

# Techniques and Tools for Meaningful Mentoring

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Presented by Melissa Asher, PMP, SPHR, SHRM-SCP

# Agenda

- Understand what mentoring is and isn't
- Learn techniques for successful mentoring relationships
- Craft meaningful mentoring conversations
- Share tools
- Explore new trends



## Questions

1. Have you had a mentor?
2. Have you been a mentor?
3. In either case, was the match organic or assigned?

# Inspiration

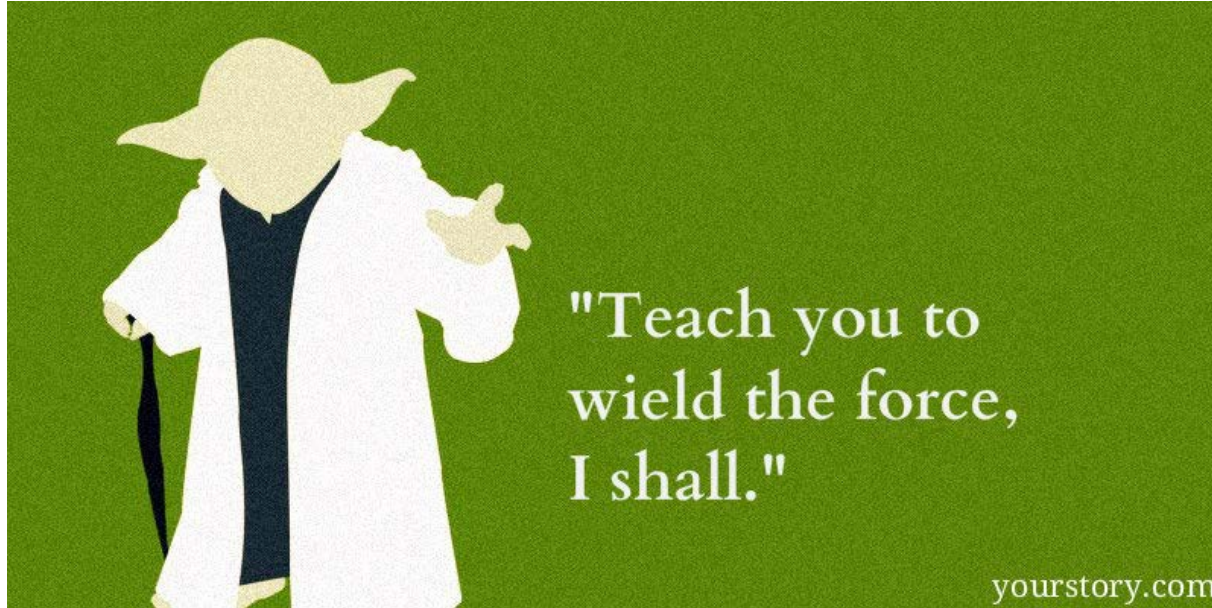
“Mentors are special gifts to the world. They encourage, motivate, reinforce and guide others to reach their own individual greatness...

...I am hopeful that on this day, and for years to come, ordinary people will take the first step to mentor someone who needs support, direction, and more importantly someone to simply believe in them.

**After all, mentors have the power to transform lives.”**

*- Lonnie Ali, widow of Muhammad Ali*

# My Mentoring Story



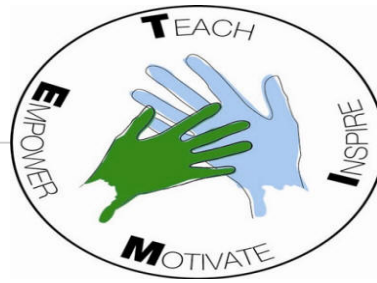
# Coaching vs. Mentoring

	Coach	Mentor
<b>Purpose</b>	Growth/development; helping people realize their potential, while also generating results	
<b>Role</b>	Teacher/consultant; learning/thinking partner	
<b>Relationship</b>	Built on respect and trust; supportive in nature	
<b>Process</b>	Drawing out knowledge that resides within coachee	Sharing knowledge that resides within mentor
	Questioning; coach engages in inquiry to guide the coachee	Telling; Mentor shares expertise, offering answers and solutions
<b>Focus</b>	Primary: Developing strong problem-solvers Secondary: Assuring the problem is thoroughly dissected and solved	Primary: Assuring the problem is thoroughly dissected and solved Secondary: Developing strong problem-solvers



