

# How to be a Better Mentor

Susan Schoenfeld MA

[www.schoenfeldpresentationsplus.com](http://www.schoenfeldpresentationsplus.com)

[sschoenfeld3@gmail.com](mailto:sschoenfeld3@gmail.com)

# Objectives

At the end of the session participants will be able to:

- ▶ Explain the different functions of mentoring
- ▶ Describe the different types of mentoring programs
- ▶ Explain the role and responsibilities of a mentor and a mentee
- ▶ Explain Reverse Mentoring
- ▶ Demonstrate mentoring skills

# What is Mentoring?

- ▶ Mentoring has been defined as a relationship between an older more experienced mentor and a younger less experience protégé for the purpose of helping and developing the protégé's career. Kram, 1985: Levinson, 1978.

# Modern Mentoring

- ▶ Modern Mentoring is a form of open, social and collaborative learning. Everyone can participate and it is driven by the needs of the participants. Learning is self-directed.  
Emelo, 2015

# Difference between Modern (informal) & Traditional (formal) Mentoring

- ▶ Driving Force: Similarity and Attraction
- ▶ Knowledge of Partner was by Observation, Interaction
- ▶ Emotion: Excited, Positive
- ▶ High Commitment
- ▶ Low Visibility
- ▶ Driving Force: Organizational Needs
- ▶ Knowledge of Partner was by Reputation, Forms, Matching
- ▶ Emotion: Awkward, Skeptical, Tense
- ▶ Variable Commitment
- ▶ High Visibility

Informal Mentoring

Formal Mentoring

# Why Choose Modern Mentoring

- ▶ Open and Egalitarian
- ▶ Diverse
- ▶ Broad and flexible
- ▶ Self-directed and personal
- ▶ Virtual

# Mentoring benefits organizations

- ▶ Key to retaining top talent
- ▶ Way to shape corporate leadership
- ▶ Succession Planning
- ▶ Facilitates upward mobility of under-represented groups

# **Functions of Mentoring**

## **Career Function**

- ▶ Developing skills
- ▶ Exploring future career direction and work options

## **Psychological Function**

- ▶ Providing a sounding board and asking questions
- ▶ Sharing life experiences
- ▶ Giving support and encouragement

# Balance of these functions

- ▶ Depends on the individual's needs
  - Look at personality
  - Developmental network
  - Organization or culture



# What do mentors do?

1. Identify areas for improvement.
2. Discuss setting new standards and goals.
3. Explain that employees' role is to learn new skills or to make changes.
4. Support, encourage, monitor, and recognize success.

# Four Phases of Mentoring Relationships

- ▶ Initiation phase
- ▶ Cultivation phase
- ▶ Separation phase
- ▶ Redefinition phase



# Discussion

- ▶ What was your experience as a mentor?
- ▶ What was your experience as a mentee?
  - Did you ever have a mentor who played a major role in your career?



# Difference between a Supervisor and a Mentor

- Manages Performance
- Has authority over the mentee
- Has short term targets
- Doesn't manage performance
- Doesn't have authority but guides
- Has long term targets more focused on development

Supervisor

Mentor

# Difference between Mentoring and Coaching

- ▶ Mentoring focuses on broader issues
- ▶ Coaching has defined goals, a defined number of sessions, and a defined amount of time
  - Coaching is a tool that can be used in a mentoring relationship \*

# Why do mentors choose to mentor?

- ▶ Benefit the organization
- ▶ Intrinsic satisfaction
- ▶ Desire to enhance one's own standing in the organization
  - Rewards and benefits

# Why do certain mentors and mentees pair up?

- ▶ Protégés who are proactive and have a positive interpersonal orientation are more likely to initiate mentoring relationships and be sought out.
- ▶ Mentors who have a strong interpersonal orientation will be sought out

