

Mastering Mentorship

Mentoring Manager Program
Guide for Mentors



Feinberg
Staff Engagement

Objectives

- Gain a broader perspective about why mentoring is an important tool for learning organizations
- Understand and appreciate the benefits associated with high-quality mentoring
- Review best practices related to effective mentoring
- Start to conceptualize an approach for your 12-month mentoring interaction
- Build a professional relationship to support mentee goals

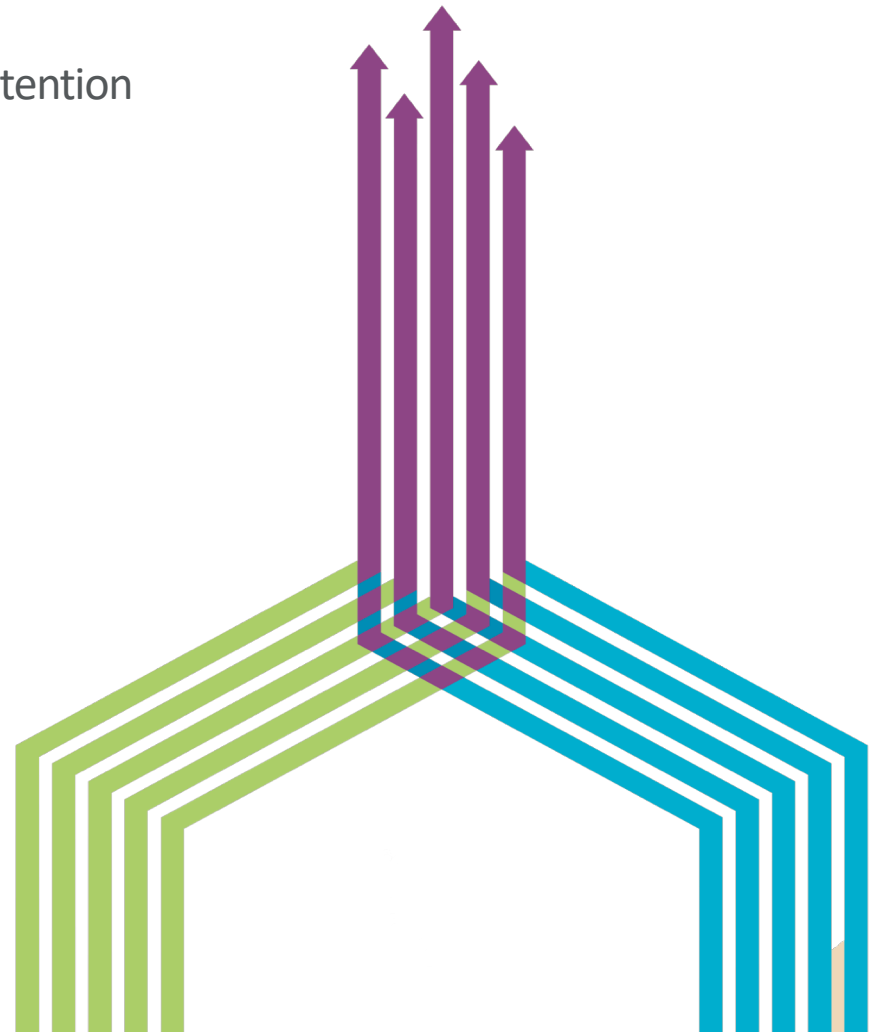
“Tell me and I forget,
teach me and I may remember,
involve me and I learn.”

Benjamin Franklin



Why Mentoring?

- Builds employee loyalty and helps with retention
 - Job satisfaction
 - Motivation to foster engagement
 - Connection to the organization
 - Development opportunities
- Signals investment in employee growth
- Facilitates succession planning
- Develops critical competencies
- Develops future leaders



What is Mentoring?

- Two-way partnership whereby both parties have something to give and receive
- Knowledge/wisdom transfer through open dialogue and honest feedback
- Sharing of experiences and insights
- Role modeling for developing employees
- Objective and non-biased
- Mentoring is NOT managing



Mentoring Best Practices

1. Learn about your **mentee**
2. Be flexible and open to new ideas
3. Review mentoring program expectations
4. Establish rapport and build trust
5. **Be receptive to and provide honest feedback**
6. Embrace strategic thinking
7. Adopt a long-term career perspective
8. Be creative and brave
9. Take the lead in setting goals
10. Listen conscientiously



Benefits of Mentoring

Learn about and appreciate challenges of front-line managers

Ask for what you need

Enhance employee career development

Broaden organizational perspective

Build cross-functional partnerships

Pitfalls of Mentoring

- Stereotyping
 - Don't judge a book by its cover. Be open minded
- Loss of trust
 - Once trust is lost, it's hard to regain
- Conflicting expectations
 - Remember, you are here to help your mentee
 - Focus on their goals, and not yours
- Mentoring shifts to managing
 - Provide guidance and recommendation, not orders
- Losing focus on mentee goals
 - Remember, they are looking up to you for guidance and expertise; don't lose focus on the main objective



Program Expectations

Mentor

- 12-month commitment
- At least four (4) one-hour monthly meetings that can be conducted in person, with remote participation (video conferencing, Skype, Google Hangouts) when necessary
 - Time and dates to be determined by mentor and mentee
- Participation at quarterly networking events is recommended
- Respectful, open communication and interaction
- Confidentiality
- Engaging, mindful and active participation
- Support of mentee's goals

Final Thoughts

- Decide on a time and place for your first mentoring meeting
 - Coffee break or lunch meeting
- Consider an agenda for the first interaction
 - Helps keep track of goals and conversation
- Listen twice as much as you talk
 - Gives an opportunity to build trust and start working on desired results
- Be flexible and open-minded
 - Consider meeting when a meeting is not scheduled
 - Provide your expert knowledge when requested



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