



MENTTIUM CORPORATION

MENTOR ORIENTATION GUIDE





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welcome

(Welcome back)

to the Menttium
Mentor Network

On behalf of the entire Mentttium Team, thank you for mentoring with Mentttium! With 28 years of mentoring under our belts, we believe that our secret sauce is our network of mentors. We are proud of our world-class network and the impact our mentors have on our mentees' lives, both professionally and personally.

We know the right mentor can accelerate learning, increase confidence, broaden perspectives and help key talent realize their true potential. This in turn positively impacts engagement, retention and performance of our mentees within their organizations, making our mentoring programs a key enabler of talent management, leadership development and Diversity & Inclusion strategies.

You are joining an elite network of mentors from all over the world.

All of our programs are one year long with the goal of meeting one-two hours per month (typically virtually). Meetings should be mentee driven, mentor guided. Here's what you can expect:



Mentttium provides mentors:

- Mentor Orientation
- Access to mentor tools and resources
- Networking and connection opportunities with other seasoned mentors
- On-demand access to Mentttium's Team of experts

You can expect your mentee to:

- Schedule partnership meetings
- Coordinate ongoing meetings, prepare agendas and notes, drive the partnership overall
- Establish development goals to focus on during the partnership (sometimes with your support)

Please read through this Mentor Guide to prepare for your mentoring partnership and plan to join the upcoming Mentor Orientation to cover this information in detail and to hear from one of our experienced mentors. With over a 90% success rate for mentoring partnerships, we are confident you will have a rewarding experience as a mentor. The majority of our mentors tell us they learn

and grow as much as their mentees in the process, if not more. The Mentttium Team is here to support you during your partnership; if you have any questions or concerns please don't hesitate to contact us.

Sincerely,

Lynn Sontag
CEO, Mentttium Corporation



An **equal** partnership

A climate of **trust**

Benefit from career **guidance**

Goals are **defined** and **measured**

Partnership roles are clearly **defined**

Is learning to **respect** and **value** differences

Focus together on growth and development needs

A **commitment** to continuous learning

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 mentee and mentor

Mentoring is not:

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

Role Definition

The role of a mentor is distinctively different from the role of a manager, performance coach or sponsor/advocate.



MENTOR

The relationship is primarily driven by the mentee, outside the hierarchy, and is always confidential.

- Listener
- Observer
- Sounding Board
- Storyteller
- Confidant

MENTOR ROLE



MANAGER

The relationship is primarily driven by the organization, inside the hierarchy, and is sometimes confidential.

- Project Director
- Skill Developer
- Performance Evaluator
- Salary Administrator
- Career Coach

MANAGER ROLE



PERFORMANCE COACH

The relationship is primarily driven by organization, inside or outside the hierarchy, and is sometimes confidential.

- Trainer
- Motivator
- Subject Matter Expert
- Skill Developer
- Performance Consultant

PERFORMANCE COACH ROLE



SPONSOR/ADVOCATE

The relationship is primarily driven by the organization, inside the hierarchy, and is sometimes confidential.

- Advisor
- Career Broker
- Promoter
- Networker

SPONSOR/ADVOCATE ROLE

Mentoring Philosophy

- Mentee-driven, mentor-guided process focused on the individual and development goals of the mentee
- Critical success factors for mentoring partnerships include commitment, intentional goal setting and measurement, and the setting and alignment of partnership expectations
- Partnerships support a two-way, active learning exchange
- Mentees bring current reality and a “front-line” view to the partnership, and mentors offer a corporate vision, solid base of experience, and broader business perspective
- Successful formal mentoring experiences foster effective informal mentoring
- Confidentiality is essential to the success of mentoring partnerships
- Exceptions to maintaining confidentiality are the following serious and rare circumstances:
 - Discrimination
 - Sexual harassment
 - Fraud or embezzlement
 - Threat of violence

* By becoming a Menttium mentor, you agree that cross-recruiting is not allowed. This means that nominating, soliciting, or otherwise recruiting your mentoring partner to work for you, for your organization, or for any other organization is expressly prohibited.

For additional details on our Terms of Service and Terms of Use, please visit:

- <https://www.menttium.com/terms/>
- <https://www.menttium.com/legal/>

Getting Ready to Be a Mentor: The Bicycle

Mentors play a significant role in success. You can be a great mentor by providing great value.

There are two critical facets to mentoring – what is the knowledge being shared; and how is that knowledge being shared. When we think about balancing these two essential elements, the bicycle becomes a very effective mentoring metaphor to keep in mind.

POWER/BACK WHEEL

Expertise and Experience

The function of a bicycle's back wheel is to provide power. So it is analogous to your areas of expertise and experience. It captures the 'what' of the knowledge you have to offer a mentee, the types of skills you include on your resume'. The larger your back wheel, the more powerful a knowledge resource you can potentially be.

