

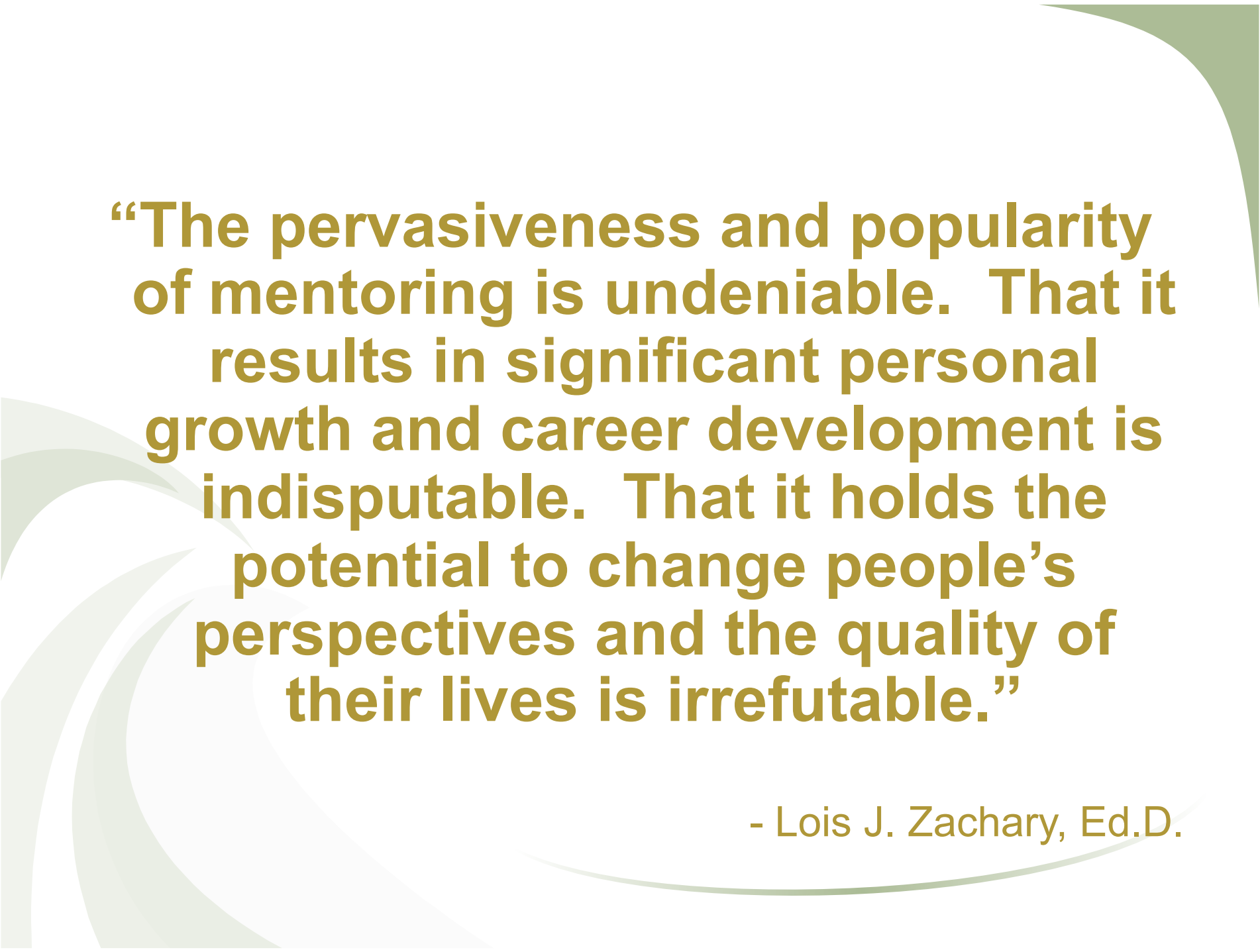
# Make the Most of Mentoring

OCASA

***Leaders & Innovators:  
Adapting Leadership***

June 24, 2013

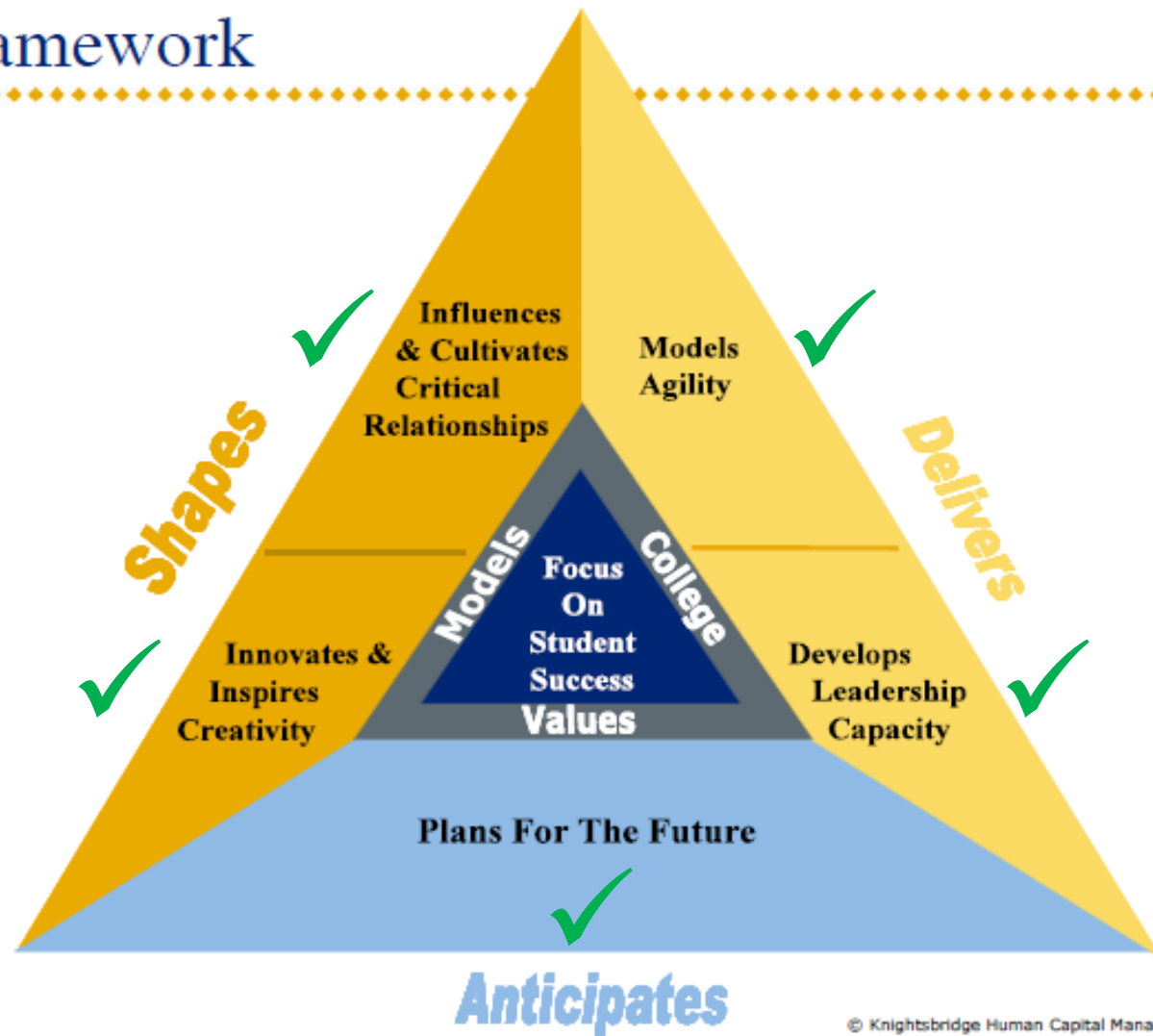
Steve Robinson, M.A.



**“The pervasiveness and popularity of mentoring is undeniable. That it results in significant personal growth and career development is indisputable. That it holds the potential to change people’s perspectives and the quality of their lives is irrefutable.”**

- Lois J. Zachary, Ed.D.

