



Mentoring Kick-off

May, 2012



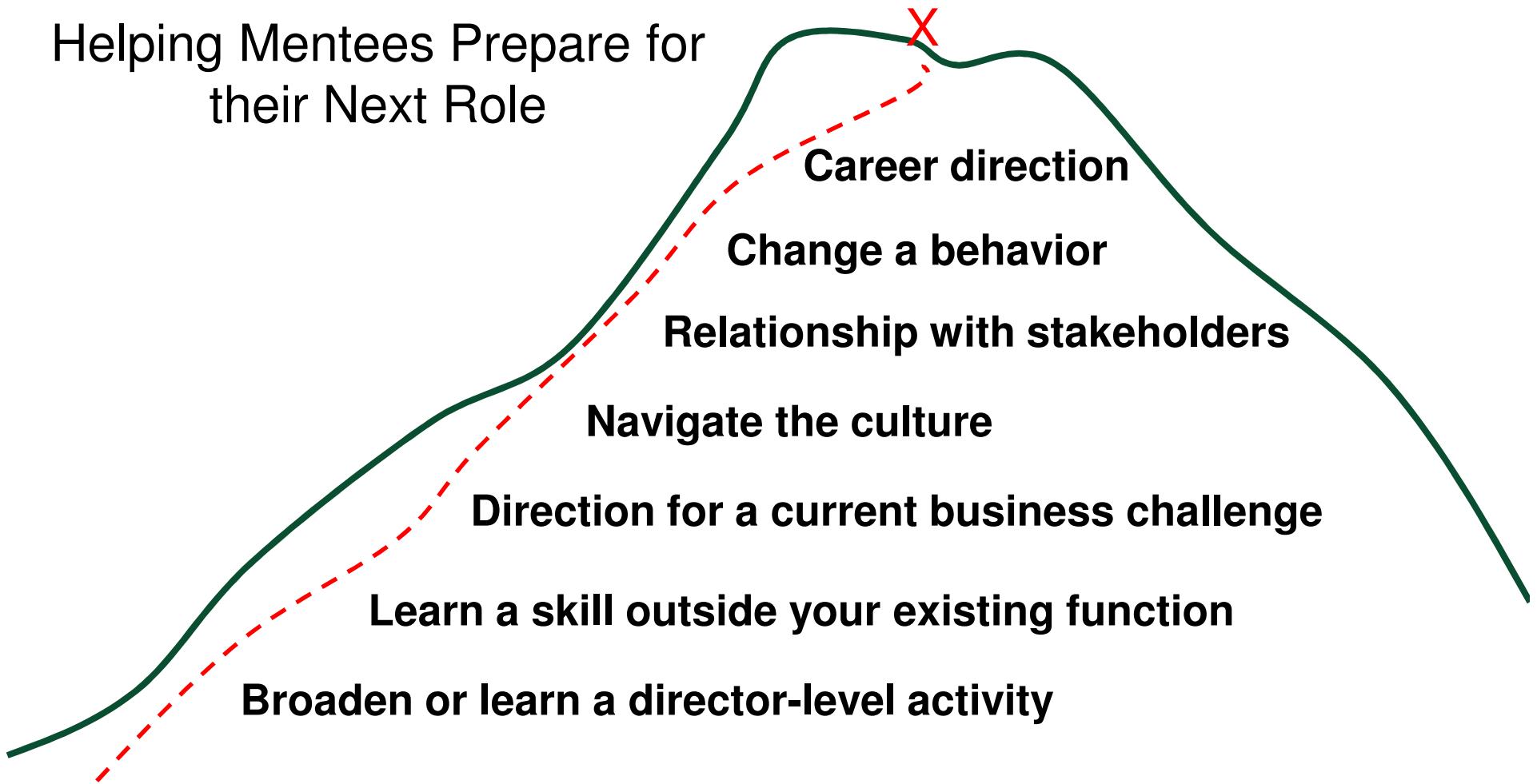
Today:

- Remind you of the mentoring purpose and expectations
- Start building the relationship and trust
- Apply mentoring skills
- Help mentors and mentees determine the focus of their work and how they want to work together



