



MENTTIUM CORPORATION

A STRONG
START TO YOUR
MENTORING
EXPERIENCE

SAVING

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Our Agenda: The Questions We Will Answer

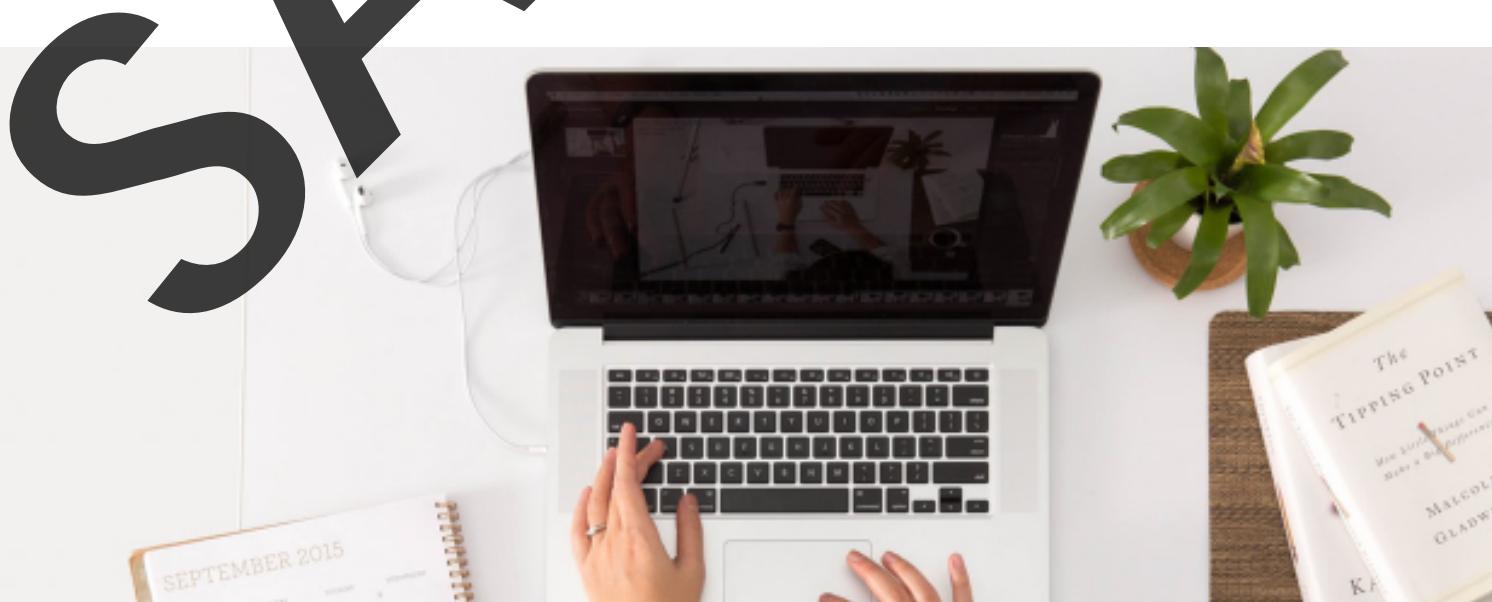
What makes a great mentoring experience?

What are the proven characteristics of strong mentees and mentors?

What does it mean to have a mentee-driven, mentor-guided partnership?

What steps and tools will help us start strong, and stay strong, as a mentoring partnership?

What makes a great mentoring experience?