# Cross-College Leadership Capability Framework





# Make Mentoring Work for You: **TEN STRATEGIES FOR SUCCESS**

## **1. Understand the current mentoring paradigm**



# Mentoring “Then & Now”

## Then:

Mentor-driven  
Large experience differential  
Focus on passing on knowledge  
& information

## Now:

Mentee-driven (self-directed)  
Experience difference may be smaller  
Focus on facilitating learning & critical  
reflection

# Make Mentoring Work for You: **TEN STRATEGIES FOR SUCCESS**

1. Understand the current mentoring paradigm
- 2. Do the preparation work**

# Preparing for Mentoring

- What do you really want to achieve?
- How do you learn best?
- What kind of mentoring relationship might work well for you?



# Make Mentoring Work for You: **TEN STRATEGIES FOR SUCCESS**

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  2. Do the preparation work
  3. **Use criteria to identify, seek, and select the right mentor**
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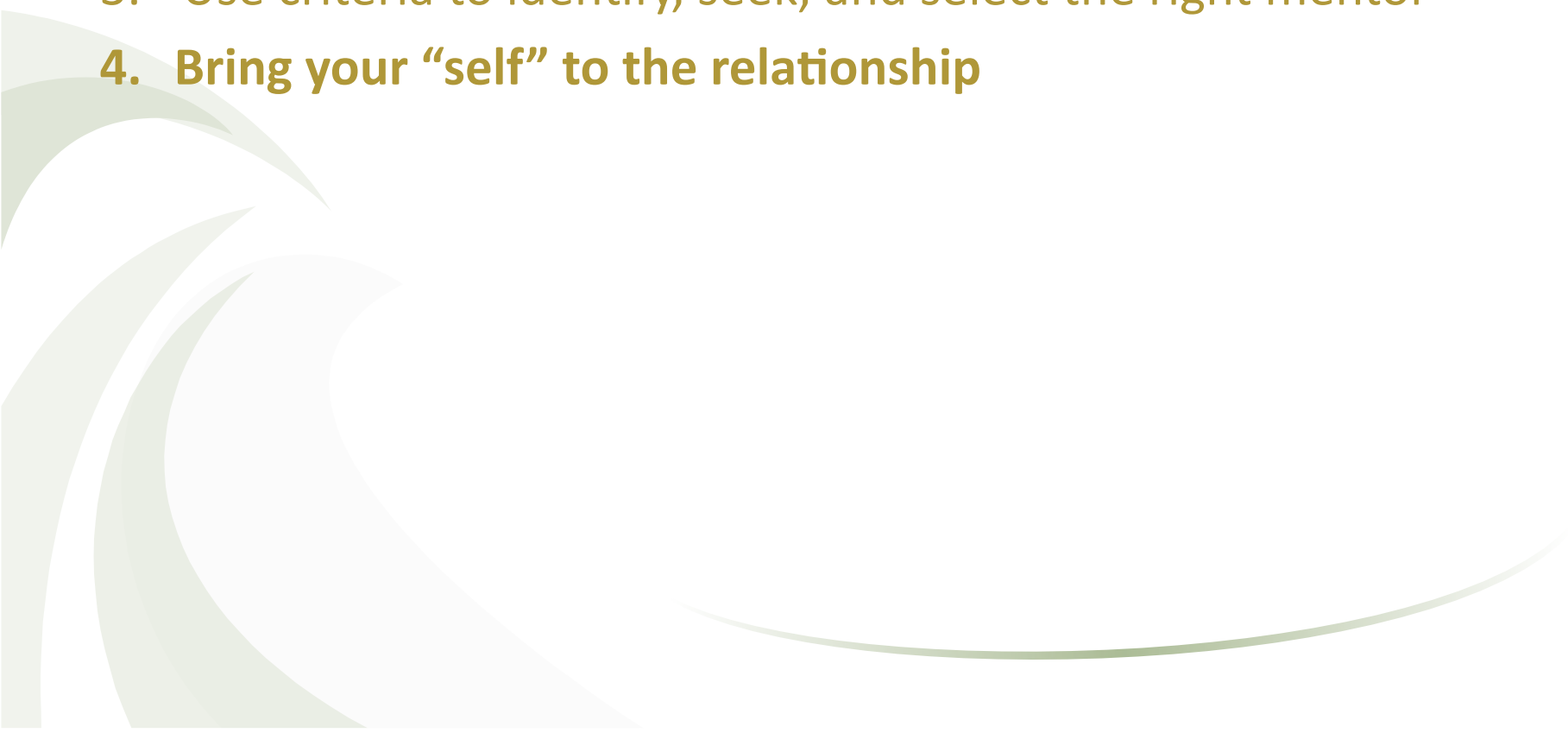