Mentoring

Helping Mentees Prepare for
their Next Role





Why Mentors Matter

	Mentor	Manager	Coach
Accelerate mentee's development	x	x	x
Help mentee avoid mistakes	x	x	x
Confidential development conversations	x		x
Role models behaviors	x	x	
Exposure to director-level activities	x	x	
Organizational knowledge to navigate	x	x	

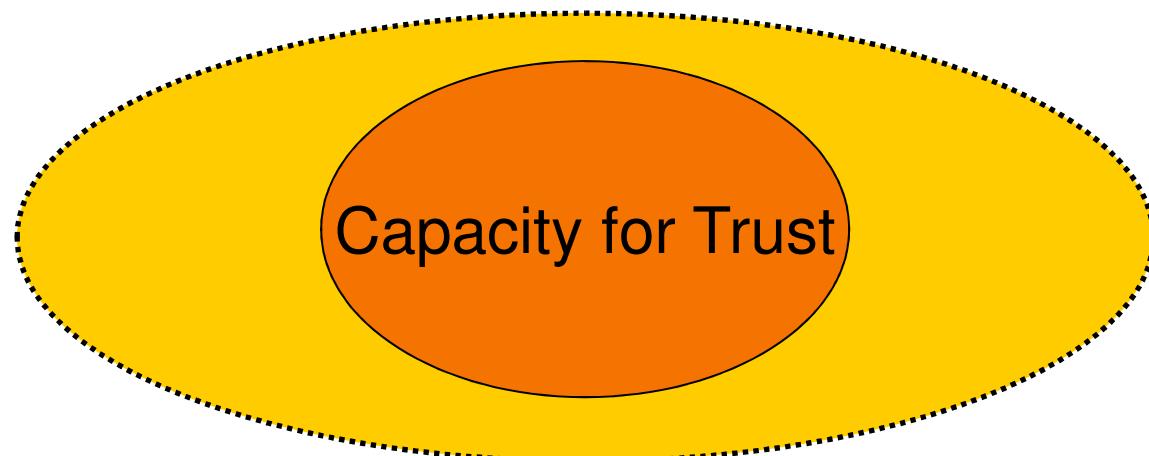


It takes more than One Person to Build a Leader

- See another role model
- Different perspectives
- Exposure to others areas
- You are strong in the area mentee wants to grow
- Expands relationships and lowers department boundaries within Children's



Building the Relationship and Trust

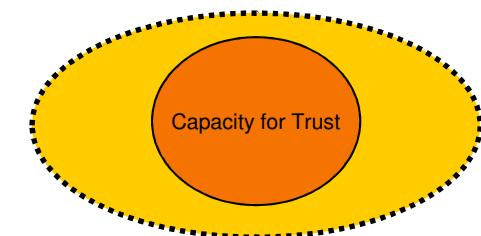




Activity

1. Mentors share why they agreed to participate in the program and why mentoring is important

2. Each describe your existing work, what you love about it and challenges anyone would face





Expectations



Expectations of Mentee

- Mentee initiates meetings, manages partnership, develops agenda, owns their development
- Discuss development openly and be receptive to learning
- Demonstrate vulnerability and take risks
- Be realistic about expectation of mentor
- Offer positive feedback & offer suggestions to mentor
- Provide personal information as comfortable



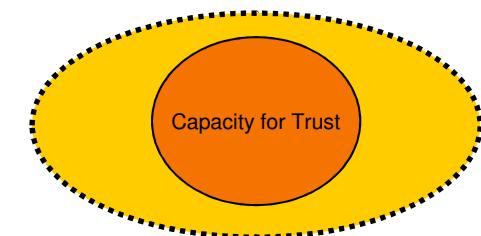
Expectations of Mentors

- Expose mentee to director-level activities
- Share real-life stories – challenges and successes
- Ask mentee about learning and application
- Allow Mentee to initiate & manage the partnership
- Use follow up calls or notes to mentee if you have not heard from them in two weeks
- Coach - help Mentee solve their own problems.
Connect Mentee to others who have the answers.



