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THE ART OF MENTORING



Agenda

- Origins and Definitions
- Why Mentoring? ... Benefits
- Roles & Responsibilities / Commandments
- What should be avoided?
- The Trust Equation
- Coaching vs Mentoring
- The Mentoring process
- Mentoring across differences
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THE ORIGINS OF MENTORING

The term Mentor came from Greek mythology. Odysseus, King of Ithaca (Homer's *Odyssey*, 800BC) was about to leave for the Trojan War and was reluctant to leave his son, Telemachus.



When he did set off, Odysseus assigned his trusted companion and friend, Mentor, in charge of the royal household. One of his tasks was to raise the king's son and make him a wise and good ruler.

MENTOR: DEFINITION

Merriam-Webster:
A trusted counselor
or guide

Oxford Dictionary:
An experienced and
trusted adviser





WHAT IS MENTORING?

- Mentoring is a *long-term relationship*, aimed at helping people develop themselves and their career. The relationship is based on trust and confidentiality.
- The mentor offers a safe environment to the mentee to discuss issues and explore solutions to challenges.
- Mentors are typically outside the mentee's immediate team, and not in their reporting line.
- The primary focus is the less tangible skills which enable individuals to operate effectively as leaders and achievers.
- Mentors can offer insights into the ways the organization works, how the informal networks operate and what they think about the challenges and opportunities mentees encounter.
- The mentor-mentee relationship is an additional platform with a clear purpose and clear objectives. It supplements the people development effort of the line.

BENEFITS

Mentor

- Develop their own interpersonal and leadership skills
- Personal satisfaction of helping others
- Learn from being challenged from a different perspective
- Building a relationship with someone outside your area and thus increasing your networking within the company.

Mentee

- Gaining from your mentor's expertise and experience
- Gains clearer understanding of themselves, their capabilities and prospects
- Gets better insight into their organization
- Obtains a wider perspective and business awareness
- Gaining knowledge about your organization's culture and unspoken rules critical for success

Organization

- Will benefit from better business performance
- Competent staff
- Individuals with clearer understanding of their goals
- Individuals increase the trust in the ability of the organization to support them



ROLES AND RESPONSABILITIES

THE EFFECTIVE MENTOR

- Is actively interested in the individual and their development
- Trusts others and can be trusted
- Is able to maintain the integrity of the relationship between the mentee and their manager.
- Facilitate the education guidance of a mentee within the organization
- Identifies and suggest appropriate resources for developmental activities
- Maintains confidentiality
- **Good listener**
- **Encourage, empower, motivate** the mentee to make their own decision and exhibits confidence in the individual

THE EFFECTIVE MENTEE

- Take responsibility for driving their own development
- Establish developing needs and career goals for mentoring meetings
- Share experiences openly, think for themselves, challenge intelligently
- Be prepared to receive honest feedback
- Take action and follow up on commitments
- Maintains confidentiality
- Take the lead in setting up and maintaining ongoing contact with their mentor
- Bring real situations, issues, development needs to the mentoring meetings

COMMANDMENTS

Mentor

-
- Consistency is critical.
- Faking it is not making it.
- Provide honest feedback.
- Empower rather than solve.
- Appreciate what you're giving.
- It's not coaching; it's mentoring.
- Honor your limits and boundaries.
- Listening is hard but advice is easy.

Mentee

-
- It's your job, not your mentor's job.
- Think commitment, not lip service.
- Show up for the relationship.
- Keep expectations realistic.
- It's risky, but it's healthy.
- Be yourself; we already have everybody else.
- Don't be afraid of your mentor's silence.
- Pay it forward.

WHAT SHOULD BE AVOIDED?

MENTOR – DONT'S

- Never take over from the line the prime role of developing the individual
- Break the confidentiality agreement
- Try to solve every problem
- Provide specific task based skill, which is the role of the coach
- Guarantee advancement and promotion, which is determine by job performance and behaviors
- Be judgmental
- Undermine the line manager

MENTEE – DONT'S

- Use as vehicle for raising complaints
- Use it as a replacement for education and training
- Use it as the sole provider
- Break the confidentiality agreement
- Expect every problem to be solved by the mentor
- Undermine the line manager

THE TRUST EQUATION

$$T = \frac{(C+R+I)}{SO}$$

C – Credibility
R – Reliability

I – Intimacy
SO – Self-orientation



MENTORING OR COACHING?

People often confuse coaching and mentoring. Though related, they are not the same. And it's critical you understand the difference as you develop your mentoring and/or coaching programs.

For example, can you answer the following questions:

- Which is performance driven: mentoring or coaching?
- Is an employee's immediate manager involved in mentoring?
- Is coaching task oriented, relationship oriented, or both?

