Mastering Mentorship

Mentoring Manager Program
Guide for Mentors
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?

"Mentorship is a professional, working alliance in which individuals work together over time to support the personal and professional growth, development, and success of the relational partners through the provision of career and psychosocial support."

Adapted by, National Academies of Science Medicine, 2019 Effective mentoring in STEMM
Mentoring Best Practices

1. Learn about your mentor
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

• 6-month commitment
• At least four (3) 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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