Coaching Application

- Mentees select a challenge you face in your current role that could benefit from some coaching
- Mentors will practice coaching
 - Use job aid





Confidentiality

Mentor

- Do not discuss performance problems
 - Mentee's leader
 - Peers
 - Direct reports
- Do not resolve or influence performance problems
- Do not compromise the credibility of the mentee – be discreet





Confidentiality

Mentee

- Do not share mentor's comments with others
- Do not share information received while attending a mentor's meetings
- Do not compromise the credibility of the mentor – be discreet



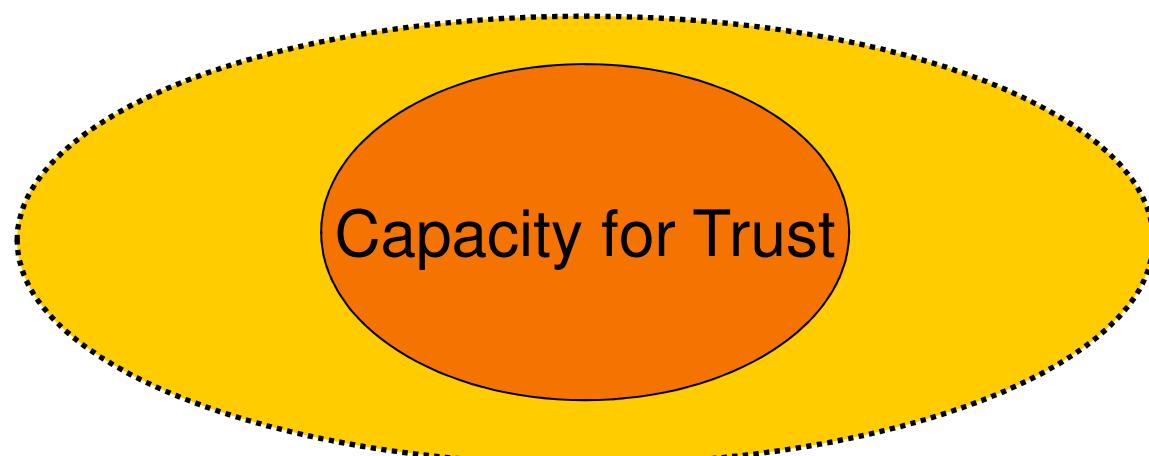


Joint Contract

- Maintain confidences as defined above
- No-fault “Out”
- 6 month, 3 hrs/month minimum, 1-2 face-to-face/month
- 1 – 2 development goals w/in 1 month
- Mentee initiates meetings, location, date, agenda
- If you cancel the meeting, you reschedule it
- Three director-level activities completed before graduation