# Roles of Mentors and Mentees

- **Mentors** are wise and trusted counselors who others look up to for direction and advice. A mentor must be nurturing and caring—willing to give without expecting anything in return. They lead by example. They are a more experienced professional who offers career guidance, advice and assistance from a real world point-of-view.
- **Mentees** are individuals who rely on others as a sounding board and are open to receive constructive feedback. They are willing to learn from their mistakes while growing to become a stronger individual. Mentors are helpful regardless of where a Mentees/Protégé is in his/her career.



# Techniques For Mentoring





# Techniques For Mentors

- Provide guidance
- Act as role models
- Provide feedback
- Be empathetic
- Provide input
- Explore alternatives
- Hold accountable





# Techniques For Mentees

- Be proactive
- Drive the agenda
- Seek development opportunities
- Be open to feedback and new thinking





## Techniques For Both

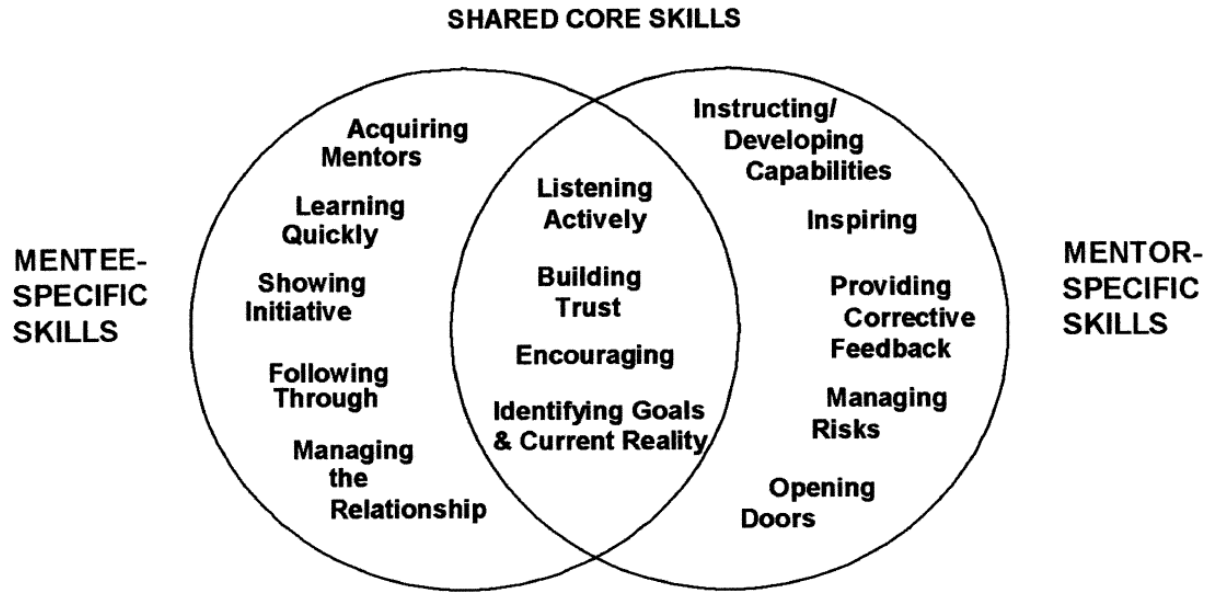
- Practice active listening
- Ask thought provoking questions
- Practice good problem solving techniques
- Have open and honest conversations



# Mentoring Skillset

Active Listening	Diagnosing Performance	Critical Feedback	Deal with Ambiguity
Provide Clear Guidance	Communicate Effectively	Utilize Questioning	Establish Trust
Demonstrate Credibility	Facilitate Problem-Solving	Effective Time Management	Strong Organizational Alignment

# THE MENTORING SKILLS MODEL



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What does the mentee  
gain from a mentoring  
relationship?