# Selecting the Right Mentor

- Who might best help me learn what I want to learn?
- Who might have the time to mentor me in the way that I want/need to be mentored?
- What is my preferred learning style, and how do I know who might complement my style?
- What is my time frame, and might my potential mentor be available for the anticipated duration?



# Make Mentoring Work for You: **TEN STRATEGIES FOR SUCCESS**

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  2. Do the preparation work
  3. Use criteria to identify, seek, and select the right mentor
  4. **Bring your “self” to the relationship**
- 

# Authenticity and Openness

- This mentoring relationship is focused on the *mentee*
- In order to make the most of the relationship, the *mentee* needs to make it as easy as possible for the *mentor* to get to know them, their goals, and their situation

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5. **Establish agreements upfront**

# Agreements & Ground Rules

- In self-directed mentoring, the *mentee* is responsible for keeping the focus on their learning
- Setting SMART goals with your mentor can be helpful
- Establish relationship ground rules up-front (i.e. confidentiality, how to handle uncomfortable situations, etc.)

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6. **Ask for what you need**

# You Can't Always Get What You Want (but you can always ask!)

- Self-awareness is essential
- Articulate your needs clearly and often
- Talk to your mentor about how you learn best (i.e. need to see the big picture, like to learn through trial & error, etc.)
- Ask your mentor to challenge you to stretch, take risks, and explore new ways of thinking and doing

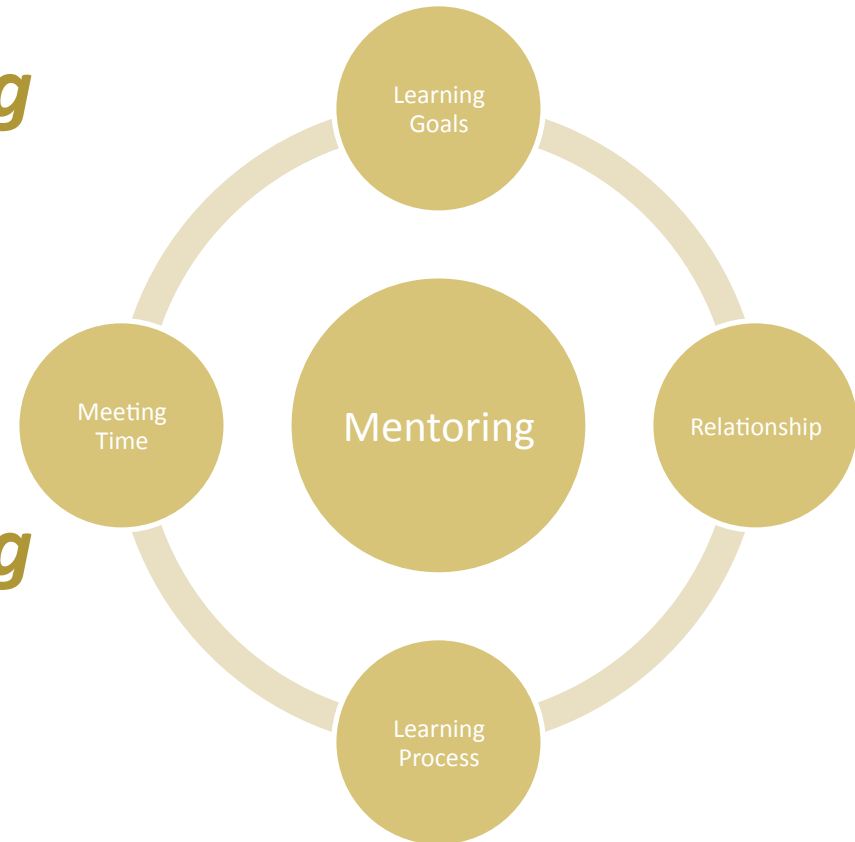
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6. Ask for what you need
- 7. Routinely check in and check things out**



