



MENTORING

GUIDE

FOR



MENTORS

BY TRIPLE CREEK ASSOCIATES, INC.




# TABLE OF CONTENTS

WHAT IS MENTORING? .....	3
WHO IS INVOLVED? .....	3
WHY SHOULD PEOPLE BECOME INVOLVED IN MENTORING? .....	4
WHAT ARE THE BENEFITS OF MENTORING? .....	5-6
WHAT IS EXPECTED OF ME AS A MENTOR? .....	7
WHAT SHOULD I LOOK FOR IN A MENTEE? .....	8-9
HOW DO I FIND A MENTEE? .....	10
HOW CAN I ENSURE A SUCCESSFUL RELATIONSHIP? .....	11-12
A FINAL WORD ON MENTORING .....	13

The material contained in this pamphlet is by Triple Creek Associates, Inc. It is protected by U.S. Copyrights and Trademarks. The Reproduction of this material in any form is prohibited by penalty of law. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission of Triple Creek Associates, Inc.

Copyright ©2002 by Triple Creek Associates, Inc. First Edition


# WHAT IS MENTORING?



Mentoring is a personal enhancement strategy through which one person facilitates the development of another by sharing known resources, expertise, values, skills, perspectives, attitudes and proficiencies. It allows the learner to build skills and knowledge while attaining goals for career development. Conversely, it provides the opportunity for the experienced party to further enhance his/her skill and knowledge areas by continuously reassessing and building upon those areas.

## WHO IS INVOLVED?

Mentoring relationships typically involve two people:

1. A mentee who wishes to develop specific learning areas,  
and
  2. A mentor who fulfills the role of expert for those particular learning areas.
- 

# WHY SHOULD PEOPLE BECOME INVOLVED IN MENTORING?

While the reasons for becoming involved in a mentoring relationship as either a mentee or mentor are numerous and may vary upon individuals and circumstances, there exist several reasons that universally apply.

Mentees may become involved in a mentoring relationship to:

- Improve a particular career area
- Learn about another division of the company
- Explore their potential in development areas yet untapped
- Acquaint themselves with the company if they are new hires
- Expand their leadership abilities
- Make valuable contacts within the company
- Enhance opportunities for career advancement

Mentors may become involved in a mentoring relationship to:

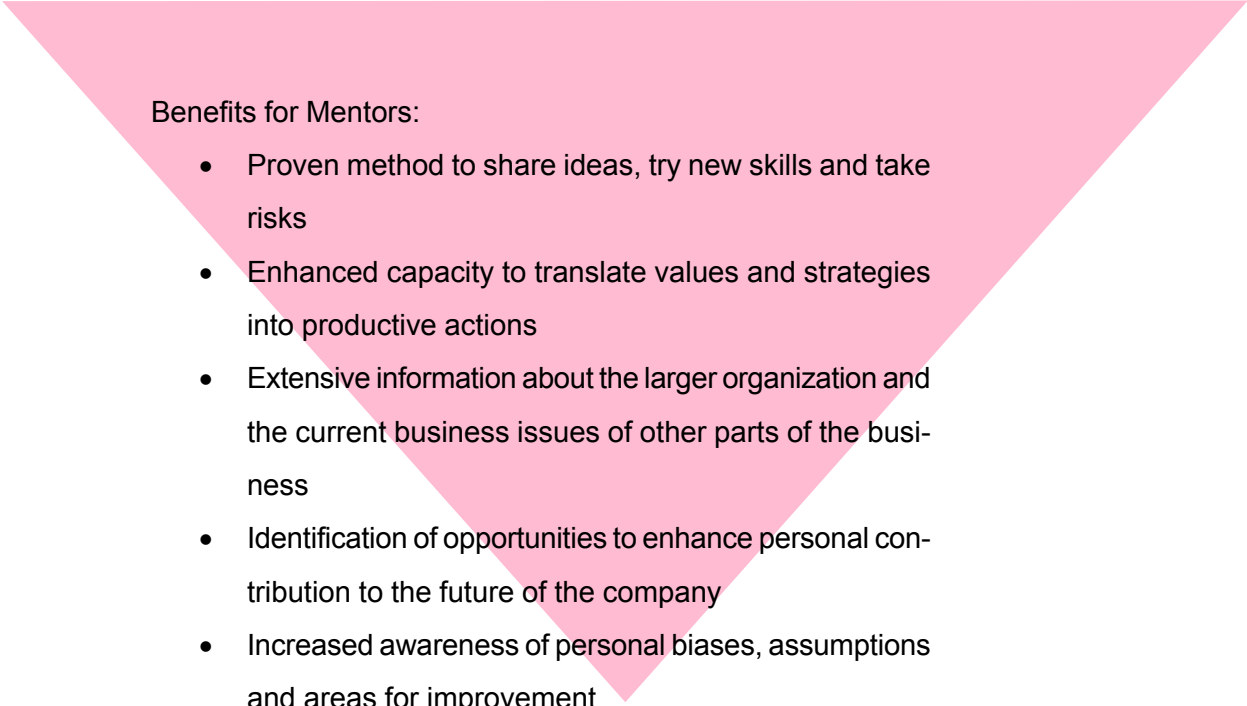
- Share their expertise with another in the company
- Prove themselves as valuable leaders
- Expand their professional network
- Invest in the future of the company
- Obtain a fresh perspective of a subject
- Enhance experience in their areas of expertise
- Cement their role as subject matter experts

