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Finding and Working with a Mentor

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Key Components & Outcomes

- **Initiating** impactful mentoring relationships

- Create performance-driven actionable **goals**

- Identify the steps to beginning a mentoring relationship with **trust**

- Match **style** and **feedback** to needs

Strategic Impact

Why We Mentor

Mentoring is a tool to accomplish the following goals:

- Attract and retain high performers.
- Upgrade employee skills and knowledge.
- Promote diversity of thought and style.
- Develop leadership talent.
- Preserve institutional memory.
- Create inclusion.
- Develop a line of succession.
- Foster a collaborative environment.
- Ease the transition to new assignments.
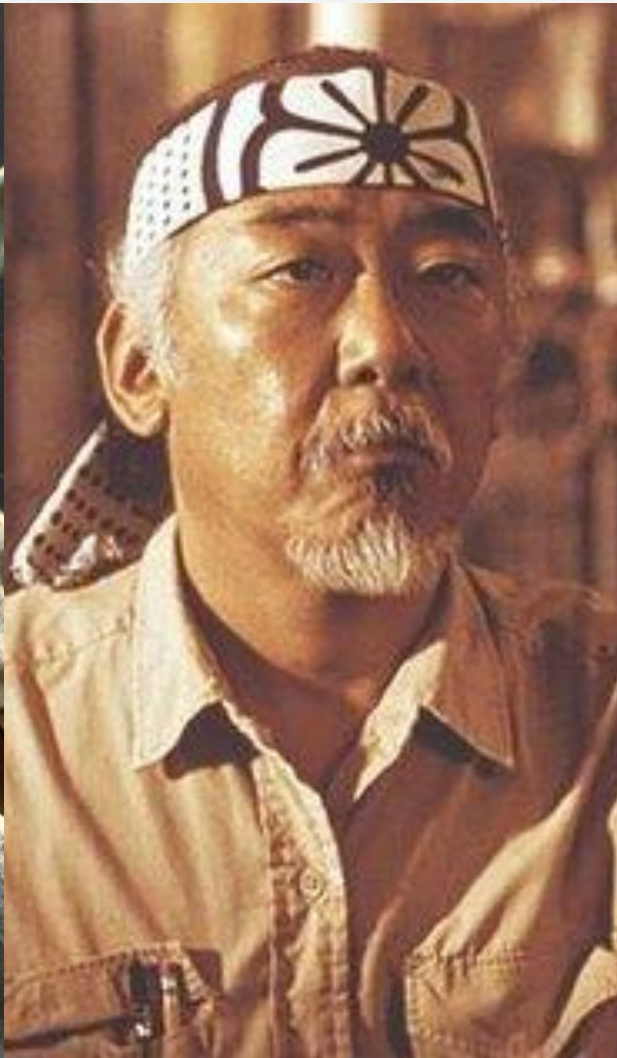- Strengthen corporate competitive advantage.

...Individual Impact

The best mentor I ever had…

In Chat…

The Myth of the Single Mentor

Initiating Mentoring Relationships

Where to find a Mentor:

- Internal Mentoring Programs

- Professional organizations

- Conferences or workshops

- Personal network

Initiating Mentoring Relationships

- Select people who have had success and failures

- Select people with whom you have personal connection or to whom you can be introduced

- Be clear about what you are asking for – and what you are prepared to put into the relationship

Initiating Mentoring Relationships

Other tips when approaching a potential Mentor:

- Display genuine enthusiasm for your work

- Show an active interest in your future

- Show you are open to feedback and a have a commitment to learning

Building Mentoring Relationships

You're in a mentoring relationship – Now what?

What do you want to get from your mentoring relationship?

Build Trust

Building Trust

- Share Your Story

- Set Expectations

- Show Up

- Be Your Authentic Self

- Communicate

Style and Feedback

Building Mentoring Relationships

Learning about one another

- Learning about behavior styles
- What are the best ways to communicate?
- What do we have in common?
- What are personal limitations?

Mentor and Mentee Expectations

Building Mentoring Relationships

Setting Expectations:

- How often will we meet?

- How will we meet?

- What kind of relationship are we having?

- What kinds of roles are expected?

Mentor Roles *(Adapted from CEB Mentoring)*

1. Advisor	Recommends direction, identifies obstacles and assists in overcoming them
2. Ally	Provides candid, forthright opinions
3. Broker	Assists in establishing and increasing network contacts
4. Catalyst	Promotes understanding of organizational culture and clarifies employer expectations
5. Communicator	Facilitates discussion, interaction and the exchange of information

Mentor Behavior *(Excerpt from CEB Mentoring)*

Effective	Ineffective
Advisor: Sounding board, facilitator	**Rescuer:** Problem fixer, assumes responsibility
Protector: Supports, is a safety net	**Bodygaurd:** Fight's mentees battles, overprotective
Coach: Provides structure, gives feedback	**Svengali:** Dictates, controls learning
Diamond Cutter: Suggests, polishes rough edges	**Mechanic:** Quick-fix, insensitive to feelings
Broker: Identifies resources, develops	**Buckpasser:** Abdicates, no follow-up
Challenger: Positively provokes and pushes to higher standards	**Adversary:** Pushes too far, too soon, plays devil's advocate
Affirmer: Gives needed support, enhances self-esteem	**Smotherer:** Gives too much feedback, discounts mentee's feelings or concerns

IDP's

Top Strengths:	1. Connecting ideas 2. Decision Making 3. Strategic Thinking
Goal Description:	**Self-Development**: Create more space in my workflow for reflection and learning from my day-to-day work. The ability to learn more thoroughly from my every day experiences will help the team to work more efficiently and effectively and improve my ability to serve as a leader.
Action Items:	4. Interview G.H. about Learning Agility, share results with my team. 5. Implement one method of reflection per week for six weeks. 6. Find three templates for AARs / Post-work reviews and create my own version.
Vision of Success:	I will have achieved my goal when I regularly pause to reflect on lessons learned from my work. My team will see frequent iterative improvements to our process as a result of constant learning and growth. I will be a more agile leader because I will have confidence in tackling new obstacles.

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Mentoring Programs that Work
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