

Mentor Training Program

Approximately 1 hour 40 minutes

Revised 7/25/02

Welcome

Overview of Leadership Development Program **10 min**

Review of program goals; mentoring, project, classroom

Project must stay SPD global in focus, not job classification or region

Development of leadership skills is more important than product

What is expected of participants? ***Need to do this, if important.***

What do you hope to get out of participating?

Not going to teach you much that is new

We will take things that you know, bring them to your attention, rearrange them

Main points of today's meeting:

- List of leadership skills

- Definition of mentoring

- Outline of mentoring process within Leadership Development Program.

What is Leadership? **20 min facilitated discussion**

List leadership skills we can agree on (more or less) ***flipchart***

- Listening skills

- Work Delegation skills

- Communication skills

- Self-evaluation skills

- Negotiation skills

- Problem solving skills

- Organizational skills

- Employee recognition

Is there a difference between these as regular work skills and leadership skills?

- More refined and focused

- Leadership skills consistently reflect agency goals and mission

These are qualities that we want the participant to develop or strengthen

We hope to teach these skills through training sessions, reading materials and mentoring.

What about leadership style?

What is mentoring? **20 min**

What do you think are some attributes of mentoring?

Three charts on wall with no labels. Mentors start listing what they think are mentoring attributes. Presenter writes attribute on correct chart without explanation at first. After there are a few on charts explain that there is a difference between mentoring, coaching and supervising. Write the appropriate label on each chart.

Continue to fill in attributes on each chart. Some will go on more than one chart. Why?

Mentoring

Listen

Ask open-ended questions

Encourage self-evaluation

Emphasis on relationship

More focus on process

Long term goals

Coaching

Give suggestions

Give advice

Cheerleading

Emphasis on performance

More focus on output

Short or mid-range goals

Supervising

Give suggestions

Give directions

Evaluate performance

Emphasis on organization

All focus on output

Task oriented

Mentor models leadership skills in relationship

Mentor should practice some self-awareness. Be able to watch self and act purposefully

Mentors, ask yourself, "is this a time to ask a question, encourage self-evaluation, give advice or just listen." The ability to recognize a ~~teachable~~ moment learning opportunity.

Define the mentoring process 20 min

Stages of mentoring relationship

Early – building trust, getting acquainted

Middle – mentor listening and some advice giving if there are questions

Later – ask participant to think of solutions or alternatives, challenge their assumptions

Last – participant initiative and motivation

Does this make some sense?

Phases of the mentoring cycle

Phase 1: *Make a list of what should be discussed at the first meeting with participant.*

“Getting to know you”

Discuss project ideas

How do they relate to the strategic plan and agency mission

How will you communicate during project development?

Trust and honesty if problems arise

Develop preliminary meeting schedule

Remember; don't coach

Phase 2:

Review project proposal

- Agree on outcome
- Develop action plan
- Set tentative milestones and deadlines
- Establish evaluation criteria

Phase 3:

- Implementation of action plan
- Periodic face to face meetings

Phase 4:

- Check, measure, evaluate and learn

Mechanics, decide ahead of time/adjust as necessary.

- Try to meet once a month

- Meet at workplace

- Meet face-to-face as much as possible.

- Email for updates and questions. Email does not = mentoring

Some pitfalls in mentoring *5 min, distribute handout*

- Too much talking, not enough listening

- Too much planning

- Misunderstood roles

- Mismatched expectations

- Unrealizable goals or project

- Lack of goal alignment

- Clash of styles

- Competitive/ego/rivalry

- Interference from mentee's supervisor

- Imitating the mentor

- Fear

- Distrust

- Lack of preparation or action on part of protégé

How to get better at mentoring *5 min*

- Show up; mentally and emotionally as well as physically

- Set performance goals

- Ask questions, open-ended

- Patience

- Create a fear-free environment

- Reducing the role of the ego

- Monitor your progress at providing feedback (journal for your self-evaluation)

- Have a plan and agenda for each meeting but stay flexible

Review *10 min*

- Process over product

- Leadership skills

- Mentoring is different than coaching and supervising, mainly listening

- Set a schedule and try to stick to it