




Lead. Engage. Thrive.

creSCO
Coaching & Consulting

**Virginia Bankers Association
Women in Banking
Mentoring Program**

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ASOK, THANKS TO MY MENTORING, SOMEDAY YOU WILL BE JUST LIKE ME.

GAAA!!! SOMEONE PLEASE DRIVE A STAKE THROUGH MY HEART! HURRY!

APPARENTLY I DON'T KNOW WHAT MENTORING IS.

Dilbert.com • DilbertCartoonist@gmail.com

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“There are few roles more rewarding in life than helping others achieve their potential and their dreams – all of us involved with mentoring are immensely privileged!”

Clutterbuck, David, Everyone Needs A Mentor



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What is your definition of mentoring?



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“Official” Definition

A process of continuous and dynamic feedback between two individuals to establish a relationship in which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of the other.

https://www.ctsi.ufl.edu/files/2016/02/Fillingim_Mentor-Presentation-for-T32-Workshop-1-1.pdf

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Characteristics

▶ Compassion

feeling *for* another person

▶ Curiosity

drive to explore inner and external world and how they function

▶ Courage

the capacity to do the right thing

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Mentees Responsibilities

- ▶ Schedule and participate in mentor conversations
- ▶ Identify initial learning goals and measures of success
- ▶ Be open to and seek feedback
- ▶ Take an active role in their own learning
- ▶ Follow through on commitments and
- ▶ Take informed risks as they try new options and behaviors

<https://www.td.org/newsletters/atd-links/make-the-most-of-mentoring-meetings>

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Mentor

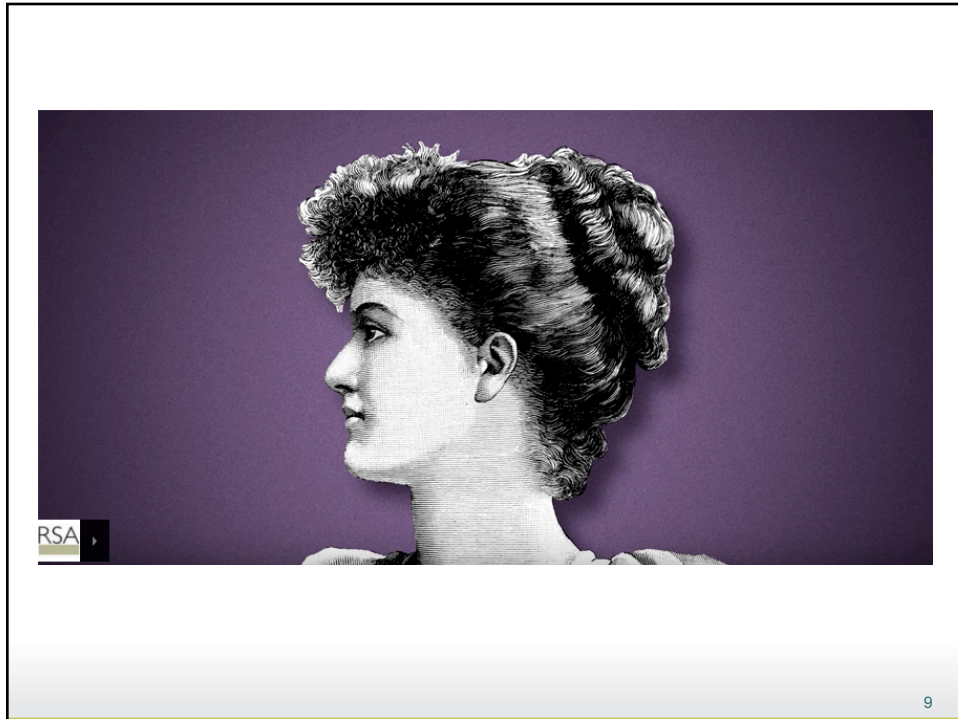
Responsibilities

- ▶ Set Up the Relationship
- ▶ Build the Trust and Rapport
- ▶ Offer Mutual Respect
- ▶ Respond to Needs
- ▶ Meeting Prep & Follow-up

Roles

- ▶ Advisor
- ▶ Champion
- ▶ Resource
- ▶ Devil's Advocate

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Structuring Interactions

- ▶ First Meeting
 - ▶ Develop ground rules
 - ▶ Agree upon logistics
 - ▶ Determine success criteria
 - ▶ Homework

- ▶ Ongoing Meetings

- ▶ Closing Meeting
 - ▶ Celebrate successes
 - ▶ Agree upon future relationship

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Mentoring SWOT

▶ **Strengths**

- ▶ What do you do better than anyone else?
- ▶ What are you most proud of having accomplished?
- ▶ What do others come to you for when they have questions?

