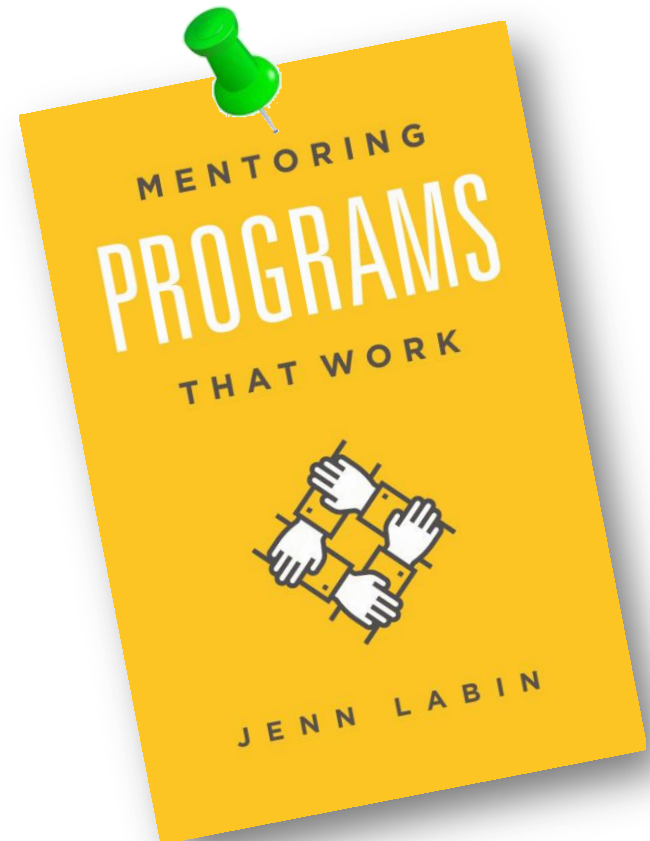


# Creating Accountability in Mentoring Relationships

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# Jenn Labin – T.E.R.P. Associates



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# Real-World Problems



*In Chat...*

Why Do Mentoring Relationships Fail?

# Why Do Mentoring Relationships Fail?

- Mis-match
- Lack of direction
- Lack of trust



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# Training





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# Mentoring



YOU

YOU NEED TO BE



# The Best...



In Chat...

“The best mentor I ever had....”

# ... and the Worst.



In Chat...

“The worst mentor I ever had....”



# The AXLES Model



# The AXLES Model

## Support All Participants

- Learner Resources and Support
- Mentor Resources and Support
- Participant Community
- Participant Support Plan



# Key Components to Accountability

1. **Initiating** impactful mentoring relationships
2. Create performance-driven actionable **goals**
3. Identify the steps to beginning a mentoring relationship with **trust**
4. Match **style and feedback** to needs

What do you want to get  
from your mentoring  
relationship?



# Initiating Mentoring Relationships

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Select people who have the experience you want.

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



# Initiating Mentoring Relationships

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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



# Initiating Mentoring Relationships

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## Tips for potential Mentors:

- Be kind
- Be honest
- Be ready



# Initiating Mentoring Relationships

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Have you ever been off to a bad start?



You're in a mentoring relationship. Now what?



# Which Way to Springfield?

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Springfield





# Goal-setting

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## Common mistake 1

Creating goals based on what you have been told by your boss

Why is this a mistake?



# Goal-setting

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## Common mistake 2

Setting 3... or 4... or 5 goals

Why is this a mistake?



# Goal-setting

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## Common mistake 3

Writing goals that are S.M.A.R.T.

Why is this a mistake?



# REAL framework for goal-setting

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Relevant



Experimental



Aspirational



Learning-based



# The Five Whys

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# Individual Development Plans

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- Set REAL goals and SMART action items
- Discuss and document the **impact** of developing in each area
- Describe and document the **future vision** of achieving the goal
- Identify specific **people** who can help and their **role** in success





# Building Trust

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# Building Trust

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Share Your Story

Set Expectations

Show Up

Be Your Authentic Self

Communicate



# Building Trust

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## Setting Expectations:

- How often will we meet?
- How will we meet?
- What kind of relationship are we having?
- What kinds of roles are expected?



# Building Trust

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- Learn about one another
- Learn each other's communication styles
- Establish commonalities
- Identify limiting mindsets



# Style and Feedback

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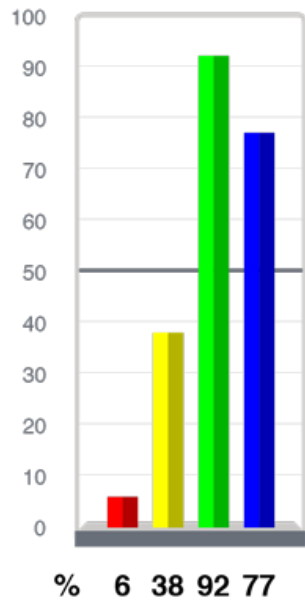
“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”

- Tony Robbins

# DISC & Driving Forces

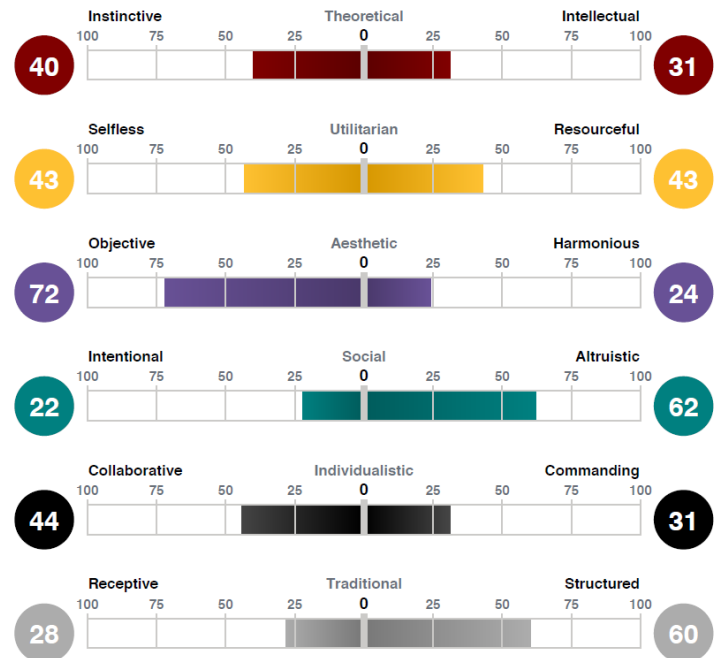
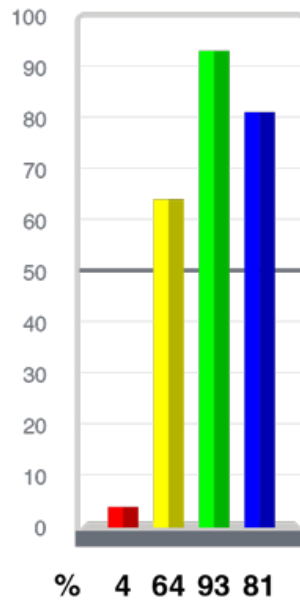
Adapted Style

D I S C



Natural Style

D I S C





# Mentor Roles *(Adapted from CEB Mentoring)*

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



# Style & Feedback

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What tools have you used to improve communication?



# Questions?

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One Idea

For Slides & Freebies:  
<http://terpassociates.com/mail>

Email:  
[info@terpassociates.com](mailto:info@terpassociates.com)

*Mentoring Programs that Work*  
Now Available through  
ATD Store and Amazon!