DIRECTION/FRONT WHEEL

The purpose of a bicycle's front wheel is to provide direction. So the front wheel is analogous to your interpersonal skills. It captures the 'how' of mentoring – how well you steer the power available from your back wheel. The larger your front wheel, the more successful you are in developing the trust and rapport necessary to guide the mentee to achieve his/her goals and to create emotional safety.

Highly effective mentors have both a large back wheel (i.e., possess the expertise needed, in the areas the mentee wishes to grow), and a large front wheel (i.e., intentionally share in ways best received by the mentee that deepen trust and authenticity).

Because Mentium partnerships are matched on the basis of the mentee's individual goals, you can trust in the fact that you will always have the expertise (back wheel) needed to support your partner. This guide is focused primarily on the "how" of mentoring – those best practices which we know to be most effective in cross-company programs.

However, one best practice related to the back wheel which merits highlighting is the recognition of the value you can provide by linking your mentee to different networks, sources of knowledge, and resources to which you have access:

- Arrange a conference call to connect your mentee with several of your peers to discuss a relevant topic.
- Share your list of favorite books, or read a book together.
- Shadow - invite your mentee to attend a non-confidential virtual meeting, or (if local) attend an event together.
- Suggest an assessment you have found valuable, and process their results together.

Being the link to people, resources and events can be invaluable to your mentee so do not underestimate the value you can provide here and make a practice of paying attention to potential opportunities to make available to your mentee.



Getting Ready to Be a Mentor: Serving as the Link

When is it best to be the link rather than the resource?

Other ideas of how to serve as the link:

Great Mentor Interpersonal Skills

Tips/Tools

Show genuine interest and confidence

I've learned that people will forget what you said, people will forget what you did, but people will never forget the way you made them feel."
– Maya Angelou

1. Meet your mentee where he or she is — recognize their first need is often guidance on how to prioritize their own development in the face of pressing job demands.
2. Keep track of your mentee and his or her progress.
3. Cheer when it's going well.
4. Offer support/perspective when it's not going well.
5. Encourage them to overcome obstacles when needed, to get back on track.

Have great listening skills

You may not need to hear it, but your mentee may need to say it.

1. Show patience: Let your mentee dump his or her bucket before offering insights.
2. Peel back the onion; ask open-ended questions that deepen learning and broaden perspective.
3. Listen with understanding, and without judgment.
4. Summarize details into a few key points.

Be a trusted, confidential sounding board

Book: Daring Greatly by Brene Brown (published in 2012)

Research concludes:
Most effective leaders dare to be vulnerable.

1. Demonstrate great listening skills.
2. Assure that everything will be kept confidential.
3. Confirm an exception to the rule, with your mentee's permission, if a topic will be discussed outside your partnership.
4. Redirect your mentee if he or she is moving into territory you can't or shouldn't discuss.
5. Confront your mentee respectfully if he or she is overusing the partnership to dump his or her bucket with no intent on improving his or her situation.

Sincerely share invaluable personal perspective, insights, and wisdom

Mentors give mentees foresight by sharing their hindsight and insight.

1. Reveal your unique personal perspective, insights, and ultimately, your wisdom.
2. Share your stories, whether they are stories of success or trial, and what you learned.
3. Help your mentee make connections — making sure he or she understands how to apply the same wisdom.
4. Use stories as a launching pad, rather than the focus of the discussion.
5. Ask: "How does this connect (or not) with what you are going through? What could you apply, and what would be challenging?"

Push growth

"It is the responsibility, and the privilege, for a mentor to push mentees to grow in ways they could not, or would not, themselves."
– Menttium Mentor

1. Set and hold high expectations - let Menttium know if mentee has missed meetings or seems disengaged.
2. Give constructive feedback that challenges rather than discourages.
3. Provide a perspective that tests thinking, viewpoints and beliefs.
4. Encourage risk taking and report on results.

Preparing for a Mentoring Experience: What are Your Leadership Stories?

