

Mentor training

Internal Mentoring



- 
- What is mentorship and what is the role of the mentor?
 - Mentoring skills & techniques
 - How to structure mentor meetings
 - Scenarios



Mentoring

A connection in which an experienced individual serves as the sounding board and provides advice, guidance and support to empower the development of another individual.



The mentor's role is to facilitate the professional development of a colleague through:

- **Teaching**
- **Sponsorship**
- **Empowerment**
- **Counseling**
- **Support**



Becoming a mentor

What will I gain?

- Build your leadership & mentoring skills
- Learn new perspectives through others' journeys
- Expand your network & visibility within your organization
- Gain additional recognition and respect
- Gain self satisfaction
- Establish your brand



Becoming a mentor

What's expected of me?

- Be available
- Be engaged and enthusiastic
- Be genuine - share failures as well as success
- Listen first
- Act as a sounding board and/or reality check
- Recognize that mistakes and conflicts are a part of learning
- Share organizational knowledge, resources and connections, empowering your mentee to grow and take the reigns of their career



Mentoring techniques



What makes a good mentor?

Think back to the mentors in your life:

What are characteristics of the best mentors?



What makes a good mentor?

- Listens more than talks
- Stays supportive and acts as a role model
- Keeps time commitments and focus
- Knows when to call in additional help
- Operates with objectivity and clarity
- Does not clone – don't try to make the person you're mentoring into you
- Has empathy and understanding
- Creates trust, confidentiality and mutual respect
- Reduces any reluctance about fear of change
- Tells the truth in a way that can best be heard, accepted, and acted upon
- Shares perceptive related to business strategy, with a 'big-picture' understanding



Attributes of a strong mentor

1

Shows empathy

Empathy is the experience of understanding and sharing in another person's thoughts, feelings, and conditions from his or her point of view

2

Asks open-ended questions

Open ended questions will help you get a better view of the mentee's situation

3

Actively listens

Easy to explain but not as easy to implement: fully concentrating on what is being said rather than just passively 'hearing' the message



Attributes of a strong mentor: Empathy

- **Build connection through empathy**
- **Show curiosity** by asking thoughtful questions
- **Listen actively** to words and body language
- **Consider others'** perspectives
- **Stay open-minded** and avoid judgement
- **Offer genuine support**



Attributes of a strong mentor:

Asks open-ended questions

Instead of "did you" or "have you tried", ask:

“What have you...”

“How have you...”

“Please describe what you tried...”

“Where..”, “When...”

“Can you tell me more about..”

Instead of leading them with "Are you nervous about.." ask:

- “How is this affecting you?”
- “How was the task for you?”
- "Describe how you are feeling right now.."



Attributes of a strong mentor: Actively listens

- **Stay present** and remove distractions
- **Stay focused** fully on the speaker, not your response
- **Embrace silence** and let them continue
- **Reflect** or repeat their words to show understanding and validation
- **Acknowledge** and name the emotions you hear



Mentoring in the flow of work

Observations

- Attend meetings being led by the mentee
- Watch a recorded meeting & provide feedback
- Observe the mentee perform their work

Role modeling

- Mentee attend meetings being led by the mentor
- Watch a recorded meeting & provide feedback
- Share work that you've done that can inspire the mentee

Role playing

- Practice before an event
- Work on a common scenario



There is no one 'ideal' type of mentor

The mentor's role changes according to the mentee and their developmental stage



Mentoring sessions



How do you prepare for your first mentoring meeting?

1. Remember your training...
2. Be yourself and be open
3. Reflect on the mentoring you already do and think about your own experiences as a mentee throughout your career.

Ask yourself:

1. Who challenged me to experiment with new practices or take a new direction?
2. Who has helped me uncover and use a hidden talent?
3. Who helped me face and resolve a difficult situation?
4. Who are my role models in life?



Intro session agenda

Agenda	Details	Duration
Intro	Introduce yourself, your background, experience, & personal information	10min
Mentee intro	If the mentee is quiet, ask questions like: • What is most fun/interesting for you at your work? • What are you proud of in your professional career? • What do you enjoy doing when you have quiet time to yourself?	10min
Program goals & aspirations	Ask the mentee to share what their expectations are for the program, thier development goals, and what would have happened if the program was a success?	25min
Ground rules & mentorship agreement	Review Mentorship Agreement document and agree upon meeting cadence and ground rules	10min
Closing	Wrap up and agree upon the next session date	5min



Ongoing sessions agenda

Agenda	Details	Duration
Welcome back	Quick catch-up and welcome back	5min
Kickoff	Ask the following: • What do you bring to our meeting today? • Let's follow up on your action items from our previous meeting • Has anything changed since we spoke last?	10min
Mentoring	Create alignment on a concrete goal for the meeting, related to the mentee's development goal. Build upon previous growth and lessons learned. Typical starting questions: • "What would you like to discuss today"? • "What would you like to achieve in today's session?"	35min
Next Steps	Summarize the progress towards goals, agree on next steps / actions	10min



Final session agenda – Achieving closure

Step 1: Summarize

- What progress was achieved towards the goals established?
- What did you learn about yourself? The Org?
- Feedback that you have for each other
- Share appreciation

Step 2: Way Forward

- What is left to be achieved? How and when will the mentee do so?
- What is the status of the relationship moving forward? (Informal meetings quarterly?)



Scenarios



The mentee misses a scheduled meeting and did not inform you in advance.

Do you:

- A. Call / email immediately and inquire as to what happened
- B. Wait to hear from the mentee before agreeing to meet again
- C. Wait until the next session before addressing this issue
- D. Tell the program manager



The mentee is 'going through the motions' and does not seem engaged in the process at all.

Do you:

- A. Confront the mentee on this during the next meeting
- B. It's their program, they can do what they want
- C. Speak to the program manager before doing anything
- D. Try and motivate them yourself, without addressing this issue



The mentee's manager schedules time with you (if you're lucky) to discuss the mentee's experience

Do you:

- A. Agree to the meeting, but tell the mentee first
- B. Tell the manager that the relationship is confidential and that they should speak directly to the mentee or program manager
- C. Meet with the manager but don't share specific details about the experience



The mentee wants to grow in the company, but they tell you that their manager is a major obstacle in their way (and a reason they might leave the company).

Do you:

- A. Don't talk too much about this because it's inappropriate and not your place
- B. Discuss the issue and strategies as to how to work better with the manager
- C. Tell the mentee to talk to HR
- D. Recommend that the mentee leave the company, acknowledging that the manager is *the worst*



You feel like your mentee is overly dependent on you, relying on you to provide all of the answers and your approval before they take any action.

What do you do?



Thank You

