Retreat Session 2 - Handout

# Lecture: How to be a mentor

## What Not TO DO

### Mini Me

What tendency is "Mini Me" referring to?

How might you fall into bad direction?

### "You should \_\_\_"

How can you get around telling people what to do?

Write one (1) question you can ask instead of saying "You should \_\_\_".

### You are NOT their manager

Give an example of crossing the line between being their mentor and being their manager.

### Situational Leadership

Define and give an example of each (from the perspective of you doing a task)

#### Unconsciously Incompetent

#### Consciously Incompetent

#### Consciously Competent

#### Unconsciously competent

**Competency Assessment Questions:**

* Are you confident that you know what to do?
* Have you done this before
* Do you know what steps, tell me what steps, tell me your plan.
* Are you having difficulties?
* Do you want me to review your plan?
* Do you want me to review your progress?

What happens when you mismatch your style of leadership to the mentees level of competence?

### Take ownership

What is the problem of taking ownership?

Give an example of what to do to achieve your goal without taking ownership.

### Feel guilty

What is an off-limits responsibility?

### Runaway Time

Why must you manage time?

## What TO DO

### Personal / Relational / Safe

What is evidence that you have a good relationship with mentee?

### Feedback

What are the areas where you can provide feedback?

Describe a time people gave you negative feedback and it helped you

Role play: someone has not demonstrated adequate technical skills, give them feedback

### Ask Questions

Role Play and use the Ask Good Questions approach to set development goals in 2024

**Bank of Sample Questions**

E.g. start with what development goals do you have in 2024

1. what is an area of improvement
2. how can you use your strengths
3. what goals during the year
4. what does success look like
5. what would/does your manager say
6. what are the impediments
7. what steps would you suggest
8. what resources are available to help you

### Dignity

Think of ways someone encouraged you.

What are some ways you can encourage your mentor?

What are some ways you can encourage your mentee?

### Be prepared

Create a template for documenting notes and action items for mentoring sessions in an application of your choice (Teams, Google, etc)

### Assign Homework

What is the value of assigning homework?

### Provide Feedback

Think of a time that constructive feedback really helped you? How was that feedback delivered?

What is the problem with no feedback?

What is the problem with receiving nothing but positive feedback?

Nevertheless, do people like receiving negative feedback?

# Summary

What is the top thing you feel you need to avoid?

What is the top skill you feel you need to develop?

How can your mentor help you?

# Activity- Role Play

Situational Leadership: The Should Do's-

Goal: Getting the mentee to think is more important than getting them to do

**1st Example:** Building Personal Relationships

Switch roles again. Mentor is going to build a personal relationship. Demonstrate making mentee feel comfortable What are ways to encourage them.

* Key is to ask open ended questions
  + What challenges are you facing at work
  + What’s something you’d like to accomplish in the next year
  + What’s been some feedback you’ve received
  + Any difficult relationships they’re dealing with

is there a skill you'd like to improve

**2nd Example**: Stages of Competency- Assess Competency

Continue role playing with your partner.

Need to assess where they are in the stages of competence first.

- what types of questions do you ask to assess?

Do you need to help them see to set priorities/ or can they set their own

Do they know how to list the steps to reaching their goal? other questions,

Ask questions that helps them think through some detailed steps to reach their goal

What kinds of homework could you assign? ex.Ask for their plan, review it, assign/ delegate something,

**3rd Example:** Mentee has a goal to be better at public speaking want to learn that skill.

Switch roles.

What's the mentor's approach?

What questions should they ask

**4th Example:** Mentee gets a poor grade on an assignment,

What kind of questions are better than 'you shoulds''.

One of you is the mentor and the other mentee.

Role play using questions that help mentee define the problem.

What's their underlying need?

Ask them what ideas do they have to improve this.

Refer to Bank of Sample Questions above: [Retreat Lecture 2 - Handout](https://docs.google.com/document/d/1QNHN8aRLMO8Qnx3mCVYC7AkW9sDFi52tQJGvIA2bvdg/edit#heading=h.1z6jptczstpn)

**5th Example**: Feedback- Giving negative candid feedback isn't easy.

This scenario is giving negative feedback for specific topic

and should be done in an encouraging way.

Refer to lecture notes on Feedback

Select a situation example below:

Mentee has not demonstrated adequate technical skills

Didn't follow their budget plan

Not showing up on time

Shared that they received negative feedback from their mgr

# Assignment

Discuss with your mentor how they can help you mentor? E.g. how they can help review your progress, What are somethings you learned today that you were unaware of before? What specific things being a mentor would you like to review with your mentor each month

Write out a brief plan to discuss with your mentor. (3-5 sentences)

Write down thoughts and questions for your mentor after you've mentored. How can you improve after trying it? Was there a response you didn't know how to respond to?