# Different matching methods

- Quest
- Citibank
- Starwood
- Global Energy Company
- Miller Brewing Company



shutterstock - 169964657

# Expectations for Mentees

- ▶ Check in with their mentor
- ▶ Be available and attend sessions
- ▶ Be receptive to suggestions
- ▶ Access their experiences
- ▶ Identify professional goals
- ▶ Alert mentors to difficult situations and problems with workload

# Draft a Partnership agreement



# Peer Mentoring (Type of Modern Mentoring)

## Benefits:

- ▶ Availability
- ▶ Contextual Understanding
- ▶ Similar Outlook
- ▶ Diverse Perspectives
- ▶ Best source for social support

# Other Types of Modern Mentoring programs

- ▶ Mentoring Partnership Approach
- ▶ Gender Mentoring
- ▶ Mentoring between different Departments
- ▶ Diversity Mentoring
- ▶ Mentoring Circles
- ▶ Reverse Mentoring

# What is Reverse Mentoring?

- ▶ It is often called Reciprocal Mentoring
- ▶ Junior team members school Senior executives in:
  - Trends in Social Media
  - Consumer Culture
  - Online Marketing
  - Sustainability
  - Methods to boost employee morale
- ▶ Senior team members serve as a career coach

# Tips for creating a successful environment

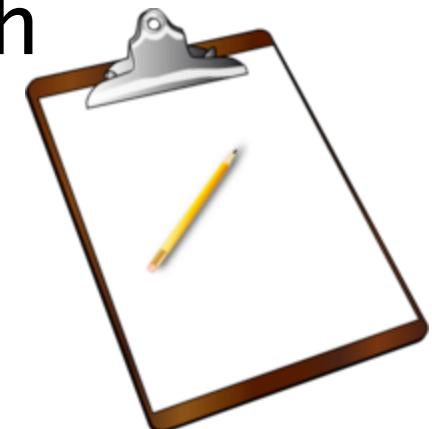
- ▶ Provide generational differences training sessions
- ▶ Senior members join a young professional group on Linked In
- ▶ Have Social Media Break out sessions at conferences or offer video tutorials

# Different generations in the workforce

- ▶ **Traditionalist:** Born between 1922 and 1945.  
3.7 million of them in the US workforce today
- ▶ **Baby Boomers:** Born between 1946 and 1964.  
44.6 million of them in the US workforce today
- ▶ **Generation X** Born between 1965 and 1981.  
52.7 million of them in the US workforce today
- ▶ **Generation Y** Born between 1982 and 1995  
53.5 Million (Millennials) in the workforce today
- ▶ **Generation Z** Born after 1995

# Activity

- ▶ Describe two differences between yourself and the Baby Boomers or Traditionalists that you work with
  - Or
- ▶ Describe two differences between yourself and the Generation X or Y individuals that you work with



# Traditionalists

- ▶ Like instructor led delivery. They like communication to be letters, and memos
- ▶ Traditionalists believe you earn your own way through hard work and tenure
- ▶ They like top-down chain of commands

# Baby Boomers

- ▶ They want:
  - Structured form for getting feedback
  - Professional look in the workplace
  - Respect
  - Flexible schedules
  - Want to feel valued

# Generation X

- ▶ They like:
  - e-learning
  - Communication by technology and informal conversations
  - They value freedom and responsibility in the workplace
  - Hands-off management style

# Generation Y (Millennials)

- ▶ They want:
  - To be mentored with affirmation and constant feedback
  - A combination of face to face meetings in addition to digital communication
  - To engage directly with respected leaders
  - Trust and transparency
  - Flexible work schedules
  - Information through social media

# Millennials Cont'd.

- ▶ Like flexible content- tweets, texts
- ▶ They think their boss can learn from them
- ▶ Like clear guidelines
- ▶ Prefer to work in teams – collaborative learning
- ▶ They want workplace to be fun and to be in the loop on everything
- ▶ Don't believe in hierarchies

# Generation Z

Gen Z is born after 1995

- ▶ Positive Traits: Connected, educated, sophisticated, independent and entrepreneurial
- ▶ Negative Traits: They have a feeling of unsettlement and insecurity