# WHAT ARE THE BENEFITS OF MENTORING?

Mentoring brings value to everybody involved in its practice: mentees, mentors and the organization(s) for which they work. Mentees have an opportunity to gain wisdom from someone who has traveled the path before them. Mentors have an opportunity to invest themselves in someone who seeks what they can offer. The organization has the opportunity to share and spread its acquired learning and know-how.

## Benefits for Mentees:

- Insight into the pros and cons of various career options and paths
- Increased self-awareness and self-discipline
- An expanded personal network
- Support in the transition to a new role or location
- A sounding board for testing ideas and plans
- Positive and constructive feedback on professional and personal development areas



Benefits for Mentors:

- Proven method to share ideas, try new skills and take risks
- Enhanced capacity to translate values and strategies into productive actions
- Extensive information about the larger organization and the current business issues of other parts of the business
- Identification of opportunities to enhance personal contribution to the future of the company
- Increased awareness of personal biases, assumptions and areas for improvement
- Renewed enthusiasm for their role as expert

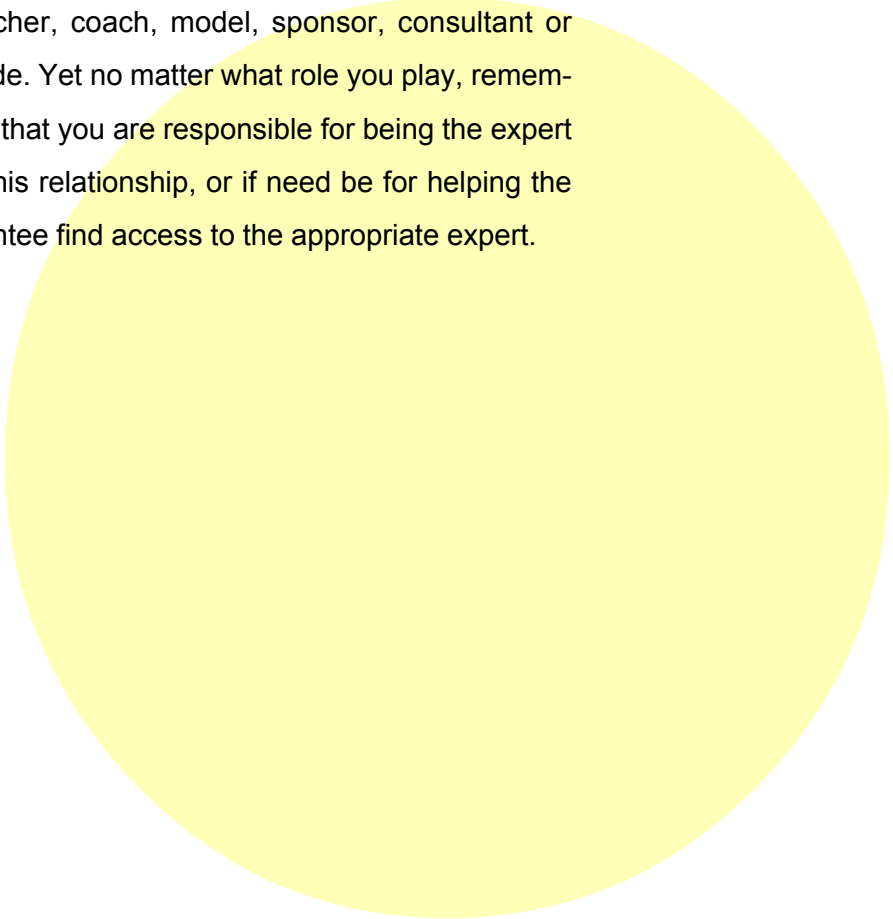
Benefits for the Organization:

- An environment that fosters personal and professional growth through the sharing of business information, skills, attitudes and behaviors
- Increased role modeling of leaders teaching other leaders
- Accelerated processes for the identification, development and retention of talent for leadership and technical jobs
- Increased job satisfaction for mentees and mentors
- Sharing and leveraging strategic knowledge and skill throughout the organization
- A means for leaders to align with one another on business direction



# WHAT IS EXPECTED OF ME AS A MENTOR?

As a mentor, it is your responsibility to provide guidance to your mentee based on his/her learning needs and development areas. You can accomplish this in several ways and through various roles. You could act as a resource, advisor, teacher, coach, model, sponsor, consultant or guide. Yet no matter what role you play, remember that you are responsible for being the expert in this relationship, or if need be for helping the mentee find access to the appropriate expert.