Menttium's Philosophy

Mentoring

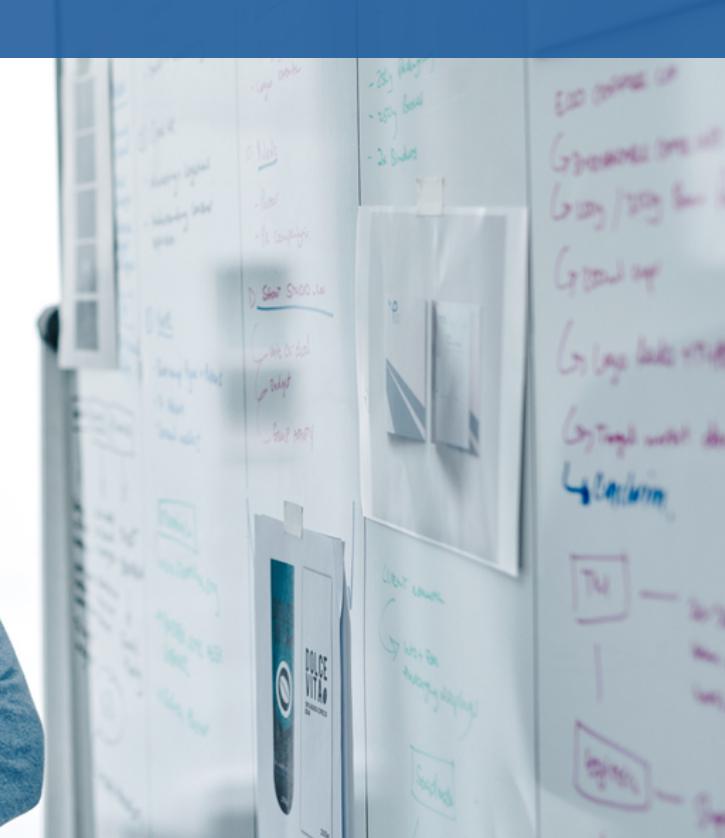
- Is an equal partnership with two-way learning
- Creates a climate of trust and promotes open and honest dialogue
- Allows you to develop leadership and performance capabilities, expand networks, and benefit from career guidance
- Works best when goals are defined and measured
- Succeeds when partnership roles, expectations, and time frames are clearly defined
- Is learning to respect and value differences
- Is an opportunity for the mentor and mentee to focus together on the mentee's growth and development needs
- Is a commitment to continuous learning by both the mentee and the mentor

Mentoring is not:

- Sponsoring
- Remedial
- Only spontaneous or casual advice
- A job search or recruitment strategy
- The same as managing

"We have developed great rapport. In addition to discussing development opportunities, my mentee has felt comfortable enough to also share specific situations where he was looking for feedback on his insights and approaches."

- Menttium Mentor, 2020



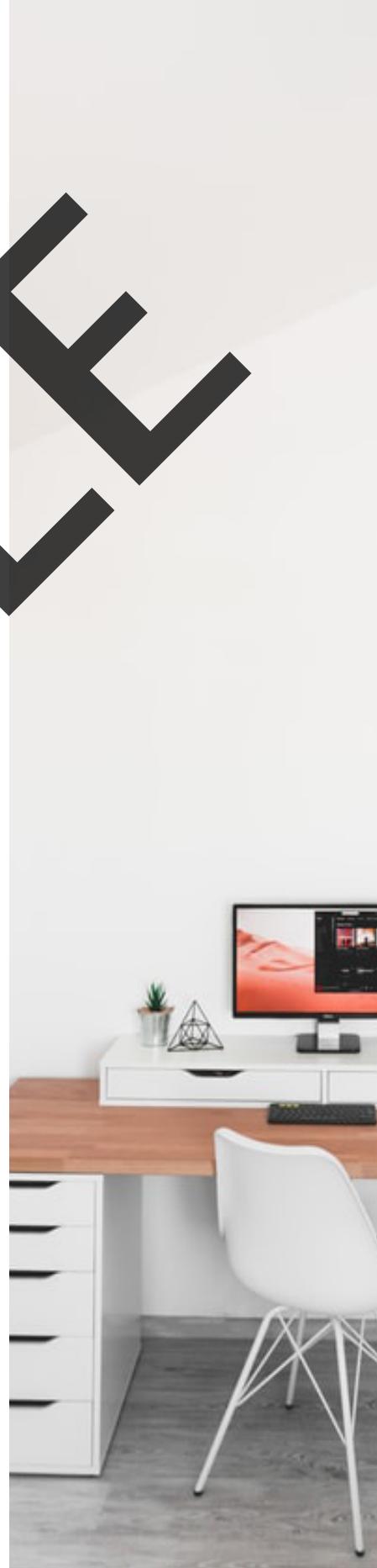
Roles and Responsibilities

Mentee-Driven

- Establish development goals
- Manage the meeting process:
 - Schedule meetings
 - Develop meeting agendas
 - Provide pre/post-meeting communication and appropriate follow-up
- Be open to taking a risk and trying something outside your comfort zone
- Give and be open to honest feedback
- Apply key learnings through action planning and follow-up

