



# Essential Mentoring Communication Skills & Tools

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## Mentoring Communications

- Best practices for communications timing & purpose
- Adaptable messages that resonate
- Ideas for keeping momentum going



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## POWERFUL MENTORING

Sustained **social learning relationship** between two or more individuals built on mutual **trust and respect**



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Best Practices for  
Timing & Purpose

# Communications

# Program Communications

- **Pre-Launch:**
  - **Welcome Guides**
  - **Mentor and Learner “Job Descriptions”**
  - **Mentoring Agreement Template**
  
- **During Launch:**
  - Biographies or Matching Documents
  - Assessments (if not part of matching process)
  - **Conversation Agendas**
  - Note-taking Template
  - IDP Template (if not part of overall program)
  - **Conversation Starters**
  
- **Plan for Structured Checkpoints**



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# Welcome Guide Example

**Welcome Message**

Welcome to the UMBC ISD mentoring program!

We know that all learning does not take place in the classroom. Mentoring is one way students can continue their learning and enhance their careers outside of the classroom. We think that the mentoring program complements our academic program very well.

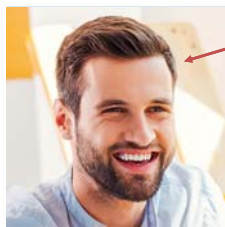
Over the years I've talked with a number of students and alumni and saw the need for such a program. I'm happy to say that the program is now a reality. To me, author Junot Diaz captures what mentoring is truly about.

*"Colleagues are a wonderful thing - but mentors, that's where the real work gets done."*

— Junot Diaz, author

For the mentees, it may be a cliché, but this is truly a program where you will get out of it what you put into it. For the mentors, we could not have this program without your dedication and support. Thanks for giving back to the program and the profession.

I welcome your feedback and suggestions so we can improve the program. Let's get to work.



Welcome Message, Headshot and Signature from Program Sponsor



Diagram of Program Structure and Milestones



# Welcome Guide Example


**Overview**

Mentoring is all about participants directing their own learning experience. However, we believe that as a mentor, you will have an opportunity to grow and enrich your work as a result of the experience as well. As you gear up for the journey, here are a few tips to get the most out of your investment as we DRIVE the mentoring process.

- **Direct the Relationship** - Each connection point in the program is an opportunity for you to drive towards your learner's growth. You'll be surprised at how mentoring others, creates personal growth and helps you improve your own performance.
- **Raise Questions** - This is an opportunity for you to encourage the growth of your learner with some critical thinking. Asking insightful questions is a great way to learn and increase their skill. In addition, the art of asking probing questions sometimes leads to a deeper level of understanding.
- **Invest in Your Learner's Growth** - Time spent preparing for each mentoring conversation, as well as time spent reflecting on the discussion afterwards, can increase potential for growth by 75%! Multiply your results by just a little more effort before and after each engagement.
- **Venture Into New Territory** - Try out new ideas, ask bold questions, and encourage your learner to take a risk by applying what you've discussed. They can only grow when they allow themselves to be challenged.
- **Empowering Others** - When learners share their new ideas and skills with others, the impact of your mentoring increases. In teaching back, their understanding and internalization of new skills is increased.

Explanation of program details


Purpose Statement from Align phase



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# Welcome Guide Example

**Tips for Facilitating and Managing Conversations**

Tip 1  
Tip 2  
Tip 3

**Mentor & Learner Roles**

**Mentor expectations/rules of engagement:**

- Participating in this program is a commitment
- Be present for the learners
- Let us know if you cannot continue the relationship for any reason

**Learner expectations/rules of engagement:**

- You drive the relationship!
- You must find ways to teach/back-share what you've learned
- Identify ways to apply the learning as quickly as possible
- Let us know if you cannot continue the relationship for any reason


**Call Structure**

10 mins	Open/Check In
10 mins	Discuss relevant Overview Info (1 <sup>st</sup> call) Review of Action Items from last month (2 <sup>nd</sup> – 7 <sup>th</sup> call)
15 mins	Current Monthly topic
15 mins	Action Items to reinforce topics
10 mins	Closing/Wrap up

"How-Tos" for Mentors and Learners

Explanation of Roles and Expectations


Structure and Guidance if Content is Prescribed





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## Mentoring Job Descriptions

Learner	Mentor
<p>A learner in XYZ organization has the responsibility to take charge of his/her own developmental experiences. The learner is expected to have ownership over the direction and content of the mentoring relationship. Learners can expect to spend 10-12 hours per month on their partnership.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> <li>• Fully engage in the relationship</li> <li>• Be open to constructive feedback</li> <li>• Set meetings and agendas</li> <li>• Follow-up on action items</li> <li>• Identify and track goals</li> <li>• Align key learnings with your own situation</li> </ul>	<p>A mentor in XYZ organization has the responsibility to sponsor, coach, and facilitate the development of their assigned mentee(s). Mentors are expected to share their expertise, connect learners with their network, and provide guidance when possible. Mentors can expect to spend 6-10 hours a month on each mentoring relationship.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> <li>• Meet on a regular basis</li> <li>• Be available for unscheduled conversations</li> <li>• Give quality feedback</li> <li>• Provide positive facilitation and development experiences</li> </ul>
	