# WHAT SHOULD I LOOK FOR IN A MENTEE?

Some important qualities to look for in a mentee might be that s/he:

- has a desire to grow in an area that interests you.
- possesses a learning attitude.
- has a genuine interest in being helped by you to advance his/her career.
- has the potential and time to be proactive.
- is trustworthy, non-judgmental, ethical and self-confident.
- is a good listener.

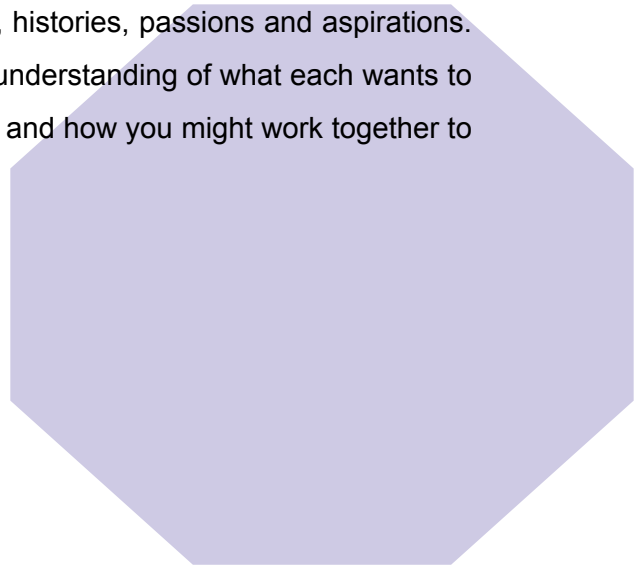
You can also follow some basic guidelines in your search for a willing mentee. Keep in mind that you want to find someone who wants to grow and improve as a result of your guidance and expertise.

- A mentee can be male, female, younger, older, the same age, of a similar cultural or racial makeup, or of one entirely different from yours.
- A mentee can be a professional or a non-professional and can have any level of educational, academic or skill background.
- Mentoring relationships can be short-term and informal as well as exclusive, long-term and formal.
- Seek mentees you can help with particular gaps in their skills, confidence level or knowledge of the business.
- Above all, mentees are people who are ready to invest time to gain know-how and to put forth the effort needed to grow. They desire greater productivity or achievement in the future. Aside from these things, your choice of mentees will depend largely on their goals and requirements.

Before you make your final mentee selection, remember that an ineffective mentee can be worse for you than no mentee at all. Here are some things to watch out for:

- Your prospective mentee should be well respected by his/her peers.
- Your mentee should not be insecure about his/her own potential.
- Your mentee should not know so much about your personal life that it might interfere with career guidance.
- Your mentee should not have a work style or work ethic that is too different from yours, unless it is the focus of the mentoring relationship to change his/her work style to be more like yours.
- Choose your mentee based on qualifications and mutual understanding that you both want what is best for the mentee.
- Keep your eyes out for any potential conflicts of interest.

After you have selected your potential mentee, it is advisable to spend some time getting to know each other before establishing your mentoring agreement. You may want to meet several times to familiarize yourselves by sharing your interests, struggles, histories, passions and aspirations. This will help you both get a better understanding of what each wants to accomplish through the relationship and how you might work together to satisfy those desires.



# HOW DO I FIND A MENTEE?

Okay, you're ready to be a mentor. You have something to give and you feel confident that your experience can benefit another. You believe you have the potential and you definitely have a desire to share what you have learned. You want to pass on effective strategies that can contribute to the company's success. In short, you're ready for a mentee. Now what do you do?

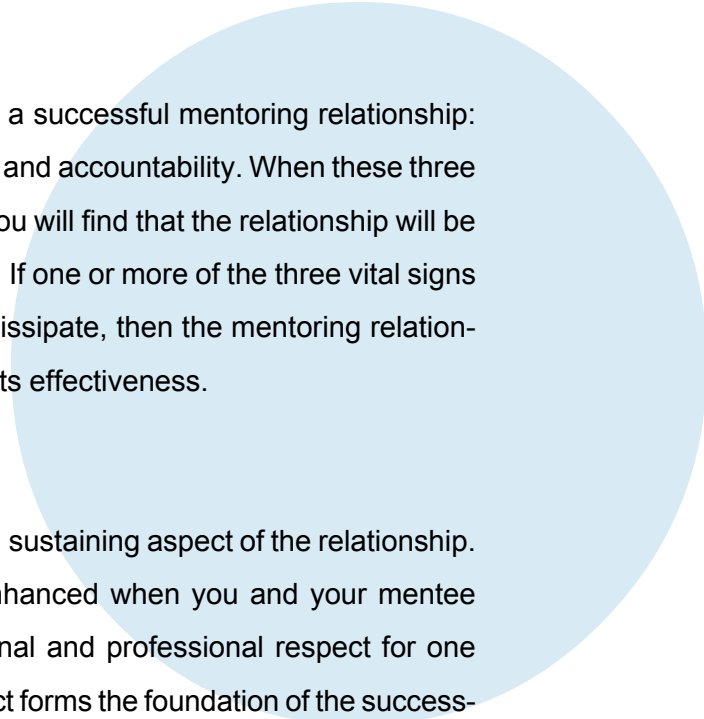
Try these 10 activities to attract a potential mentee.