Mentor Guided

- Confirm mutual understanding of the role of "mentor" from your mentee's perspective
- Support development goal setting:
 - Clarify development goals to understand how your skills and experiences align with your mentee's priorities
- Support the meeting process
 - Facilitate the scheduling of meetings, make calendar available
 - Suggest meeting agenda items
 - Provide post-meeting communication and appropriate follow-up
- Listen, observe, and be a sounding board
- Share experiences, both successes and challenges
- Ask and guide, rather than tell and direct
- Encourage action planning and application of key learning



Mentee Characteristics

Research indicates that certain characteristics help mentees maximize their mentoring experience. Not all of these characteristics are instinctive; some require conscious effort to develop.

Read through the list of effective mentee characteristics below.

Place a “+” next to the characteristics that are instinctive to you.

Place a “✓” next to the characteristics that require a more conscious effort.

Once you have completed this, turn to the next page and read through the list of Mentor Characteristics, circling 3 characteristics that are particularly important for you to have in a mentor.

Discuss with your mentor: your self-assessment on page 6 and which three Mentor Characteristics you circled on page 7.

Effective Mentees:

- Drive a “learning agenda” to ensure the greatest growth and development from the partnership.
- Take primary responsibility for initiating and managing the mentoring partnership.
- Devote necessary time to make the partnership a priority, even during demanding work times.
- Accept that growth requires taking action and accountability.
- Demonstrate trustworthiness and respect the confidentiality of the partnership.
- Are active and curious listeners.
- Seek out different perspectives.
- Discuss their developmental needs openly and honestly.
- Give mentors feedback regarding the value of their coaching and communication styles.
- Are prepared with thoughtful questions and agendas.
- Demonstrate that they are open to help and guidance.
- Take risks and are willing to put their learning into practice.

Mentor Characteristics

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Once you have completed this, turn to the previous page and read through the list of Mentee Characteristics, circling 3 characteristics that are particularly important for you to have in a mentee.

Discuss with your mentee: your self-assessment on page 7 and which three Mentee Characteristics you circled on page 6.

Effective Mentors:

- Allow mentees to take primary responsibility for managing the mentoring partnership and actively engage in their role as “guides.”
- Eliminate barriers to scheduling meetings and are accessible and available for informal contact between meetings.
- Devote the necessary time and energy to make the partnership a priority, even during demanding work times.
- Demonstrate trustworthiness and respect the confidentiality of the partnership.
- Are active, curious, and patient listeners.
- Know that they do not need to have all the answers, and initiate connections to others, when appropriate.
- Are sensitive that their executive title may be intimidating and they do what they can to minimize this perception.
- Consistently follow up meetings with calls or notes, demonstrating the priority of the partnership.
- Demonstrate enthusiasm for and commitment to the mentoring process.
- Pro-actively offer both positive and constructive feedback regarding mentee development and the mentoring partnership.
- Are open to integrating both work and life challenges into their discussions.
- Use coaching skills and behaviors with an emphasis on asking open ended questions.

Building Trust Together

Trust is the cornerstone of every effective mentoring partnership. Building trust requires both partners to invest time and attention.

Take a moment to think of a specific person in your life you trust highly. What attributes, qualities, and behaviors does this person demonstrate that motivate you to trust him or her?

My High-Trust Relationship:

Use the outline below to discuss how you will build a foundation of trust and commitment for your partnership.

Trust Profile

1. Place an "X" at a point on the horizontal line below that most accurately represents your point of view.
 2. Debrief your responses with your mentoring partner during your first partnership meeting.