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## Sample Mentorship Agreement

Date: \_\_\_\_\_

Mentee Name: \_\_\_\_\_

Mentor Name: \_\_\_\_\_

As participants in the XYZ mentoring program, we commit to the following parameters of the mentoring relationship:


Meeting Days/Times, Duration and Frequency: \_\_\_\_\_


Goals for the Relationship:

- 1.
- 2.
- 3.
- 4.
- 5.

Ground Rules:

- Maintain confidentiality
- Be on time and prepared
- Engage, be open, accept feedback
- (TBD)
- (TBD)
- (TRD)





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## Sample Mentorship Agenda

Meeting Date: \_\_\_\_\_

Meeting Type/Location: \_\_\_\_\_

REVIEW	
OVERVIEW	
NOTES	
ACTIONS	
REFLECT	



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## Sample Conversation Starters

What is most challenging about this goal/task/ skill?

What transferrable skills or experiences do you have?

Tell me about a time when you accomplished something (related to this goal).

Tell me about the obstacles you have faced when working on this task?

What is the consequence of not growing in this skill?




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# Mentor / Mentee Communications

<ul style="list-style-type: none"><li>• Resumes</li><li>• Bios</li><li>• Assessments</li></ul> <p>Introductions </p>	<ul style="list-style-type: none"><li>• Share Your Story</li><li>• "My Why"</li></ul> <p>First Meeting </p>	<ul style="list-style-type: none"><li>• Videos &amp; Articles</li><li>• Work examples</li></ul> <p>Ongoing </p>	<ul style="list-style-type: none"><li>• Send an audio email</li><li>• 15min video "stand up"</li><li>• @mention!</li></ul> <p>Creative Formats </p>
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Messages that Resonate

# Adaptable Messages

## Tale of 2 Mentors



**Smart & Savvy**  
**Motivated**  
**Direct,  
Challenging**  
**Doesn't Adapt**




**Smart & Savvy**  
**Motivated**  
**Collaborative**  
**Prepared**  
**Adapts**




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## Be Present

- **Acknowledging** - Verbally and non-verbally (yes, uh huh, nodding your head). Validating feelings.
- **Attending** - Not on phone, email, computer. Leaning forward, look interested.
- **Reflecting** - Rephrasing in your own words what mentee says or feels. Want to do it in a way that encourages them to keep talking.
- **Probing** - Open-ended questions. Non-threatening, not “point and shoot”
- **Summarizing** - Sum up the conversation points to make sure you both understand, before moving to another topic.



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## Provide a Framework

- DISC
- MBTI
- HBDI
- ...?



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## Communication Styles

ALLY	ADVISOR	ADVOCATE
Provides candid feedback Frequently communicates Follows-through on commitments	Asks critical questions Identifies options Creates direction Removes obstacles Guides according to experience	Connects with others Supports choices Provides help and encouragement



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## Provide a Structure

### MEETINGS

- Reconnect & Review
- Set Goals
- Describe Situation
- Identify Options
- Commit to Action
- Accountability

### EMAIL / WRITTEN

- Greet Warmly
- Key Message First
- Supporting Points
- Call to Action
- Expectation

