force has not acknowledged or sanctioned the web style of coaching and mentoring – They actually tried to get me to shut it down because it was not bilingual and unfortunately, I am not bilingual...so I cannot do the translation. My message to you in being innovative and championing coaching and mentoring is...Just practice the “Full M.E.A.L. Deal”**

- If it is Moral, Ethical, Legal and Affordable...JUST DO IT!

- **Kind of sad that I am still an island in this area – it just makes so much sense. So, I just carry on below the radar screen.**
- **e-Mentoring has become huge and will only grow in popularity. I get 10 to 20 emails a week from members with a variety of ideas, questions or requests.**
- **I see-Mentoring as the future in combination with real person mentoring. This will be our reality for the next few years.**
- **www.WardClapham.com No Advertising – No Search Engine Placement. Only word of mouth.
- 75,000 visitors to the web site last year**
- **Software called Colaboro – Matching Mentors with Students. I may experiment with this as I cannot keep up the pace with all the requests for help (reading PRP's or Track Record Documents, explaining a leadership concept or helping one prepare for an interview)**
- **I do not sit on promotional interview boards or get involved in the promotional processes where there may be a real or perceived conflict with my or the RCMP's process integrity**
- **I ensure that I remain neutral and how I set up the study process and coaching/mentoring and ensure no grievances by disadvantaging a member anywhere by “crossing over the line”**
- **I have never received a dollar for this and never will! I consider it my way of giving back to our members and organization.**
- **The biggest “perk” you get out of this is when a member succeeds and they call or email you with a “thank-you”. This is the best gift of all. I always remind them that “they” did this...not me. I also ask them to carry on the tradition and**

coach and mentor others...there is more than enough of the pie (promotions) to go around.

- **The most important thing is that there is NO QUICK FIX or MAGIC BULLET to developing great leaders. It takes time...the law of the farm applies here.**
- **Baby steps will serve you well...don't rush this!**
- **One additional benefit...I have found that there becomes a small window of time and opportunity where the student is willing to listen, learn and try new concepts, ideas and initiatives...and that is worth everything. An open mind is a wonderful thing.**

PS... I currently have about 10 coaches and mentors on the go as we speak.

We are always learning...

It's OK to be coached...

It's very inspiring, offering new ideas and viewpoints.

It is just another way to learn how to “dance with chaos” – The story of the rest of our professional lives!