# Regular check-ins & check-ups

- Focus on the *learning goals*
- Focus on the *relationship*
- Focus on the *learning process*
- Focus on making the most of *meeting time*



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7. Routinely check in and check things out
8. **Use your time wisely**

# Time is Valuable

- Time is a precious commodity for both the mentee *and* the mentor
- Make mentoring “prime time” – protect the time from conflicting priorities, interruptions, and distractions
- Stop if you are wasting time – don’t be shy about calling “time-out” when it’s in the mentee’s best interest



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8. Use your time wisely
9. **Seek feedback**

# Feedback: the “Breakfast of Champions”

- Mentees should ask for feedback regularly
- The best feedback is *specific, descriptive*, and *focused* on things you can work with



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7. Routinely check in and check things out
8. Use your time wisely
9. Seek feedback
- 10. Regularly reflect on what you are learning**

# Reflection: the Key to Personal Growth

- Mentees should use a journal regularly and consistently to support and accelerate their learning
- Reflective journaling combines hindsight, insight, and foresight
- Journaling can help to:
  - Clarify thinking
  - Stimulate new insights and ideas
  - Recall specific details of mentoring conversations
  - Keep a log of the mentoring experience



# Tips & Tools for Mentors

1. Understand yourself **AND** your mentee



# “Mentor, know thyself” (and your mentee, too)

- What is your motivation for stepping-up as a mentor?
- What would you like to gain from the experience?
- What strengths do you bring to the mentoring relationship?
- What are your limitations?
- What is it that your mentee wants out of the relationship? What are their *goals*? What are their *needs*?

# Tips & Tools for Mentors

1. Understand yourself **AND** your mentee
2. **Understand and appreciate your role as a learning facilitator**

# Tips for Facilitating Learning

- What are some things I can do to facilitate the learning of my mentee?
  - Listen, empower, coach, teach, collaborate, aid, assist, expedite, ease, simplify, advance, encourage, challenge, ...???
- What are some techniques I can use?
  - Ask questions
  - Reformulate statements
  - Summarize
  - Allow for some silence
  - Listen deeply
  - Be attuned to and honour difference



# Tips for Facilitating Learning

- What are some of the pitfalls to be avoided?
  - Setting unrealistic goals for the relationship
  - Taking the relationship for granted
  - Avoiding conflict
  - Being unprepared for mentoring meetings
  - Coasting (not challenging the mentee)
- Other suggestions for being an effective mentor
  - Know yourself
  - Recognize your limitations
  - Be aware of your own preferred learning style
  - Be flexible and authentic
  - Prepare for your mentor role – understand it, and learn from it

# Tips & Tools for Mentors

1. Understand yourself **AND** your mentee
2. Understand and appreciate your role as a learning facilitator
3. **Collaborate with your mentee in laying the groundwork for the relationship**

# Lay the Groundwork, Set the Boundaries

- With your mentee, ask and answer these questions:
  - What are the responsibilities of each partner?
  - What are the norms of the relationship?
  - Under what circumstances will the relationship be terminated?

# Tips & Tools for Mentors

1. Understand yourself **AND** your mentee
2. Understand and appreciate your role as a learning facilitator
3. Collaborate with your mentee in laying the groundwork for the relationship
4. **Accept co-responsibility for keeping the mentoring relationship on-track**

# Conduct Periodic Reality Checks

- With your mentee, engage in regular check-ups to assess the health of the relationship to ensure the major ***enabling factors*** are present and in a healthy state:

