



Mentor Tips

The delicate balance of mentoring someone is not creating them in your own image but giving them the opportunity to create themselves.

~Steven Spielberg

What is Mentoring?

Mentoring is a form of training, learning and development and an increasingly popular tool for supporting personal and professional development.

According to the University of Cambridge, "Mentoring is more than 'giving advice', or passing on what your experience was in a particular area or situation. It's about motivating and empowering the other person to identify their own issues and goals and helping them to find ways of resolving or reaching them - not by doing it for them or expecting them to 'do it the way I did it', but by understanding and respecting different ways of working."

Mentoring in simple terms can be defined as a relationship or link established between someone who is experienced and someone who is not.

What is the role of the Mentor and of the Mentee?

The relationship between Mentor and Mentee is very much Mentee-centered—focusing on their professional and personal development.

The Mentee will benefit most by taking an active role in shaping Mentoring conversations with questions, ideas and suggestions. The Mentor will encourage those questions, ideas and suggestions and offer feedback that will inspire critical thinking, goal setting and confidence.

Benefits of being a Mentor

- Build your leadership skills
- Enhance your personal and professional communication skills
- Discover new perspectives; gain a new way of thinking
- Gain personal satisfaction — directly contributing to someone's growth and development is very rewarding

How to Establish a Win/Win Relationship with Your Mentor

1. Laying the FOUNDATION for Success (See Mentoring Agreement)

Basic Questions a Mentee Needs to know include:

- Where is my workstation, if there is one?
- What and who are my resources to complete this project?
- How best may I communicate to be heard? (Face-to-face, text, email, phone?)

- Who do I call if I'm too sick to come to work?
- Who can I take questions to if you're not here?
- What is the best way to contact you outside of our appointment times?
- What is the dress code?
- Do I have a scheduled lunch time, or may I make my own schedule?
- How far in advance should I request a change in my schedule or time off?
- How long have you worked for the company/organization?
- What do you like most about your job, the organization, your co-workers?
- What excites you about having a mentee?

2. Clarifying EXPECTATIONS

What a Mentee Can Expect from a Mentor

- To show up ready-to-go at agreed-upon appointment times to talk about project progress, successes and challenges
- To provide ongoing feedback, guidance and encouragement to maximize project success and mentee's professional development
- To explain how the project fits into the bigger scheme of things
- To ask questions more than to give answers, i.e., "What do you think would be a good way to do that?" instead of "You need to do this."
- To approach the mentee from a position of curiosity versus judgment
- To role model professional behavior

What a Mentor Can Expect from a Mentee

- To show up ready-to-go at agreed-upon appointment times to talk about project progress, successes and challenges
- To ask questions, including asking for help and clarifying expectations, goals or communication when things are not clear
- To give input on the project and bringing up ideas — often the best ideas come from people who are on the outside looking in
- To take responsibility for his/her own learning
- To be respectful of your time — providing the agreed upon advance notice if they need to reschedule
- To make mistakes so you can turn them into learning opportunities together!
- To role model professional behavior

3. Setting GOALS

How to Make Things Happen

- Review project overview, purpose and how it fits in with company's mission
- Establish an informal and formal feedback process (See Mentoring Agreement)
- Create goals that follow the SMART format (See Mentoring Goals & Action Plan)

5 Top Mentoring Styles

Alternate Mentoring Style as Appropriate!

- **Challenger** - This type of mentor pushes a mentee, asks the hard questions, plays the devil's advocate, and makes sure the mentee is really focused on their end goal. The challenger will also make sure to focus on the details, so the mentee will realize the importance of their goal. Challengers are less friends and more drill sergeants of the mentor community. They are supportive but firmer than the rest of the mentoring styles.

SAMPLE QUESTION: "What will happen – both the positive and the negative – if you do that?"

- **Cheerleader** - This type of mentoring is meant to cheer on a mentee through staying positive and noticing all the growth and change a mentee is making. If a mentee makes a mistake, the cheerleader focuses on how the mistake will help the mentee grow. There is no negativity and no pushing, just subtle and positive ideas.