When beginning a new professional relationship, I tend to...

Need to build trust over time

Assume trust is present

What will it take for us to create and maintain trust?

Feedback

Leveraging Feedback in a Mentoring Partnership

- Your partner has your best interest at heart
- Your partnership is a place of emotional/psychological safety
- Feedback will accelerate your personal growth & learning

1. Place an "X" at a point on the horizontal line below that most accurately represents your point of view.
2. Debrief your responses with your mentoring partner during your first partnership meeting.

I respond best to feedback when it is given in a:



Consultative Style

- Listen with empathy
- Ask questions that guide me
- Suggest
- Encourage
- Offer options



Directive Style

- Listen for clarity
- Ask questions to challenge me
- Be direct
- Don't mince words
- State your recommendations

Effective Feedback Conversation Starters

Mentees

- I'd like to get some feedback on this...
- Help me with my self-awareness on this...
- How could I have handled this differently?

Mentors

- How I would have perceived what you said/did ...
- There was a benefit, and a cost to the way you handled that...
- Let's have you get some feedback from others before our next meeting...

Powerful Conversation Tools

Powerful Questions: A simple concept with a big impact

- Avoid questions with yes/no answers
- Enable careful reflection
- Allow for openness to think about what is possible vs. what is
- Create an opportunity for inquiry and defining next steps

Mentors & mentees
deepen their relationship
and learning



Powerful questions enable
creative thinking and
ability to challenge the
status quo



Active & purposeful
listening allows for
thoughtful inquiry and
powerful questions

Powerful Question Starters

- What alternatives are there to this situation/problem/challenge?
- What might be the bigger picture?
- What assumptions are being made that may or may not be true?
- What would happen if?

Powerful Listening

- Seek first to understand, then to be understood
- Enter every conversation assuming you have something to learn
- Let go of remembering that story you have to tell
- Resist the urge to complete another person's sentence or story
- Ask more open-ended questions – even more than you think you do

Lean into a: **Support Response**

From your perspective...
It sounds like you were feeling...
Tell me more...

Resist the urge to make a: **Shift Response**

That reminds me...
I know how you feel...
Something similar happened to
me...



Setting Development Goals

Mentees Put a check mark in front of the areas of development you are interested in.

Mentors Put a check mark in front of all the areas you have experience in and can offer insights and a little wisdom.

Leadership Skills

- Goal-setting
- Problem-solving
- Decision-making
- Business management
- Innovation
- Risk-taking
- Strategic thinking
- Influencing
- Negotiating
- Executive Presence
- Results orientation
- Shifting from tactical to strategic
- Other:

Personal Effectiveness

- Personal Brand
- Managing up
- Networking skills
- Career planning
- Managing conflict
- Communicating ideas
- Work-life Integration
- Relationship-building
- Managing change
- Political savvy
- Time management
- Other:

Business Knowledge

- Organizational culture
- Inclusion and diversity
- Industry information
- Customer insight
- Global perspective
- Broadening corporate perspective
- Continuous process improvement
- Cross-functional collaboration
- Other:

Team Management

- Assessing talent
- Developing a team
- Motivating others
- Empowering others
- Delegation
- Recognizing & rewarding performance
- Managing virtually
- Employee engagement
- Other:

"What contributed to the success of your partnership?"



