ANR Mentor Toolkit

MENTOR GUIDE: BUILDING PRODUCTIVE MENTORING RELATIONSHIPS*



Understanding Your Role as a Mentor

	Managing	Coaching	Mentoring
Reporting Relationship	Formal manager-staff member relationship	Formal manager-staff member relationship or requested to coach by manager	Takes place outside of a line manager-employee relationship
Initiative	The manager directs the learning and instruction	The coach directs the learning and instruction	The mentee is in charge of their learning
Focus	• Focus on developing and evaluating skills individuals need for current or next job • Focus on solving problems and making decisions Focus on telling and directing	• Focus on developing skills individuals need for current or next job Focus on facilitating others to solve problems and make decisions • Focus on engaging in dialogue by asking and listening	• Is career-focused or focuses on professional development that may be outside the protégé's area of work • Focus on facilitating others to solve problems and make decisions • Focus on engaging in dialogue by asking and listening
Length	Relationship is finite-ends as individual transfers to other job	Relationship is finite-ends as individual transfers to other job or masters skill	Relationship may last for a specific period (12 months) or continue indefinitely

An Effective Mentor

- Is considered a role model and has the respect of others at ANR
- Possesses the knowledge and influence needed to succeed
- Is committed to the mentoring process
- Is willing to share time, energy, self, knowledge
- Is present, and not focused on what they will say next, interrupt, or distracted
- Encourages and motivates mentee
- Keeps an open mind, does not judge or mentally criticize
- Creates an environment of respect and trust

- Encourages and models continuous learning, expansive thinking
- Has strong communications skills, particularly active listening skills and asking questions
- Encourages and guides the participant to seek internal answers
- Establishes clear goals, expectations and boundaries
- Recognizes and respects each other's strengths and differences
- Someone who holds potential for a person larger than they see for themselves
- Is a trusted and experienced advisor who has a direct interest in the development of a less experienced colleague
- Is someone who makes a commitment to a mentee to help them grow in UC Davis' environment and culture
- A special person who, through their commitment to growth can help move a mentee toward fulfilling their potential

Take Inventory of What You Have to Share

- Current Job
- Things you like to do in your job
- Education, training and/or experiences
- Competencies you have
- Interest in mentoring
- What you learned along the way that helped you
    - Mistakes you made and what you learned from them.
    - Your hindsight can become the mentee's foresight.

Determine Relationship Goals

Questions to ask your Mentee

1. What is your motivation to enter into the relationship?
2. What do you want to gain from this relationship?
3. What type of role would you like me to play as a mentor?
4. What are topics we might cover in meetings?
5. What are your strengths and development areas? (share Individual Development Plan?)
6. How would you like to go about achieving your learning goals?
7. Are there any ground rules we want to establish for the relationship?
8. How should we communicate and what will be the regular meeting schedule?

9. What criteria do we want to use to evaluate the success of the relationship and how will we measure success?

Examples of dialogue prompts to promote Mentee engagement

- Tell me a couple of high points and a couple of challenges since our last meeting.
- Tell me about a conflict you had. How did it turn out? What did you do that was effective? What wasn't?
- What have I done or said so far that have proven to be helpful for you?
- Have there been any surprises, unanticipated learning, challenges, and positive outcomes?
- Have you applied anything you have learned thus far?
- Is learning occurring in desired competencies? If so, describe. If not, discuss how that might occur.
- Are there any changes you plan to make in your approach or behavior?
- Do you feel you are growing?
- What is working well for you in this relationship?
- Is there anything we can do to make this mentoring relationship more effective?
- What development goals do we need to address?
- Have you discovered a previously unidentified goal or objective?

Methods of providing feedback

<u>Paraphrasing: Restating a message, but usually with fewer words</u>

"It seems like she really confuses you"

<u>Clarifying: Bringing vague material into sharper focus</u>

"Let me see if I've got it all..."

<u>Perception Checking: Request for verification of your perceptions</u>

"Let me see if I've got this right. You said you feel the project is important, but at the same time you find it frustrating. Is that what you are saying?"

<u>Validation: Acknowledge the individual's challenges and feelings</u>

"I appreciate your willingness to talk about…"

<u>Summarizing: Pulling it all together, organizing and integrating the major aspects of your dialogue</u>

"So, it sounds to me as if..."

Empathy: Reflection of content and feeling

"Your feel (state feeling) because (state content)

Remember that silence, as well as long pauses, can be golden

Other helpful phrases

- It seems like you have XXX challenge recently. How can I help with_____?
- I notice when _____ you seem to _____. Is that accurate?
- How can we work together to_____?
- What would be helpful to you?
- I want to make sure I understand. May I share what I heard?

Build and Sustain Momentum During Mentoring Sessions

Build your meeting plan

Tips to get started

- Schedule meetings as far ahead of time as possible
- Communicate busy periods
- Do not leave a meeting without plans for the next meeting
- Be creative. If you are unable to meet live, think about ways to meet virtually

Identify topics to discuss

Potential agenda topics include:

- Personal history and experiences
- Educational opportunities
- Work/life balance
- Competency development
- Important events across the year (i.e., performance reviews)

Complete activities

Potential activities include:

- Brainstorm ideas for IDP
- Walk through interim work products
- Identify cross training or shadowing opportunities for your mentee
- Discuss a work-related book/article
- Complete a communication style/ personality assessment

**Some materials extracted and adapted from Gartner, Manager and Employee Development Toolbox, Mentor Guide: Building Productive Mentoring Relationships https://www.gartner.com/document/3965254?ref=solrAll&refval=311957967 . All ANR Employees have access to Gartner. Register for your account using your ANR email address.*

10 Quick Ideas for Becoming a More Effective Mentee
https://er.educause.edu/blogs/2020/8/10-quick-ideas-for-becoming-a-more-effective-mentee