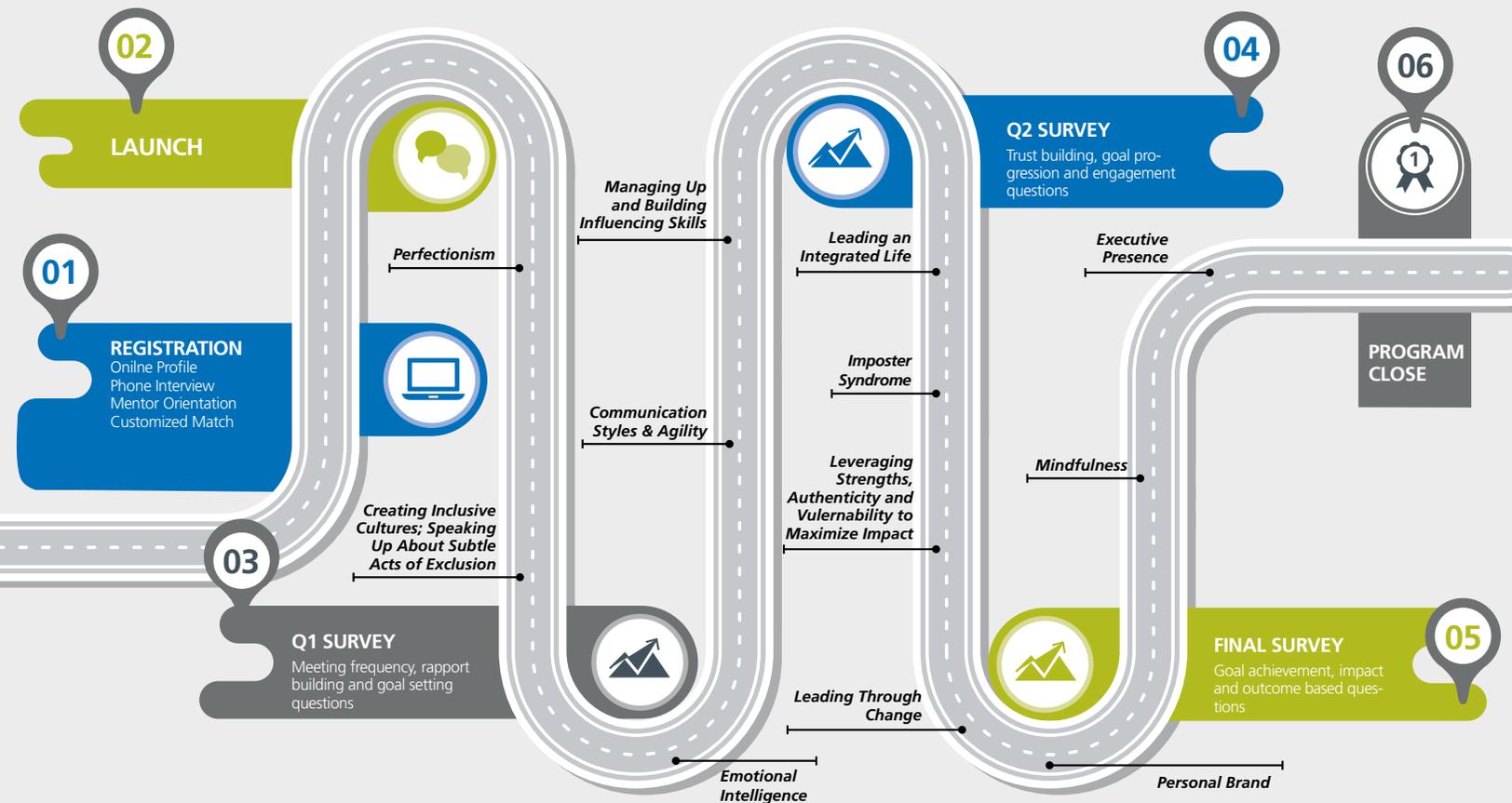
Reflect on the following capabilities inventory. How have you developed or leveraged these capabilities during your career? What stories come to mind from your career that might be helpful for a mentee to hear? Record your thoughts in the space provided.

Individual Capabilities	What Stories Will I Share?
Accountability	<ul style="list-style-type: none">• Managing up• Goal setting (SMART)• Company performance metrics• Leveraging feedback• Confidence to overcome challenges• Balancing work and personal demands
Collaboration	<ul style="list-style-type: none">• Communicating ideas to senior leadership• Working cross functionally• Applying cross-cultural communication strategies• Adjusting communication style• Navigating organizational politics• Conflict resolution
Innovation	<ul style="list-style-type: none">• Strategic thinking• Risk taking• Thriving through change• Encouraging idea generation and implementation

Individual Capabilities	What Stories Will I Share?
Learning & Development	<ul style="list-style-type: none">• Taking on stretch assignments• Career planning• Living your “personal brand”• Developing and leveraging internal networks• Moving from management to leadership roles
Market Orientation	<ul style="list-style-type: none">• Industry expertise• Global perspective• Customer focus• Financial analysis• Developing & leveraging external networks• Market analysis
Vision, Mission and Values Alignment	<ul style="list-style-type: none">• Ethical leadership• Diversity and inclusion• Executive presence• Identifying how your role aligns to the corporate vision• Offering ideas to achieve vision

How are mentors supported by Menttium?

- Menttium utilizes an Online Profile and Phone Interview to Customize your Match
- Mentees drive Monthly 1:1 Mentor Meetings
- Quarterly Surveys keep participants engaged and on track
- Events including Launch and Monthly Business Education Webinars provide conversation topics for meetings with mentees
- Monthly e-Minders with Partnership Tools, Meeting Agendas and Resources provide structure for mentoring discussions
- Access to a TED Talks Playlist specifically curated for Menttium participants



MENTORING:

Sharing hindsight
that gives another
person foresight.

CONTACT MENTTIUM CORPORATION

Please contact Mentium if the following should occur:

- A mentee has missed two consecutive meetings
- Additional support is needed, such as having a disengaged mentee
- You have resource requests
- You have feedback for us

Contact information:

612.436.4400 | support@menttium.com



menttium.com

STRONGER PERFORMANCE THROUGH MENTORING

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