Ideas for tracking progress and celebrating wins

# Momentum

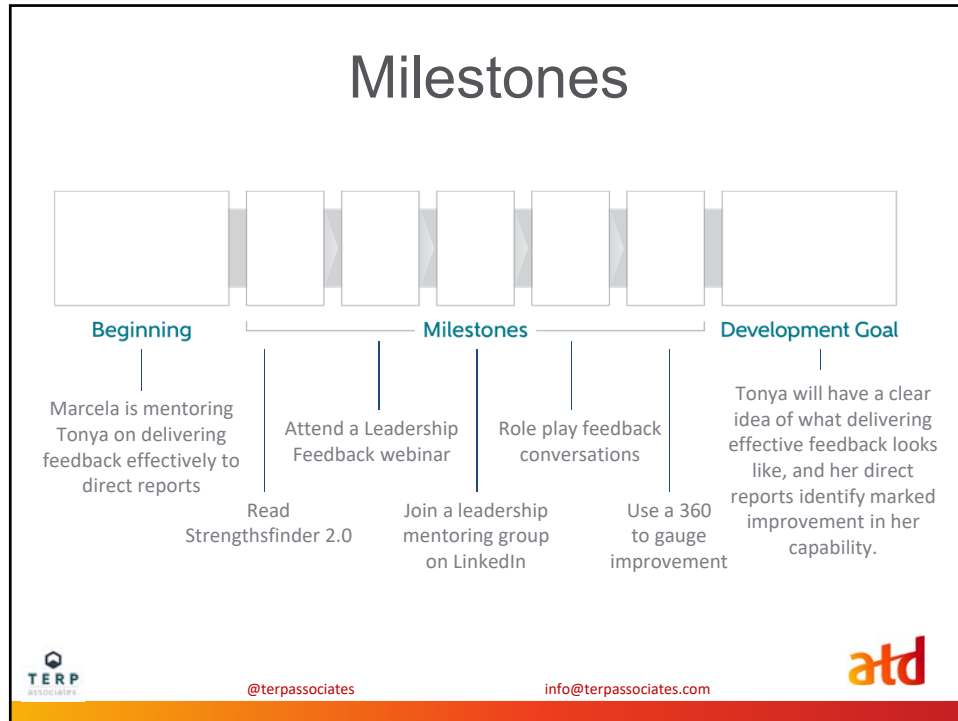
# Milestones

Beginning      Milestones      Development Goal

TERP  
2018-2019

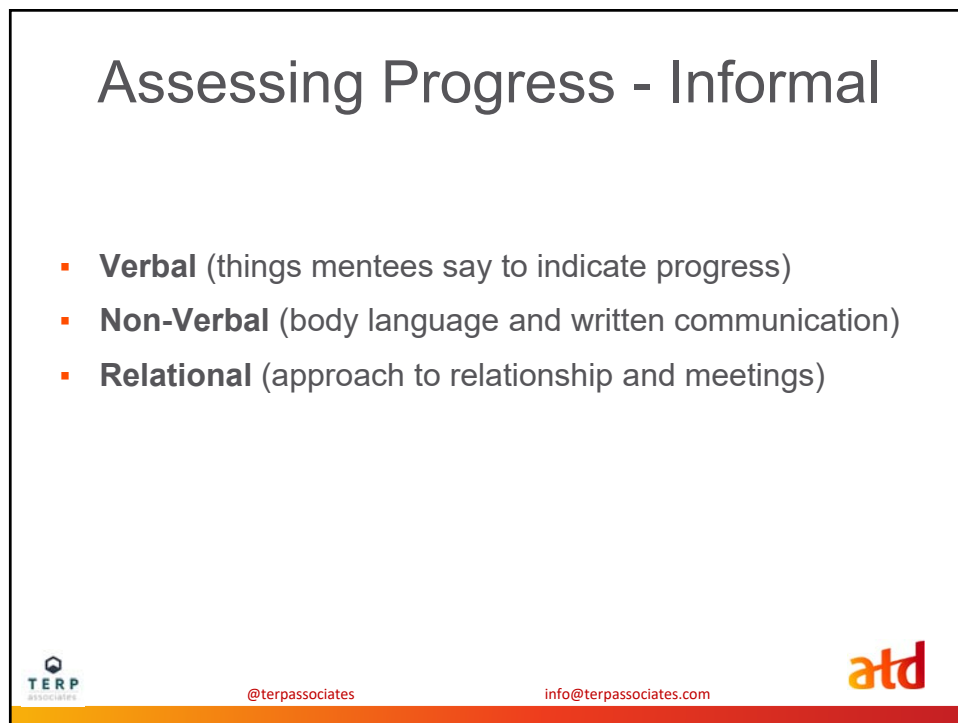
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## Assessing Progress - Informal

- **Verbal** (things mentees say to indicate progress)
- **Non-Verbal** (body language and written communication)
- **Relational** (approach to relationship and meetings)



## Formal Assessment

### Sample Mentee Evaluation Questions

- My mentee was a good match based on his/her goals and my expertise.
- My mentee was proactive about his/her self-development.
- My mentee was on time and prepared for each meeting.
- My mentee accepted feedback well.
- My mentee regularly completed his/her action items after each meeting.
- My mentee was focused on specific development goals.



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## Assessing the Mentor

### Sample Mentor Evaluation Questions

- My mentor's skills were a good match for my development goals.
- My mentor was approachable and open.
- My mentor provided appropriate guidance and advice.
- My mentor encouraged me to find some solutions on my own.
- My mentor provided me with helpful feedback.
- My mentor challenged me when needed.
- My mentor modeled our company's core values.
- My mentor introduced me to new people or resources.
- My mentor was prepared for our meetings/calls.
- My mentor was on time for our meetings/calls.
- My mentor kept our appointments.
- My mentor was engaged during every conversation.



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## CELEBRATE WINS

Create positive reinforcement for **small and large accomplishments** which will increase engagement in the mentoring experience.



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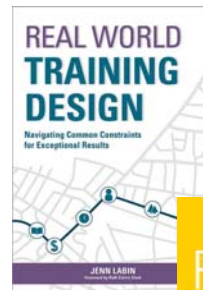


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