SAMPLE QUESTION: "How will this kind of decision/action help you in a future situation?"

- **Educator** - This mentoring style is meant to teach mentees. A background in education or training would be key for this type of mentoring. The educator will take the time to create and execute trainings to help a mentee learn and develop. This style is positive but still pushes a mentee to excel. Educators will also study the mentee, understand where their skills are lacking and where they need to educate the mentee differently to help fix those deficiencies.

SAMPLE QUESTION: "If you went the extra mile – above and beyond the call of duty – what would you do next?"

- **Ideator** - The ideator, or idea maker, is a mentor who helps the mentee brainstorm and think bigger than perhaps they do typically. This mentoring style focuses on thinking, planning and dreaming. They will push a mentee who has little to no ambition and encourage them to value their skills and selves more. This will push them to strive to accomplish even larger tasks.

SAMPLE QUESTION: "Who's your hero – the person who you admire more than anyone? What would they do at this point?"

- **Connector** - The connector, or networker, helps mentees network socially, online, and in person. They will connect their mentee with people they know can help the mentee with their specific goals. They also help the mentee learn how to network themselves, so they know what events to attend or places to go to really get to know the right people.

SAMPLE QUESTION: "Who are 3 people you know who are good networkers or are good in business? Ask them what advice they'd give you to be successful in your career and let's talk about their answers."

As it turns out, a truly great mentor often embodies more than one of these personality profiles. It's about mentoring dexterity — having mentors who know when to push, when to caution, when to teach and when to inspire. (Kate Mitchell, co-founder of Scale Venture Partners, calls it a "composite mentor.")

Sources: www.huffingtonpost.com/anthony-hughes/the-5-best-types-of-mentors;
<https://study.com/academy/course/mentoring-coaching-in-the-workplace.html>

Mentoring Agreement

This agreement creates the commitment to the Mentoring Relationship. It should be discussed and completed within the first or second meeting; a copy kept by both Mentee and Mentor and a copy returned to the Mentoring Coordinator at _____.

Mentor Contact Details	
Name	
Agreed contact method	
Phone number	
Email	
Agreed times for contact	

Mentee Contact Details	
Name	
Agreed contact method	
Phone number	
Email	
Agreed times for contact	

Agreed details of Mentoring Relationship	
Frequency of meetings	
Duration of meetings	
Location of meetings	
Cancellation procedure	
Boundaries	
Additional information	

By signing this document, I am committing to make the P4 Jefferson County mentoring relationship and program work in accordance with the training and documentation provided.

Mentee

Signed _____ Date _____

Mentor

Signed _____ Date _____

Mentoring Goals & Action Plan

Mentor _____ Date _____

Mentee _____ Date _____

S.M.A.R.T.	Questions...
Specific	Does your goal clearly and specifically state what you are trying to achieve? <i>If your goal is particularly large or lofty, try breaking it down into smaller, specific SMART goals.</i>
Measurable	How will you (and others) know if progress is being made on achieving your goal? Can you quantify or put numbers to your outcome?
Attainable	Is achieving your goal dependent on anyone else? Is it possible to reframe your goal so it only depends on you and not others? What factors may prevent you from accomplishing your goal?
Relevant	Why is achieving this goal important to you? What values in your life does this goal reflect? What effect will achieving your goal have on your life or on others?
Time-bound	When will you reach your goal? <i>Again, if your goal is particularly large, try breaking it down into smaller goals with appropriate incremental deadlines.</i>

My goals for the next 3 months:

OBSTACLES / CHALLENGES
What obstacles stand in the way of you achieving your goal?

Obstacle	How will you address the challenges if/when they arise?
----------	---

ACTION PLAN

What specific steps must you take to achieve your goal?

This action plan may just get you started. Feel free to create a more detailed step-by-step plan.

Task / to-do item	Expected completion date	Date actually completed
-------------------	--------------------------	-------------------------

	completion date	completed

[illegible]