COACHING vs MENTORING: AIM & FOCUS

Coaching

- A **task focused** relationship aimed at helping people **do their job better**

Mentoring

- A **career focused** relationship aimed at helping people **develop themselves**

COACHING vs MENTORING

Specific to Coaching

- Focus on performance
- Skills oriented
- Stimulate learning and effectiveness
- Promote self-discovery
- Inquire and encourage
- Foster new behaviors and mindset
- Facilitate and guide

Shared

- Relate as a partner
- Develop trust
- Promote compelling and workable paths
- Balance people and business needs and goals
- Set development plans
- Offer unbiased feedback
- Recognized accomplishments
- Demonstrate competence
- Influence with integrity
- Listen, listen, listen

Specific to Mentoring

- Focus on whole person development
- Progress oriented
- Stimulate learning and fulfilment
- Transfer knowledge
- Advise and suggest
- Foster learning and understanding of the organizational environment and self
- Role model

THE MENTORING PROCESS

Mentoring is about helping people progress their development. A mentoring relationship does not stand still and it most go through the following stages:

Building
Rapport

Setting
Direction

Making
Progress

Moving On

MENTORING PROCESS: STAGES 1 & 2

Building Rapport /Setting up the relationship

- Getting to know each other
- Setting up the first mentoring meeting
- Clarifying expectations and responsibilities
- Identifying on how the relationship could be operated e.g. meeting location, form, duration, frequency, etc.
- By the end of the first meeting, both parties have the opportunity to say if they want to go ahead with the relationship

Setting Direction/ Operating the relationship

- Setting up clear goals, milestones & direction (e.g. use competence matrix, Skill pool Navigators)
- Establishing a roadmap how/when the deliverables can be achieved
- Agreeing on how to monitor the progress and how long they are expecting the relationship to last
- Exploring the situation and identify individual needs
- Checking commitment and capability

MENTORING PROCESS: STAGES 3 & 4

Making Progress

- Review the progress made versus the expectations and deliverables set out in the beginning of the relationship.
- Agree how you give each other feedback if the relationship is working and what could be improved.

Moving On

- At some stage both mentor and mentee will recognize that they have largely achieved all the goals they set for the relationship.
- Openly discuss when and why the relationship should end.
- At this point the relationship may have evolved to a more equal friendship.



MENTORING ACROSS DIFFERENCES

"Participating in a cross-difference mentoring relationship can have big rewards. As a mentor, such relationships give you the opportunity to learn something new and expand your way of thinking".

All mentors and mentees differ from each other in some way. However, it is important that you do not participate in this relationship as though the difference doesn't exist



POTENTIAL BARRIERS

- Stereotyping: Almost everyone consciously or unconsciously holds onto some unfair generalizations about a given group. Recognizing and overcoming negative beliefs that we may have had since childhood can be challenging.
- “Token” syndrome: Almost everyone wants to feel valued for who they are, rather than what they are. People from underrepresented groups may sometimes feel that they are in the spotlight due to their low numbers. Since their difference tends to make them stand out, they may believe that they receive unfair scrutiny. As a result, they may fear making mistakes or being perceived as receiving special treatment.
- Failure to Bond: Research shows that the more pronounced the differences between two people, the slower the bonding process may be, especially if nothing is done to bridge the gap.

POTENTIAL BARRIERS... CONT' .

- “Protective Hesitation”: The differences between you might lead you and your mentee to view your relationship as less solid than other relationships you have. It can be a challenge to become close enough to share information about sensitive issues, but yet not so close that others speculate about the nature of the relationship. Additionally, you may hesitate to share hard feedback that might be useful for your mentee for fear that he or she will accuse you of being biased.
- Making mistakes: Whether or not you have had a lot of experience working with people from your mentee’s demographic, you may inadvertently say or do something that your mentee finds offensive. It’s a lot easier to get past mistakes if you believe that the two of you have the same values and mindset.



WOMEN & MENTORING

- Women are making strides in the workplace. But the progress is not as great as it could be. Many women still struggle to find mentors who have access to the organization's power structure.
- Women often face two difficulties in finding mentors:
 - Successful and highly powerful women may resist mentoring another women for fear of creating a future competitor within the company.
 - Since specific laws govern appropriate behavior in the workplace, men may be reluctant to initiate mentoring a woman for fear of negative repercussions.
- Nevertheless, women need a professional mentoring experience, such as women mentoring networks, to give them access to the upper strata of business. Given the unique challenges involved in cross-gender mentoring, it is important to assess your overall goals and the receptivity of available mentors. In addition, it's critical to address the dynamics of mentoring and how to prevent legal issues.



TIPS FOR MENTORS

- The mentor should have at least a basic understanding of potential barriers their mentee may be facing due to their difference(s). Taking the time early on to identify, address and discuss personal biases and prejudices can strengthen a relationship when handled skillfully.
- Whether or not your mentee is considered to be high potential, treat him or her as though they are. Challenging your mentee and giving him or her the message that you have a high level of trust in their ability will help them gain confidence and establish their credibility. It will also help them gain professional competence.
- Mentors and mentees should decide what measurement they will use to determine if the relationship is working.
- If you are helping your mentee to develop his or her personal network, also work with them to help them manage it in such a way that it is sustainable when their relationship with you ends. Networks should include a diverse range of people in terms of function, location, position, and demographic variety (background, ethnicity, and style).