In what specific ways do  
mentors grow as a result of  
their role?



# The Mentoring Relationship

The ***Mentoring Relationship*** is more like a trusted friendship rather than a formal work relationship.

- Someone in my corner
- Okay to ask anything
- A little tough love
- Confidentiality
- Frequency



# ● Mentoring Relationship

- No right or wrong way – it depends
  - Organic or assigned
  - Similar or different
  - Structured or not





What are some of the challenges for a mentoring relationship?

# Relationship Challenges and Solutions

Challenge	Solution
Lack of time or energy	Realistically assess; 1-2 hours/month can be effective
Difficulty choosing development goals	Start with personal vision; focus on desirable and feasible; be flexible
Supervisor/Manager involvement	Urge mentee to involve their supervisor/manager in development piece
Obvious differences between partners	Meet at least three times; see it for the learning opportunity it is

# Mentoring Conversations

- Start with a simple agreement
  - Like ground rules
  - Ways we will work together
  - Easy way to get started



# Mentoring Conversations

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## What should the Mentor share?

- Early shaping
- Early learning
- Mistake/misstep
- Success/accomplishment
- Recent learning
- How I Got Here

# Mentoring Conversations

## Conversation Starters

- Tell me about a time you failed spectacularly – and what you learned from the experience.
- Share a current challenge and ask for ideas.
- Tell me about a business book, article, or video you recently read or saw and the effect it had on you.
- Tell me where you would like to be professionally in three years – and how you plan to get there.
- Tell me what your hot button(s) are and how you know you are getting close to blowing.

# Individual Development Plan

A tool to assist in career and personal development.

- Strengths
- Goal description
- Action items
- Vision of success



# Mentoring Conversations

## Session Structure

- Thought provoking question – Discussion
- Review progress and challenges
  - *What have you worked on since our last meeting?*
  - *Has anything changed since our last meeting?*
  - *What worked?*
  - *What obstacles did you encounter?*
  - *What resources or support would be helpful?*
  - *What progress have you made on your IDP?*
- Update the IDP
  - *What have you completed?*
  - *Do you need to change/add anything?*
- Next session date: \_\_\_\_\_ time: \_\_\_\_\_ location: \_\_\_\_\_
- Homework – agreed upon activities



# Tools

- Mentee Questionnaire
- Agreement
- Action Plan Template
- Question Bank
- IDP Form

## Mentoring Session – Question Bank

1. Mentor Experience
  - a. Mentor can relate to mentee any previous mentoring experience? If you haven't had any, relate what you would hope to receive out mentoring relationship.
  - b. Use this to form a conversation about your mentee's expectations.
2. Review Values Assessment
  - a. Would they change their answers now? How come?
  - b. Has their perception about the values changed in any way? Why?
3. Review the IDP
  - a. What progress are they making?
  - b. What support do they need?
4. Technical Skills
  - a. Mentor can review a technical skill or technical knowledge with mentee?
  - b. Ask Mentee how this can relate to their current job or their career goals.
5. Personal Statement
  - a. Mentee can reflect on their personal statement when they

## INDIVIDUAL DEVELOPMENT PLAN

Name:

Date:

Career Goal (1-5 years):

SKILL DEVELOPMENT GOAL (1-3 year):

Development Objectives	Measures/Evidence	Development Activities	Resources/Support	Timeline

## SAMPLE ACTION PLAN TEMPLATE

You may choose to use this table as a means to record the topics you'd like to cover over the course of your mentoring relationship. Feel free to adapt it to suit your needs.

Week	Topic(s) for discussion	Preparation	Follow-up
1			
2			
3			
4			

# What's New in Mentoring



# 70:20:10 Model

Learning from others:

- Mentoring is now based on the **70:20:10 learning model** according to which the '20' proportion of learning comes by interacting with others. This includes activities such as feedback, coaching and mentoring.



# Reverse Mentoring

- What is that?
- Why should I consider it?



# Group Mentoring

## Pros

- Reach more people
- Shared understanding
- Broader knowledge sharing

## Cons

- Confidentiality
- Desire for individual time
- Varying degrees of participation



Thank You!

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