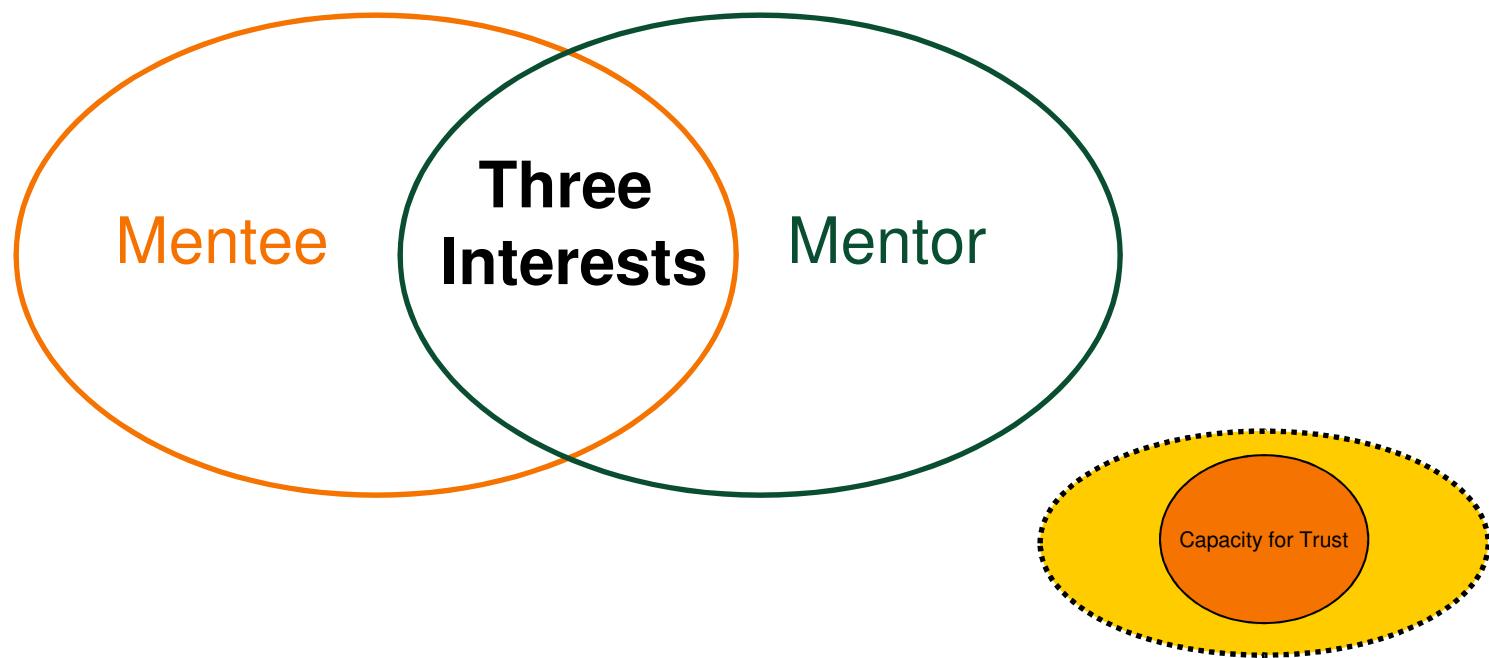
Back to Building Relationship and Trust





Common Interests

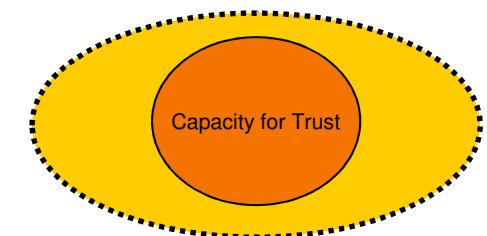
Identify at least three interests you have in common outside of work





Engagement Needs

1. Each select your top 3 – 5 work needs that are most critical to keeping you engaged in your work
2. Give the sheet with your needs to your partner to keep and reference
3. Focus
 - Mentor shares which mentee work needs they can meet
 - Mentee shares which mentor work needs they can meet





Break



Determine the Focus of Your Work



Development Focus

- Mentee shares 1 – 2 areas they would like to develop with help from their mentor
- Mentors use open-ended questions to explore and collect rich information
 - What, Who, When, Where, Why...



Exposure to 3 Director-level Activities

Purpose:

- Make something foreign and abstract more tangible
- Accelerate the learning and increase confidence

Examples	Exposure	Application OTJ
Budget meetings	X	X
HEICS	X	
Senior leader presentation	X	X
Leading key committees	X	
JCAHO preparation	X	
Rounds	X	X
Leading projects w/ system impact	X	X



Exposure to 3 Director-level Activities

Start to identify three potential director-level activities and check boxes:

My Director-level Activities	Exposure	Application OTJ



How You will Work Together



Meeting Guideline

Mentee leads - Mentor reinforces

1. Check-in - What has happened since last meeting, progress on commitments, time to build relationship
2. Focus for Today
3. Mentoring
4. Close - Actions before next meeting



Meeting Logistics

- Share contact information
- Best locations for meetings?
- How you prefer to stay in touch between meetings?
- Are email and voicemail confidential?
- Meeting frequency? (Minimum of 1-2/month)



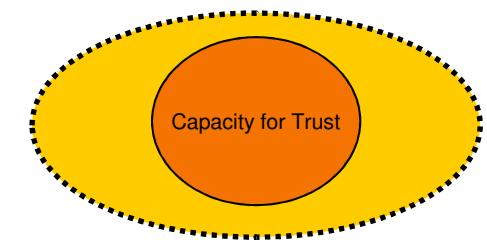
Personal Histories Exercise

Personal Histories is a low risk exercise to establish vulnerability-based trust

Each person shares three things. Mentor goes first:

