

Finding Merlin, or



Matchmaker,
Matchmaker,
... make me a
match

Building a Successful
Mentorship Program

Barbara Brown
May 12, 2014

Before

Why do you want to set up a mentoring program?

- Transfer knowledge and skills
- Acclimate to organizational culture
- Transform organizational culture
- Leadership/character development
- Recruitment
- Somebody put it on my to-do list

Before

Who is the intended Mentor, a

- Teacher?
- Boss?
- Buddy?
- Inspiration?
- Collaborator?
- Wise Man/Woman?
- Secret agent?
- Secret supervisor?

Before (Mentors)

Who's in charge?

Before (Mentees)

Rate yourself on the following skills:

1	I am very poor at that skill					
2	I am poor					
3	I am sometimes good					
4	I am usually good					
5	I am always good					

1	Introducing yourself	1	2	3	4	5
2	Listening – taking in what people say	1	2	3	4	5
3	Listening – showing interest in people	1	2	3	4	5
4	Communicating feelings	1	2	3	4	5
5	Dealing with anger/hostility	1	2	3	4	5
6	Responding to praise	1	2	3	4	5
7	Responding to expression of anxiety	1	2	3	4	5
8	Responding to negative feedback	1	2	3	4	5
9	Coping with apathy and expressions of disinterest	1	2	3	4	5
10	Coping with silences in conversations	1	2	3	4	5
11	Appreciating other people's feelings	1	2	3	4	5

Before (Mentees)

I am looking for a mentor:

- Who will help me develop these qualities in myself:
- Who works in the following arenas:
- Because I am interested in stretching myself in the following ways:
- Some possible names:

**Making the Match:
An Art, not a Science**

- What does the mentor pool look like?
- Is there a person who would be thrilled to be a mentor, who sees it as an interesting next step for herself?

I'm not sure I have the time. I'm busy. Why don't you meet with my staff?

Uterior motives Upward mobility Political subterfuge

During

Minimum requirements

- Attend a **joint training** session
- Design a **contract** together
- **Meet** at least every other week
- Commit to a **set term** (6 months, a year?)

Options for Training

- Discuss previous experiences with mentorships and your hopes/fears for this one
- Write an advertisement for a mentee/mentor for yourself:

For Sale:

Wanted:

Core Mentoring Skills

1. LISTENING ACTIVELY
2. Identifying goals and current reality
3. Building trust
4. Encouraging -- does anyone get too much praise?

Skills for Mentors, especially

1. Inspiring (to pursue their own vision, not yours)
2. Providing corrective feedback
3. Managing risks -- help mentees prevent *unnecessary* mistakes as they learn to take *appropriate* risks
4. Opening doors -- after trust is earned
5. Instructing/developing capabilities

Skills for Mentees, especially

1. Learning quickly
2. Showing the right amount of initiative
3. Following through -- trying a suggestion, reporting on how it went
4. Managing the relationship

Active Listening

Mentoring is NOT about problem *solving*, but about problem *exploration*.

Conversation (Ping Pong)

Discussion (This vs. That)

Skillful Discussion (getting to a result)

Debate (someone wins)

Dialogue (mutual learning, insight)

Crafting Great & Powerful Questions

- What circumstance in your life gave you confidence?
- How do you remain thoughtful after spending years on one issue?
- How did you cope with your biggest fear in management?
- _____?

Training Exercises

Values list from *The Fifth Discipline*:
 Choose the 5 most important to you. Now reduce that to 4. Now 3. What is THE most important value to you?

- | | | |
|-------------------------|---------------------|----------------------|
| Achievement | Close relationships | Decisiveness |
| Advancement & promotion | Community | Democracy |
| Adventure | Competence | Ecological awareness |
| Affection | Competition | Economic security |
| Arts | Cooperation | Effectiveness |
| Challenging problems | Country | Efficiency |
| Change and variety | Creativity | Ethical practice |

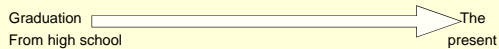
The Johari Window

Named for **J**oseph Luft and **H**arry Ingham

	Known to Self	Not Known to Self
Known to Others	OPEN	BLIND
Not Known to Others	HIDDEN	UNKNOWN

The Life & Times of _____

Ups



Downs

Drawing Up a Contract

- **Communication Preferences**
 - Email for scheduling ... or for consultation, too?
 - Telephone?
 - Messages?
- **Scheduling**
 - Create a 6-month schedule?
 - Stay one or two meetings ahead?

Contract (cont' d.)

- Best days and times?
- Locations?
- Uh, oh, problems....
 - Cancellations: who reschedules afterwards?
 - Punctuality: How long does someone wait?
 - How to handle a sudden time conflict?

Contract (even more)

- **Duration:** How long can I be gone from work?
- **Meals:** Who pays? Brown bag?
- **Boundaries:** What's in? What's out?
- **Corrective action:**
 - How would mentee prefer to receive it?
 - Before or after?
 - How would mentor prefer to offer it?
- **Confidentiality**

Giving and Receiving Feedback

- Did I focus on *behaviors* and **not** on *personality*?
- Were those behaviors
 - Specific and not abstract?
 - Current and not from the past?
 - Controllable by the mentee?
- Did I show my mentee that I was in his corner?

During

↑ C H A L L E N G E	RETREAT	GROWTH
	STASIS	CONFIRMATION
SUPPORT →		

After

1. How would you rate the mentorship experience for you?
ABYSMAL 0 1 2 3 4 5 EXTRAORDINARY
2. For your mentee?
ABYSMAL 0 1 2 3 4 5 EXTRAORDINARY
3. Did your mentee stay in touch, setting up appointments?
DISAPPEARED 0 1 2 3 4 5 RIGHT ON TOP OF THINGS

After (cont' d.)

- 3. Did your mentee have a clear idea of what she/he wanted the mentorship to accomplish?
FLOUNDERING 0 1 2 3 4 5 FOCUSED
- 4. Were you and your mentee matched well?
OIL AND WATER 0 1 2 3 4 5 PEAS IN A POD
- 5. How easy was it to meet your mentee's needs?
MAJOR STRAIN 0 1 2 3 4 5 FLOWED EASILY
- 6. Was your mentee eager to learn? Open to learn?
CLOSED 0 1 2 3 4 5 OPEN

Thank you.



Barbara Brown
cloudy@acsalaska.net

563-2712