Source: Menttium Post-Mentoring Survey, 2018

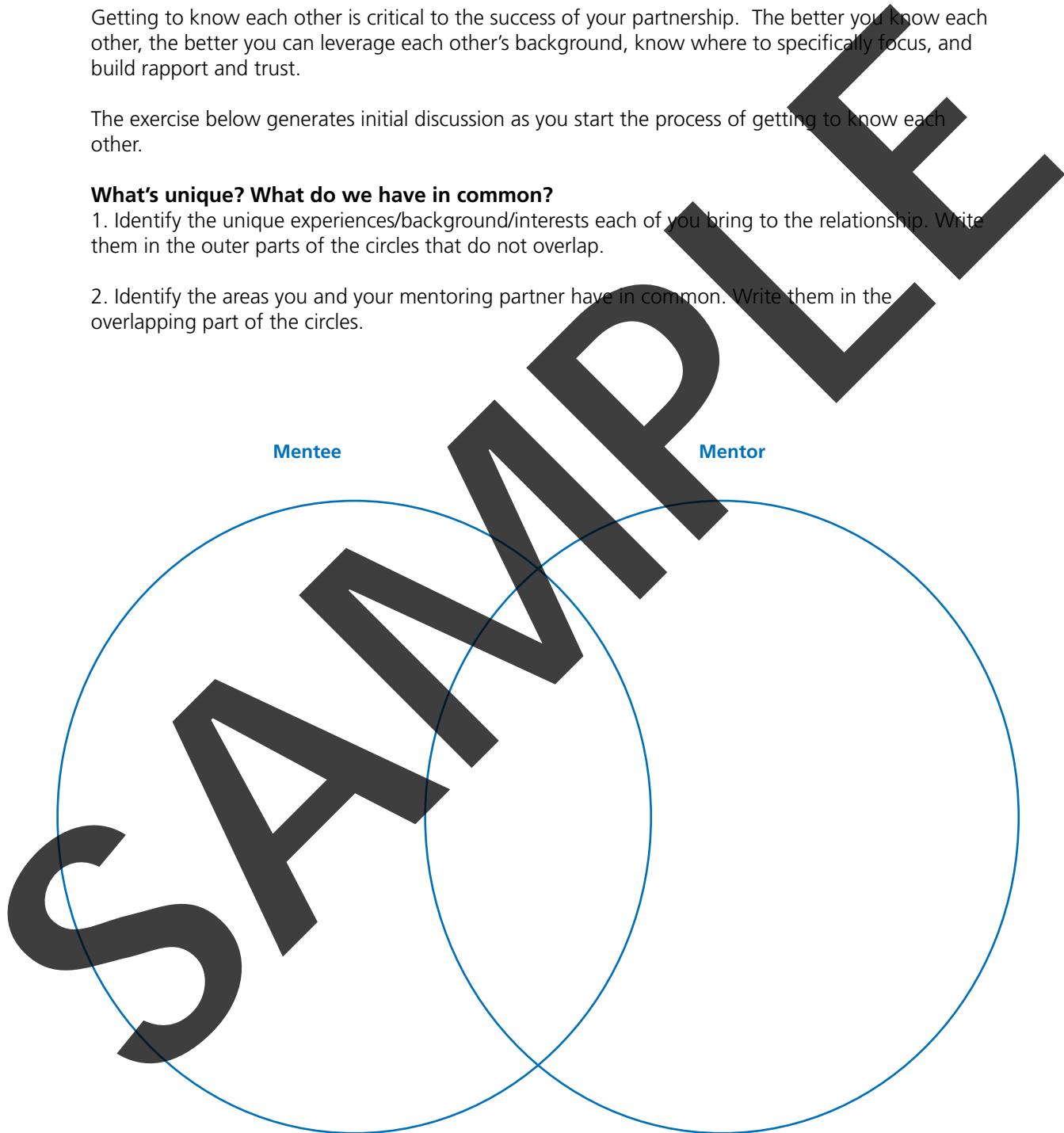
Partnership Introduction

Getting to know each other is critical to the success of your partnership. The better you know each other, the better you can leverage each other's background, know where to specifically focus, and build rapport and trust.

The exercise below generates initial discussion as you start the process of getting to know each other.

What's unique? What do we have in common?

1. Identify the unique experiences/background/interests each of you bring to the relationship. Write them in the outer parts of the circles that do not overlap.
2. Identify the areas you and your mentoring partner have in common. Write them in the overlapping part of the circles.



Partnership Introduction

Use the following questions to help you get to know your mentoring partner.

Describe your current job. What are your key areas of responsibility?

What do you enjoy most about your work?

What are 2 or 3 of your professional strengths?

Which aspects of your job are most challenging?