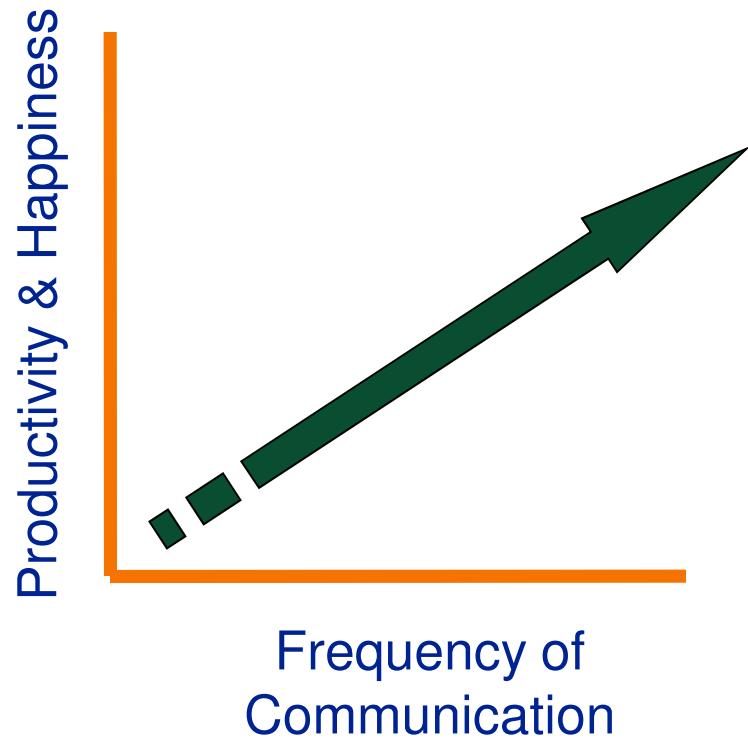
1. Where did you grow up, attend school, etc.?
2. Share a bit about your family (e.g., children, pets, etc.)
3. What was your most difficult or important challenge personally? Professionally?

Adapted from Patrick Lencioni, The Five Dysfunctions of a Team

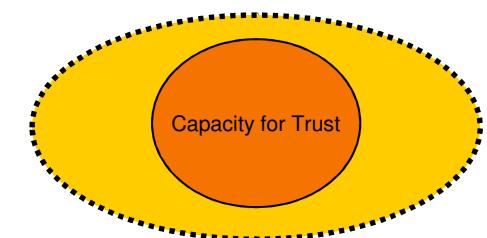




Relationship and Trust



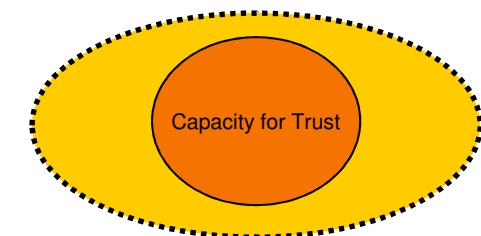
Frequency of communication drives Mentor/Mentee productivity and satisfaction with the relationship





Building the Relationship and Trust

- Take notes and review them before the meeting
- Maintain confidences
- Speak honestly – avoid sugarcoating





Speaking Honestly

- Mentees – Describe someone who you feel is “positive”
- Work in pairs to pinpoint the specific behaviors you expect of each other so your meetings are successful



Next Steps



Preparing for Next Meeting

- Schedule date, time, location (6 months if possible)
- Complete two parts of meeting guideline for first meeting
 1. How you will build the relationship
 2. Focus area
 - Clarify areas of development
 - Other topics



Next Steps

June	Notify us if match concerns
July	Mentoring <ul style="list-style-type: none">•Finalize goals and identify 3 director-level activities•Exposure to first director level activity•Progress check-in (Knox will call)



Thank You!

***Let's celebrate a great start and great
work with lunch together
if you are free***