- Above all, show that you're worthy of consideration by displaying competence and trustworthiness.
- Establish rapport with people by having casual conversations about your job, their projects, sports, food, family—anything that can lead to familiarity and comfort.
- Look for people who show a desire to learn what you know.
- Cause potential mentees to think deeply by asking probing questions.
- Listen. This communication skill shows that you respect the opinions of others.
- Network. Ask your colleagues to scan their networks for someone who could benefit from your expertise.
- Set realistic goals. Determine how many mentees you will establish agreements with within a certain period of time. This will help you focus and remain sensitive to potential mentees.
- Volunteer to solve some problem. A potential mentee will appreciate your willingness to help.
- Be open. Give people your phone number or e-mail address and encourage them to contact you.
- Your reputation does count. Develop a sincere, honest one.

# HOW CAN I ENSURE A SUCCESSFUL RELATIONSHIP?

In order to be effective, your mentoring relationship needs to possess:

- Collaboration - Both you and your mentee play a partnership role in the mentee's development.
- Respect - Mutual appreciation is core—both of your knowledge and of the mentee's investment of time and energy.
- Responsiveness - As in any respectful collaboration, both you and your mentee need to be sensitive and responsive to the goals, needs and perspectives of the other.
- Confidentiality - This supports the ability to be vulnerable, yet safe, in difficult conversations.
- Joint Accountability - When you and your mentee keep agreements, this strengthens trust and helps keep the learning relationship focused and productive.
- Free and Honest Expression - You and your mentee can share your strengths and weaknesses; your dreams and goals; and your past, present and anticipated experiences. Both of you can offer and hear feedback in the spirit of building on competencies and strengthening areas of weakness.



Three vital signs exist in a successful mentoring relationship: respect, responsiveness and accountability. When these three vital signs are present, you will find that the relationship will be rewarding to both of you. If one or more of the three vital signs is missing or begins to dissipate, then the mentoring relationship will suffer and lose its effectiveness.

### 1) Respect

This is the starting and sustaining aspect of the relationship. Learning is greatly enhanced when you and your mentee feel a sense of personal and professional respect for one another. Mutual respect forms the foundation of the successful mentoring relationship.

### 2) Responsiveness

This refers to the willingness of your mentee to learn from you, and your willingness to respond to the mentee's learning needs. Responsiveness is a willing attitude put into action. If it is present, you will find it revealed in the consistent pacing and priority placed upon the mentoring relationship. When your mentoring attitude toward one another is positive, your relationship is more likely to be responsive.

### 3) Accountability

This refers to mutually held expectations and agreed upon mentoring activities, including activities to monitor and evaluate the mentee's progress toward stated developmental goals. Accountability supports the sense of meaning and purpose in the mentoring process.

# A FINAL WORD ON MENTORING...

As you move forward in your pursuit of a mentee, keep three thoughts in mind.

- Mentoring is a relationship.

The mentoring relationship is based on mutuality—you and your mentee collaborate in the mentee's development. Mentoring does not require a high degree of personal connectedness in order to pass on the desired skill, knowledge, attitudes or behavior. However, there does need to be collaborative negotiation and joint accountability about what is to be learned, how the transfer of learning will take place, and how the learning will be monitored and evaluated. In addition, if both parties are able to express respect to respond freely and honestly about strengths, weaknesses, goals and concerns, the learning will be greatly enhanced.

- Mentoring involves sharing.

While sharing can take place over a short or a long period of time, equal participation in the mentoring relationship is a must. Effective sharing involves freely giving thoughts, opinions, concepts, ideas, experiences, hunches, techniques and learning to one another.

- Mentoring involves the development of yourself and others.

Development in a mentoring relationship means identifying and encouraging growth. In your mentoring relationships you will want to keep the mentee's professional and personal development goals at the center of your activities and conversations. Two-way development is encouraged through the sharing of resources and time with each other.

Now that you understand the basics of what it takes to be a mentor and be involved in a mentoring relationship, we wish you all the best as you put this knowledge into action.