

## Course title: EBMA – Mentor Training

### Objectives:

- Define Mentor
- 3 Types of Mentors
- What makes an amazing mentor?
- 5 questions every mentor should ask

### What does it mean to be a Mentor?

- Mentoring is a deliberate pairing of a more skilled or experienced person with a lesser skilled or experienced one, with the agreed-upon goal of having the lesser skilled/experienced person grow and develop competencies.

### Three types of Mentors

- Peer Mentors
  - Starting Point
  - Onboarding to a new job
  - Helps with specific skills and basic practices
  - “This is how we do it here.”
- Career Mentors
  - Serve as a career advisor and advocate
  - Reinforce how a protégé’s job contribution fit into their long-career goals
  - Emphasize how the protégé fits into the bigger picture of the company’s goals
- Life Mentors
  - Inside or Outside of someone’s workplace
  - Should be someone the protégé can whole-heartedly confide in
  - Sounding board
  - Senior leadership should make it an objective to be a mentor to rising stars

### What makes an amazing mentor?

- Approach each mentorship differently
- Set expectations together at the very beginning
- Take a genuine interest in your mentee as a person
- Know when to wait before giving advice
- Improve your emotional intelligence
- Don’t assume anything about your mentee- ask.
- Be really forthcoming about mistakes you’ve made.
- Celebrate their achievements.
- Give more than you ask for.
- Seek out classes or projects
- Solve for the long-term.
- Lead by example.

### Approach each mentorship differently

- Every relationship is unique
- Assess your own style
- Determine your commitment
- Reflect on yourself

### Set expectations together in the very beginning

- Shared responsibility
- Mutual benefit
- Relationship
- Understand each other's Interaction Style.

#### **Take genuine interest in your mentee as a person**

- Relationship is very personal
- Getting to know your mentee on a deep level will help you build a strong relationship
  - Understand who they are as a person, their likes & dislikes, how they interact with others
- Generic questions:
  - How are you?
  - Where do you live?
  - What do you want to be when you grow up?
  - What is your 5 year plan?
- Genuine interest
  - 5 Questions every mentor should ask
    - What is that you really want to be and do?
    - What are you doing really well that is helping you get there?
    - What are you not doing well that is preventing you from getting there?
    - What will you do different tomorrow to meet those challenges?
    - How can I help/ where do you need the most help?
  - Active listening
    - Truly listen to the mentee
    - Feedback the content feeling of the mentee's words.
    - Confirm you heard the mentee correctly.
    - Ask a relevant follow up question to further clarify your understanding of his/her situation
  - Know when to wait before giving advice
    - Determine if feedback is needed
      - Off-the-cuff
      - Hit the pause button
        - Thanks for sharing this with me. I'm going to take some time and give this some serious thought before we continue. It's important to me that I'm giving you the best possible solution. Why don't we continue talking about it [tomorrow/next week/next time we meet]? I'll book some time."

#### **Feedback**

- How to give feedback
  - Describe the situation.
  - State the specific behavior.
  - Share the impact and your intent.
  - Collaborate to establish new behaviors.
- Address the situation
  - Feedback should be timely.
  - Refer to a recent event or situation.
  - Be specific about the recent instance (even if it's a pattern).
- State the behavior
  - Observations versus judgements.
  - Use "I" statements.
  - Focus on the issue not the people.

- Describe the impact
  - Current impact – **most significant**
  - Positive intent
  - Future impact
- Stop, collaborate, and listen!
  - Ask their perspective.
  - Listen.
  - Collaborate on the “how.”
  - Summarize next steps and follow-up.
- Listen!
  - Ask for clarification.
  - Reflect on feelings.
  - Be silent.
  - Try not to interrupt.
  - Paraphrase.

#### **Improve your emotional Intelligence**

- A good mentor should be able to identify and monitor emotions both their own and others to develop productive relationships
- How?
  - By asking the right questions
  - Reading the mentee’s body language
  - Being open-minded
  - Controlling his/her emotions

#### **Don’t assume anything about your mentee...ask**

- Ask probing questions, dig deeper!
  - Don’t just offer a story from your career or experience

#### **Be really forthcoming about mistakes you’ve made**

- Be open to sharing your mistakes and failures
- Sharing information helps build trust, gives the mentee permission to share his/her mistakes and strengthens the relationship
  - The relationship of a mentor and protégé is built on trust. The protégé trusts the mentor to be non-judgmental and accepting.

#### **Celebrate the mentee’s achievements**

- Make sure not to always focus on the negative stuff!
- Highlight and celebrate mentee’s successes and achievements
  - This will:
    - Build the mentee’s confidence, reinforce good behavior, and keep the mentee motivated

#### **Give more than you ask for**

- Let the mentee know that you are happy to help and support in any way

#### **Seek out classes or projects related to skills your mentee wants to develop**

- Help connect the mentee with
  - Colleagues
  - Classes (webinars, podcasts, etc.)
  - Assign small projects if applicable

#### **Solve for the long term**

- Work with your mentee like you will be their mentor forever

#### **Lead by Example**

- Be a positive role model
- The mentee will pick up everything about how you behave including:
  - Ethics
  - Values
  - Standards
  - Style
  - Beliefs
  - Attitude
    - Procedures

#### **Activities:**

- Think of a great mentor in your life:
  - Who was your mentor?
  - What qualifies did they possess that inspired you?
  - What did they do right?
- What type of mentor will you be?
- What is your go to?
  - What are your passions, interests, relatable experiences?
- Active listening activity:
  - Tell a story for 1 minute (distractions)

#### **Key Takeaways:**

- Good coaches: Create a relationship built on trust, meet the other person's needs, and energize the person to achieve a goal.
- Mentorship
  - Takes a lot of practice, dedication, and patience
  - You will learn about the mentee:
    - Their communication style
    - How they process feedback and
    - How they pursue their goals
  - You will learn about yourself:
    - How effectively you can explain ideas
    - How well you control emotions
    - Whether you are able to provide a vision that motivates others