



ICARUS



MENTOR ACADEMY

CONVERSATIONS THAT MATTER

THE ESSENTIAL PROGRAM
TO BE AN EFFECTIVE MENTOR



As mentors, we drive growth one conversation at a time.

The most effective mentors use frequent one-on-one conversations to align on a shared vision for the future, to provide meaningful coaching, and to assess and increase engagement.

This toolkit is designed to equip you for the four essential conversations you'll have with the people you manage:

- Goal Alignment
- Performance and Growth
- Career Planning
- Engagement and Retention

The Mentor Academy is designed to help mentors build trusting relationships with mentees through purposeful, candid conversations — conversations that matter.





Goal Alignment

What would you like to accomplish by this time next year?

Use goal alignment conversations to:

Help mentees understand the connection between what they do and what the company is trying to achieve

Ensure mentees are allocating their time, effort, and resources to high-priority areas

Identify new experiences and on-the-job development opportunities that will support learning and growth

Questions to guide the conversation

What are your top priorities right now?

How do you feel about your current commitments? Where are you confident, and where do you feel stretched?

Looking forward, what would you like to accomplish by this time next month?

What would you like to accomplish by this time next year?

How can we make sure your goal is specific, measurable, actionable, realistic, and time-bound?

Which of our department goals do you think are the most exciting and impactful, and why?

Where do you see opportunities to stretch and grow personally? If you were guaranteed to succeed, what would you try?

What concerns do you have, and what might I do to help?
What do you need to stop doing in order to achieve your goal?

What steps will you take toward this goal between now and our next meeting?



Performance and Growth

Use performance and growth conversations to:

- Challenge and coach people to perform to their potential or to up their game
- Collaboratively build a learning and development plan that benefits the employee and the business

Use performance and growth conversations to:

- What is going well? What are you particularly proud of? What would you do differently?
- Tell me about the work that makes you feel your best. What is something you find challenging?
- What strengths could you call on to achieve more?

What is something you would like to learn?





What might have happened if you had taken a different approach? What steps can you take to move forward?

What obstacles stand in your way?

If that constraint were removed, how would it change things? What is something you would like to change?

What is something you would like to learn? How can I support you?

What is one action you are going to take between now and our next meeting?

Use career planning conversations to:

Help mentees think broadly about their careers and envision a future for themselves at the company

Build on previous accomplishments

Identify short-term and long-term actions to create their desired paths



Where do you see opportunities to stretch and grow personally?

Questions to guide the conversation

In what areas of your work are you the most successful or satisfied?

Where do you see yourself in 2 to 5 years?

Where do you think you can have the most significant impact?

What talents do you have that are underutilized?

How do you want to grow your career with the company?

Where do you see opportunities to stretch and grow personally?

What is something you can do now to prepare for future roles?

If a friend were in your situation, what would you suggest they do?

What resources or support could the organization provide to help?

Who is someone at the company you feel you can learn from?

What is something you'd like to discuss at our next meeting?



Engagement and Retention



**What excites
you about the
company and your
role here?**

Use engagement and retention conversations to:

- Keep mentees engaged and performing at their highest potential
- Remove barriers to performance
- Receptively listen for employee needs

Questions to guide the conversation

- What do you need from me as your manager? Tell me about an idea you have.
- What excites you about the company and your role here? What concerns you about the company and your role here?
- How do you feel about your prospects for continuing to grow and learn in your role?
- Do you feel challenged by your work? Why or why not? What is something you're hoping I'll ask about?
- What do you NOT want me to ask you?
- How does your work environment support you in performing at your best?



How does your work environment hinder you from performing at your best?

What would help you better manage the priorities and interests in your life?

Do you feel your contributions are recognized?
What feedback do you have for me?

Participants who complete the Mentor Academy able better able to...

Be authentic and show that they genuinely care
Anticipate and prepare for possible reactions

Stay curious about where the mentee is coming from
Set Role model behaviors

Coach on acting on feedback

Demonstrate how to follow through on commitments





ICARUS



The Mentor Academy is an on-demand, agile learning solution that meets mentors where they're at with practical actions to create positive change within their mentees.

LEARN MORE

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