What are your short and long-term career goals? Why are these goals important to you?

What have been your most meaningful career experiences thus far?

What are a few things I wouldn't learn about you from reading your resume? (Family, background, interests, cultural norms in your geographic area, etc.)

Describe a time when someone mentored you. How did your mentor influence your professional and personal growth?

What is important for your mentoring partner to know about your culture as it relates to a mentoring partnership? (Example: Is it a norm within your culture to provide feedback to someone in a higher professional position?)

Establishing Partnership Guidelines

Use the following questions to outline your partnership guidelines.

When will we meet?

How will we meet?

How long will we meet?

How will we schedule our meetings?

What happens if one of us cancels or postpones a meeting?

What permanent agenda items will be part of every meeting? (Examples: check-in, follow-up on action items, current issues, development goals, action items, meeting evaluation and feedback).

What is the time frame for distribution of the agenda and follow-up notes?

How often will we communicate between meetings?

How will we connect for meetings (Phone, Zoom, Facetime, other)? What can we do to build rapport in a virtual partnership?

What guidelines for confidentiality will we establish to support our partnership? For example, sharing company/business information, the content of partnership discussions, our participation in the program?

Unique guidelines needed for my mentoring experience:

Strong Start Agenda

Use the sample agenda to support your first month's meeting and all the resources included here throughout your partnership.

Partnership Introduction and Guidelines

Take time to get to know each other by sharing answers to these questions.

Pages 13-15

Effective Mentee & Mentor Characteristics

Discuss your responses to better understand each other as mentoring partners.

Pages 6-7

Building Trust

Discuss your experiences and your style.

Page 8

Feedback

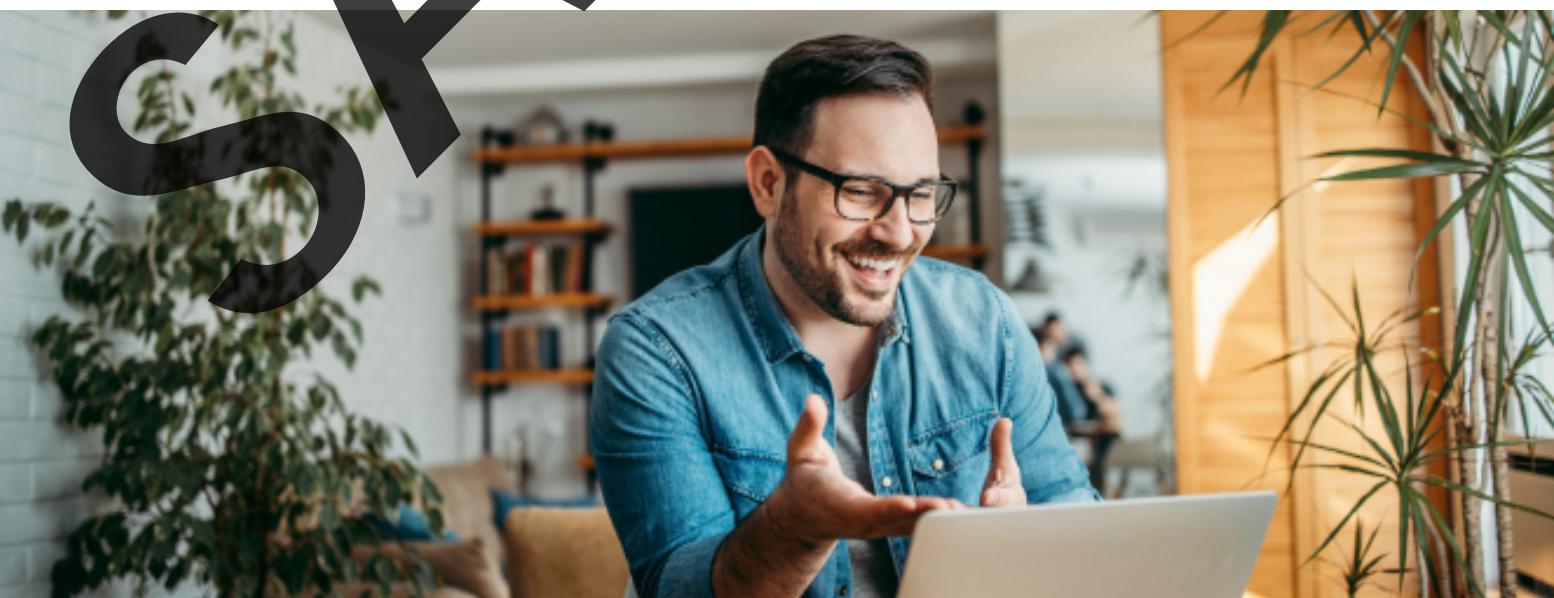
Discuss what your mentoring partner needs to know to be most effective.

