


## Leadership Through Mentoring


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## DISCLOSURE STATEMENT

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Gain insight and learn strategies to develop successful mentoring relationships

Objectives

- Explore how to be a leader through mentoring
- Discuss strategies to enhance the mentoring journey
- Identify elements of the mentoring agreement
- Summarize approaches for giving and receiving feedback

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...is always to help the mentee to change something – to improve their performance, to develop their leadership qualities, to develop their partnership skills, to realize their vision, or whatever. This movement from where they are (here), to where they want to be (there).

Mike Turner

## PURPOSE OF MENTORING


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## Eight Rules of Mentoring (Nemanick, 2016)

- Lead by following
- Chart a course
- Create a safe place
- Good questions beat good advice
- Balance empathy and action
- Foster accountability
- Fill the toolkit
- Honor the journey

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*The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.*

Steven Spielberg

## THE MENTORING RELATIONSHIP


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A mentor is an individual with expertise who can help develop the career of the mentee (APA, 2016)


Two functions:

1. Career related function
  - Coach
  - Advise
  - Enhance professional performance and development
2. Psychosocial function
  - Role model
  - Support system

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### What do you bring?

- Experience
- Knowledge
- Competence
- Learning style

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### Personal Journey

- Self-awareness
- Understand the mentees journey
- Gain perspective
- Reflection

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### Facilitate Learning

- Conducive climate
- Plan together
- Formulate objectives
- Use resources
- Evaluate learning

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### Challenges in the Relationship

<b>Challenges</b>	<b>Opportunities</b>
<ul style="list-style-type: none"><li>• Overdependence</li><li>• Unrealistic expectations and goals</li><li>• Interpersonal problems</li><li>• Power issues</li><li>• Boundaries</li></ul>	<ul style="list-style-type: none"><li>• Learning</li><li>• Support</li><li>• Career development</li><li>• Leadership</li><li>• Networking</li></ul>

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### The Learning Partnership: The Learning-Centered Mentoring Paradigm

- Reciprocity
- Learning
- Relationship
- Partnership
- Collaboration
- Mutually defined goals
- Development

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**My mistakes have been my greatest mentors.**  
*Steve Maraboli*

## THE MENTORING AGREEMENT


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## Elements

- Well-defined goals
- Ground rules
- Boundaries and hot buttons
- Confidentiality
- Success criteria and measurement
- Accountability assurances
- Consensual agreement
- Management of stumbling blocks

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**Relationship**  
 We have voluntarily entered into a mentoring relationship. As a mentor I will spend time discussing my career goals and experiences for the purpose of shared learning and career advancement. As a mentee I agree to respect the mentor's requests for time and resources. We agree to always be honest and communicate. We agree to maintain confidentiality of the relationship. We agree to always be honest and communicate. We agree to always be honest and communicate. We agree to always be honest and communicate.

**Confidentiality**  
 We understand that confidentiality is critical to developing a healthy mentoring relationship. Consequently, we agree to maintain the confidentiality of the mentor and mentee experiences that we share with each other. Furthermore, we understand that we will both uphold the same standard of confidentiality.

**Time Commitment**  
 We understand we will meet together at least once to two hours each month, with that including AWC Staff Mentoring Speaker Series presentations which are one hour sessions. We include the other activities.

**Expectations**  
 We will hold ourselves to the expectations as outlined in the initial training session. Together we will create long-term and short-term objectives to make us best together mentored and practice.

**I understand and agree to the terms on this page.**

Name of Mentor: \_\_\_\_\_ Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

Name of Mentee: \_\_\_\_\_ Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Worksheet 6: Sample mentoring agreement**  
 Revised, October & George 1998

Consider using this agreement, or another one that you and your mentor create together, if you believe the mentoring relationship will be strengthened by formalizing a mutual agreement of roles, responsibilities, and expectations.

We are voluntarily entering into a mentoring relationship from which we both expect to benefit. We want this to be a rich, rewarding experience with one of our most capable peers or professional development activities. To that end, we have mutually agreed upon the values and objectives of our relationship as outlined in this agreement.

**Objectives**  
 We hope to achieve: \_\_\_\_\_  
 To accomplish this we will: \_\_\_\_\_


**Confidentiality**  
 Any sensitive issues that we discuss will be held in confidence. Issues that are off limits in this relationship include: \_\_\_\_\_

**Frequency of Meetings**  
 We will attempt to meet at least \_\_\_\_\_ time(s) each month. If we cannot attend a scheduled meeting, we agree to notify one another in advance.

**Duration**  
 We have determined that our mentoring relationship will continue as long as we both feel comfortable or until: \_\_\_\_\_

**No-Fault Termination**  
 We are committed to open and honest communication in our relationship. We will discuss and attempt to resolve any conflicts as they arise. If, however, one of us needs to terminate the relationship for any reason, we agree to abide by one another's decision.


Mentor: \_\_\_\_\_ Mentee: \_\_\_\_\_  
 Date: \_\_\_\_\_ Date: \_\_\_\_\_



*The best way a mentor can prepare another leader is to expose him or her to other great people.*  
 John C. Maxwell

## THE MENTOR


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## Using Emotional Intelligence

- Self-awareness
- Manage your emotions
- Be "other" aware – read the mentee
- Manage your mentoring relationships

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## As a mentor...

- Be a good example
- Offer problem solving strategies
- Encourage excellence
- Listen and support
- Confront unprofessional behavior
- Offer challenging opportunities

Reciprocity  
 Responsibility  
 Integrity  
 Respect

<http://teachingcommons.cof.edu/digitalteachervia/MentoringSkillsandStrategies.html>

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### Feedback Tips For Mentors

- Good timing
- Relevant
- Practical
  - Specific and descriptive
- Specific to mentees needs
  - The bigger picture
- Tone of respect
- Ask for feedback on your feedback!

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### Barriers to Effective Feedback

- Your own attitude and comfort level
- Feedback requests
- Organizational structures

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### Ask about your feedback

- Was it helpful?
- How could I have made it better?
- What support do you need from me now?
- Am I giving you sufficient learning challenges?

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### THE MENTEE

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### As a mentee....

- Do not “demand” anything
- Respect your mentors time
- Do what you say you are going to do
- Don’t expect your mentor to be a therapist
- Respect the boundaries
- Be open to learning

Reciprocity  
Responsibility  
Integrity  
Respect

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### Feedback Tips for Mentees

- Listen and hear
- Catch your defensiveness
- Ask questions and clarify
- Digest it!
- Focus on your goals
- Action plan


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A great mentor has a knack for making us think we are better than we think we are...They make us get more out of ourselves, and once we learn how good we really are, we never settle for anything less than our very best.

The Prometheus Foundation

## ACHIEVING BALANCE AND SUCCESS

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### Keep in mind...


❖ **Patience** is not simply the ability to wait - it's how we behave while we're waiting. -Joyce Meyer

❖ **Tact** is the art of making a point without making an enemy. - Isaac Newton

❖ **Ambition** is the path to success. **Persistence** is the vehicle you arrive in. -Bill Bradley

❖ **Diplomacy** is the art of letting somebody else have your way. - David Frost

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