AVANT RESOURCES

# How to mentor Baby Boomers

- ▶ Challenge them – they want fresh ideas and new opportunities
- ▶ Acknowledge their accomplishments – hard work and effort
- ▶ Connect with them on personal and professional levels
- ▶ Show respect

# How to mentor Generation X

- ▶ Set clear expectations and identify measures of success
- ▶ Communicate regularly and give feedback
- ▶ Stay in contact
- ▶ Be available to answer questions
- ▶ They want to create something of lasting value

# How to mentor Generation Y

- ▶ Use slang, colloquialisms, technical jargon and chat speak
- ▶ Treat them as equals
- ▶ They want their opinions to be heard
- ▶ Make the relationship personal and fun
- ▶ Challenging stretch assignments and a variety of learning opportunities
- ▶ Break goals into small pieces with realistic deadlines.
- ▶ Use technology
- ▶ Provide regular feedback, praise and affirmation

# Drawbacks of Reverse Mentoring

- ▶ Senior team members not open to it
- ▶ Younger team members don't feel confident
- ▶ Unwilling to dedicate time to mentor a person you don't like or respect
- ▶ Some roles may not need it

# E-mentoring

E-Mentoring is online, virtual or tele-mentoring

- ▶ Greater access to mentors – no geographical boundaries
- ▶ Reduce costs – training, meeting
- ▶ Equalization of status – less intimidation
- ▶ Decreased emphasis on demographics
- ▶ Record of interactions
- ▶ Connect with those outside their organization

# Gender Research

Access to mentoring is said to be the single most important reason why men tend to rise higher than women (Catalyst, 2001).

- ▶ Mentors can help women to:
  - Change their behavior
  - Develop new social networks
  - Select appropriate assignments
  - Overcome discrimination

Mentors help women advance, but they help men more.

# Ethical issues

- ▶ Saboteur Mentee
- ▶ Confidentiality – must make sure that you have the same assumptions about what confidentiality in a mentoring relationship means
- ▶ Conflict of Interest – risk of bias

# Characteristics of an Effective Mentor

- ▶ Creates an open and honest environment
- ▶ Focused give and take discussions
- ▶ Talks about the organization and culture
- ▶ Makes introductions/networks
- ▶ Follows through
- ▶ Provides opportunities for visibility
- ▶ Reviews career objectives and plans

# Mentoring Pyramid

Mentoring Pyramid

Introduction

As a mentor for the National Guard Youth ChalleNGe Program, you will receive the training and support you need to be a great mentor. This interactive tool is designed to provide basic information on the fundamentals of mentoring to people who are interested in making the commitment to be a mentor. It is meant to give you an idea of what that commitment is all about.

The diagram consists of a large triangle divided into five horizontal sections. From top to bottom, the colors are green, orange, blue, blue, and teal. The top section contains the text "Have Fun!". The second section from the top contains "Be Reliable". The third section contains "Listen". The fourth section contains "Encourage". The bottom section contains "Build Trust".

# Mentoring Skills

- ▶ Brokering Relationships
- ▶ Building trust and maintaining relationships
- ▶ Coaching
- ▶ Providing positive reinforcement
- ▶ Goal setting
- ▶ Effective listening

# Mentoring Skills cont'd.

- ▶ Managing Conflict – invite dialogue to understand different points of view.
- ▶ Problem Solving
- ▶ Providing Feedback

# How to build trust

- ▶ Get to know each other
- ▶ Self-Disclosure
- ▶ Show competence
- ▶ Allow people to express feelings
  - Formula
  - I feel ..... when.....as a result I.....
  - Example: I felt angry when you didn't invite me to lunch with the rest of the team and as a result I avoided you for the rest of the day.