▶ **Weaknesses**

- ▶ What do you see as areas you could develop?
- ▶ Are there things you avoid doing because you don't feel confident doing them?
- ▶ What might others say are areas where you could improve?

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Mentoring SWOT

▶ **Opportunities**

- ▶ What unique opportunities are available to you?
- ▶ Are there trends in your company or industry that you can take advantage of?
- ▶ Is your job or career changing in any way?

▶ **Threats**

- ▶ Are you facing obstacles at work or in your industry?

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Ongoing Meetings

- ▶ Review what's happened
 - ▶ What have you accomplished towards your goals?
 - ▶ What progress has been made?
 - ▶ What's on track?
 - ▶ What's off track?
 - ▶ Based on what you've learned, what's the best next step?

- ▶ Explore the next topic/goal/challenge

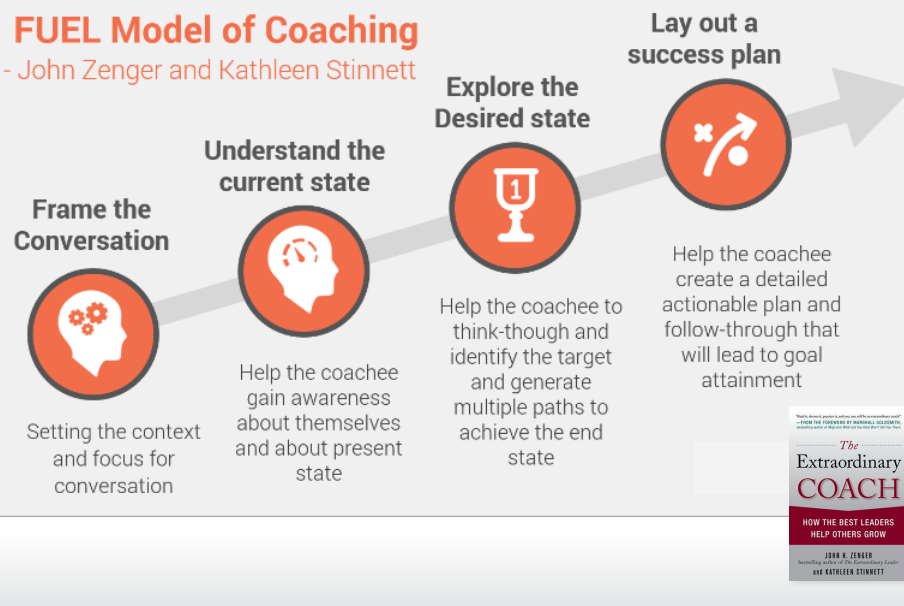
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Framework for Ongoing Meetings

FUEL Model of Coaching

- John Zenger and Kathleen Stinnett



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Frame the Conversation

- ▶ Identify the behavior or issue to discuss
- ▶ Determine the purpose or outcomes of the conversation
- ▶ Agree on the process for the conversation

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Understand the Current State

- ▶ Understand your mentee's point of view
- ▶ Determine the consequences of continuing the same way
- ▶ Offer your perspective *if appropriate*

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Explore the Desired State

- ▶ Understand the vision for success
- ▶ Set goals and performance expectations
- ▶ Explore alternative paths of action
- ▶ Explore possible barriers or resistance

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Lay Out Plan of Success

- ▶ Develop and agree on an action plan and timeline
- ▶ Enlist support from others
- ▶ Set milestones for follow-up and accountability

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Misguided Guidance: 12 Mistakes Mentors Should Avoid

- ▶ Unsolicited advice
- ▶ Being too harsh
- ▶ Being impatient
- ▶ Trying to clone them
- ▶ Lack of preparation
- ▶ Narrow focus on projects
- ▶ Hiding your missteps
- ▶ Assumptions
- ▶ Mentoring the wrong person
- ▶ Developing a dependency
- ▶ Telling too many stories
- ▶ Trying to eliminate every mistake

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Resources

- ▶ <https://www.forbes.com/sites/deniserestauri/2016/09/06/kat-cole-knows-how-to-stay-positive-and-let-go-of-failures/#2fb0192a1097>
- ▶ <https://www.themuse.com/advice/the-secret-to-getting-feedback-that-you-can-actually-use>
- ▶ <https://www.td.org/newsletters/atd-links/make-the-most-of-mentoring-meetings>
- ▶ https://www.ctsi.ufl.edu/files/2016/02/Fillingim_Mentor-Presentation-for-T32-Workshop-1-1.pdf

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