Page 9

Development Goals

Discuss what each of you marked in the goal areas & determine 2-3 to focus on.

Page 11



Dialogue Starters and Topic Questions

Starter questions can breakdown a general dialogue topic into specific aspects to be discussed. We encourage you to develop your own questions, as well as refer to the following questions to discuss common topics with your mentoring partner.

Strategic Thinking

- How can I gain a better understanding of organizational priorities?
- How can I step back and see the bigger picture to evaluate the impact of my actions and sphere of influence?
- How does our organization approach and value the strategic planning process?
- How can I stay updated on industry trends?
- As I move into more senior roles, how can I influence strategy?

Identifying Critical Issues

- What process can I use to define client needs, problems and desired outcomes?
- How can I understand the complexities to identify critical issues within my department?
- What frameworks are useful in communicating client situations or problems?
- How can I advocate for my team?
- How can I effectively raise any concerns around engagement/people issues with my leaders?

Organizational Savvy

- How can I expand my network throughout the organization?
- How do I know whom to involve and when?
- How can I recognize and manage internal organizational politics to accomplish goals?
- How can I influence the decisions of upper management?
- How can I gain more access and visibility to senior leaders?

Understanding, Influencing, and Managing Through Change

- How can I safely challenge the organization's status quo and limiting assumptions?
- How can I identify systems and structures needed to support change?
- How can I prepare myself and others to manage through change?
- How can I proactively deal with resistance to change?
- How can I help create safe space within our organization for candid conversations?



Dialogue Starters and Topic Questions (Continued...)

Leadership and Interpersonal Skill Sets

- What core leadership competencies does our organization value?
- How do these valued competencies play out in our organizational culture?
- How do I show sensitivity to the needs and concerns of others?
- How do I initiate and build relationships with others?
- What processes can I use to facilitate discussion and resolution of different views?
- How can I help others work toward the best solution rather than my own solution?
- What models can I use to guide me to listen openly and non-judgmentally and avoid jumping to problem-solving?
- How can I probe beneath the surface to fully understand the real situation?
- How can I foster learning and self-development in others and myself?
- How do I position myself to accept criticism openly and non-defensively?
- What process can I use to model self-awareness and give appropriate feedback to others?

Valuing Difference: Diversity Dimensions

In order to get the most out of your mentoring partnership, we want both mentees and mentors to be able to be their whole, authentic selves. At Menttium, we know that the most impactful mentoring can often happen at the “point of difference.” It is where a mentee and mentor bring diverse viewpoints to the partnership that perspectives broaden and enhanced learning occurs. Different perspectives allow both mentee and mentor to see with new eyes and discover a better path forward. We encourage you to use powerful questions to get to know each other, challenge the status quo and go beyond the surface to enrich your partnership and accelerate growth.

Consider the various dimensions of diversity you represent.

Reflection/Discussion Questions

Identify the dimensions of diversity with which you most identify. How do these dimensions of diversity you represent impact your:

- Beliefs
- Behaviors
- Goals
- Values
- Work style
- Career
- How can you embrace diversity and unique perspectives to strengthen your mentoring partnership?
- What do you want your partner to know about you as you kick off your partnership?

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SAMPLE



menttium.com

STRONGER PERFORMANCE THROUGH MENTORING

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