# Building trust cont'd.

- ▶ Integrity– do what you say you are going to do
- ▶ Approachable – be generous with your time and knowledge
- ▶ Empathy



# Mentoring Coaching session

- ▶ Problem is identified
- ▶ Discuss the objectives of the person being coached
- ▶ Discuss their current performance
- ▶ Agree on the desired performance/accomplishments
- ▶ Establish a follow-up date to check on progress

# Coaching Scenario

## Problem

- ▶ John is a new associate in your firm. He is very quiet and hasn't formed many relationships with other associates or partners and this is a concern for Business Development.

# Coaches must motivate!



# Give Positive Feedback

- ▶ Good for morale
- ▶ Recognition motivates
- ▶ Reinforces good work
- ▶ Be specific as to what they did well
  - Good example: Your contribution to the team was excellent because you followed through on your assignments and you helped others when they needed it
  - Poor example: Good job!

# Provide Constructive feedback

- ▶ Only give feedback on what the person can do something about
- ▶ Identify specific behavior to work on
- ▶ Should be timely in appropriate setting
- ▶ Give positive and negative outcomes of not changing the behavior
- ▶ Focus on actions not the person

# Constructive feedback cont'd

- ▶ Be honest and clear
- ▶ Encourage questions
- ▶ Summarize
- ▶ Include suggestions
- ▶ Use your own experience

# How to Provide Negative feedback

- ▶ Describe the Behavior
- ▶ Your perception
- ▶ Action to be taken
  - ▶ When I saw you....
  - ▶ I thought that....
  - ▶ Therefore I suggest....

# How To Set Goals

- ▶ Set life-time goals first
- ▶ Five year
- ▶ One year
- ▶ Six months
- ▶ One month
- ▶ One week.

# Example

- ▶ Five-year goal: Become deputy editor
- ▶ One-year goal: Volunteer for projects
- ▶ Six-month goal: Go back to school
- ▶ One-month goal: Talk to the current managing editor
- ▶ One-week goal: Book the meeting with the Managing Editor

# SMART Goals

- Specific
- Measurable
- Agreed Upon
- Realistic
- Timely

# Example of a SMART Goal

- ▶ To increase the number of times I engage a new customer by 3 each month

# Achieving Goals

- ▶ Break goals down into manageable parts
- ▶ Anticipate problems
- ▶ Minimize or remove problems
- ▶ Communicate with people involved

# Achieving Goals Cont'd.

- ▶ Document your plan and progress
  - Studies show people who write down goals are 40% more successful
- ▶ Reward yourself



# Self Awareness

- ▶ Know your strengths and weaknesses
- ▶ Awareness of your emotions and how you respond



I am not self-Obsessed

I am Self- Aware!!!



<http://sheshachaturvedi.blogspot.in>

**We do not know what is going on in  
someone's life**

Must look above and below the surface



# Improve our Listening Skills

- ▶ Provide motivation
- ▶ Avoid distractions
- ▶ Improve note-taking
- ▶ Posture
- ▶ Pick out main ideas
- ▶ Be aware of body language and tone of voice
- ▶ Summarize

# **Listening Skills Cont'd.**

- ▶ Remain neutral
- ▶ Don't interrupt
- ▶ Look like you are listening
- ▶ Ask questions to clarify
- ▶ Be aware of your hot buttons
- ▶ Paraphrase

# **Listening Responses**

- ▶ Evaluative response states that something is “good” or “bad,” or “right” or “wrong”
- ▶ Interpretative response is when you analyze a situation to explain why a person behaves the way they do
- ▶ Supportive response is when you say something positive like “good job” or “nice try”
- ▶ Probing response is asking questions
- ▶ Understanding response is paraphrasing

# Scenario

- ▶ My boss never compliments me on my work. I think he doesn't think I am doing a good job.
- ▶ Another associate has been making derogatory comments about me behind my back. I am not sure what to do about it.

**Questions  
Sue Schoenfeld  
[sschoenfeld3@gmail.com](mailto:sschoenfeld3@gmail.com)**