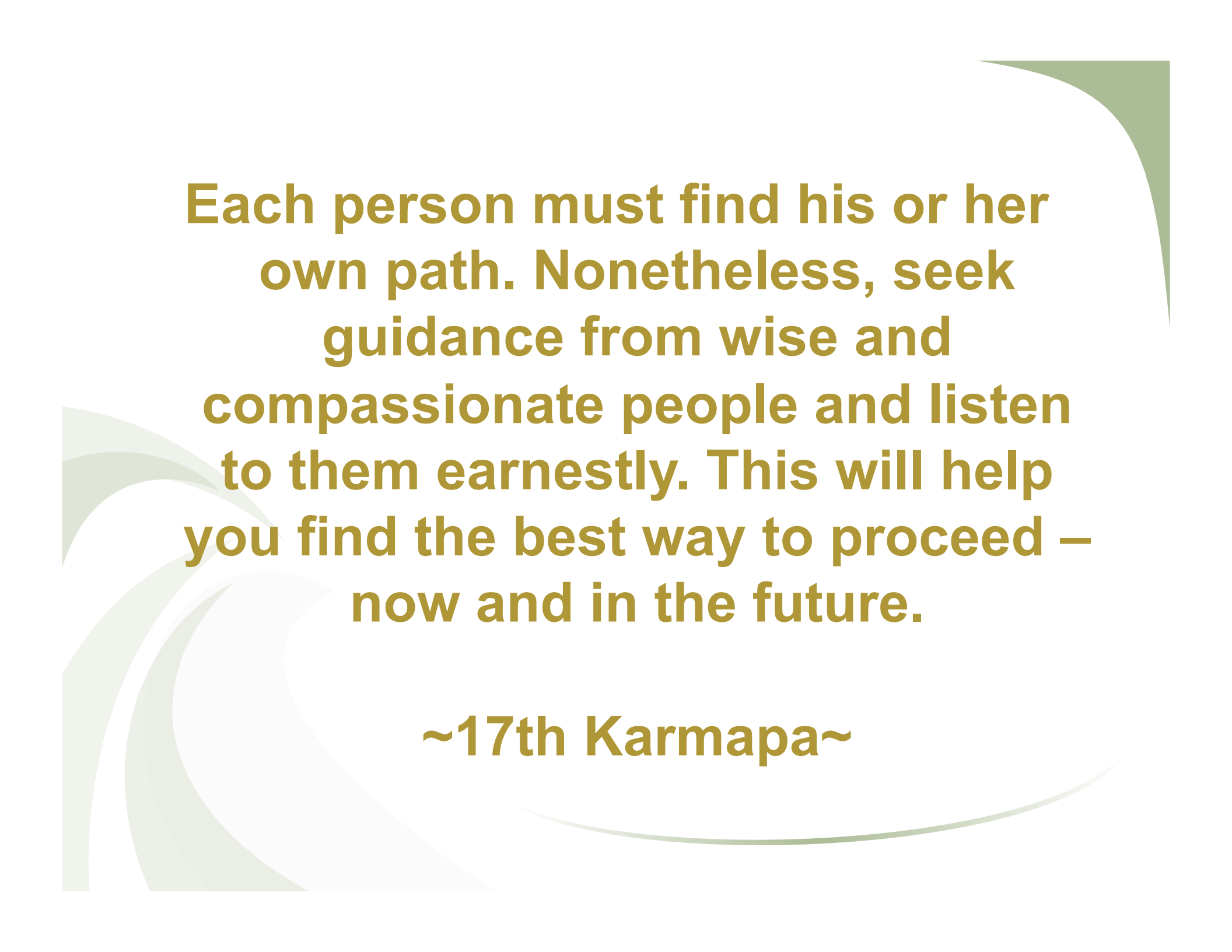
Enabling Factor	Mentor	Mentee
Readiness		
Opportunity		
Support		



# When Mentoring Works



- <http://www.youtube.com/watch?v=ZO4MP7e8Wwo&list=PLF83234FD6B46483C>



**Each person must find his or her own path. Nonetheless, seek guidance from wise and compassionate people and listen to them earnestly. This will help you find the best way to proceed – now and in the future.**

**~17th Karmapa~**

# References

- Zachary, Lois J. Ed.D. (1994). Mentoring Relationships: Tools for Partner Preparation. *Mentor*, Vol. 6, Number 4, pp 6-9.
- Zachary, Lois J. Ed.D. (2009). Make Mentoring Work for You: Ten Strategies for Success. *T&D*, December 2009, pp 76-77.
- Zachary, Lois J. Ed.D. (2011). *The Mentor's Guide: Facilitating Effective Learning Relationships*. San Francisco: Jossey-Bass.