CIPS Alberta ICT Mentorship Program

Mentorship Orientation

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Agenda

- Introductions

- History of Mentoring

- What is Mentorship

- Socratic Method

- Effective Communication

- Relationship Building
    1. Trusting
    2. Learning and Development
    3. Maintenance

Appendix A – Mentoring and Coaching

History of Mentoring

- Originated with the character of **Mentor** in Homer's *Odyssey*

- Dates back around 3000 years

- Odysseus entrusts his young son Telemachus to the care of Mentor, his trusted companion

- Historical link to Middle Ages – guilds and trade apprenticeship – traditional style

- 1970's recognized to develop corporate executives.

History of Mentoring *cont'd*

- From the 1970s onwards, mentoring has been increasingly used in the workplace

- Mentorship is now a relationship that spans geographies, sectors, genders, and generations

- Mentoring is not about a particular outcome or destination; ***it's a professional journey***

- ***It's a process of discovery***, not just ladder-climbing

- Greeks based mentoring relationships on basic principle of human survival:

  - Humans learn skills, culture, and values directly from other humans who they look up to or admire

- Are there certain ages one must be to be a mentor?

- What is a key element that a mentor should focus on?

QUESTION (respond in CHAT)
What is the Role of the Mentor?

1. Role model

2. Guidance and encouragement

3. Develop a romantic relationship with your mentee

4. Create a safe/supportive learning environment

5. Share all information about your mentee with others

6. Effective communicator and relationship builder.

ANSWER (in BOLD)

What is the Role of the Mentor?

1. **Role model**

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3. Develop a romantic relationship with your mentee

4. **Create a safe/supportive learning environment**

5. Share all information about your mentee with others

6. **Effective communicator and relationship builder.**

What is Mentorship?

A two-way trusted relationship where the mentor and mentee learn and grow together personally and professionally.

Mentorship Roles

A **Mentee** is a person who through a trusted relationship :

- Feels safe and confident to ask questions, describe scenarios, and get respectful feedback and guidance

A **Mentor** is like a Mentee based on the two-way trusted relationship:

- Helps guide, support, and counsel a Mentee with focus on personal and professional growth
- Facilitates enhancing of critical thinking skills.

The Mentoring Relationship

The Mentee

- A Learner
- Open to feedback
- Participates actively
- Goal-oriented
- Committed
- Curious
- Self-aware
- Respectful
- Adaptable
- Motivated to grow.

Effective Mentee - Characteristics

- Curious and Open

- Humble with a willingness to learn

- Self-aware with a Growth Mindset

- Proactive and takes Initiative

- Listens and communicates effectively

- Demonstrates gratitude and respect.

The Mentor

- Role Model
- Guides and encourages
- Develops a relationship
- Provides support
- Creates a safe/supportive learning environment
- Challenges Mentee to explore career paths and assumptions
- Is accessible and responds in a timely manner
- Establishes clear boundaries
- Maintains confidentiality.

The Mentor *cont'd*

The role of a Mentor should <u>not</u> include:

- Counseling over capability

- Offering friendly or personal advice

- Solving problems – our job is to guide.

Effective Mentor - Characteristics

- Passionate
- Genuine
- Humble
- Caring
- Great Communicator
- Great Listener
- Socratic Method
- Competent
- Committed/Dedicated.

QUESTION (respond in CHAT)

What are the two primary *skills* of an Effective Mentor?

1. Honest

2. Effective Communicator

3. Punctual

4. Relationship Builder

5. Friendly

6. Problem Solver.

ANSWER (in BOLD)
What are the two primary *skills* of an Effective Mentor?

1. Honest

2. **Effective Communicator**

3. Punctual

4. **Relationship Builder**

5. Friendly

6. Problem Solver.

Socratic Method

- Named for the philosopher credited with creating the method, **Socrates**
  - Lived in Athens around 470 BC
- Oldest and most powerful approach to teaching and developing critical thinking skills
- Common teaching practice used in Law Schools, Psychotherapy, and Human Resource Training and Development
- **Focus is on ASKING questions**, not giving answers.

Socratic Method *cont'd*

Which of the following is a good example of the Socratic Method?

1. I don't have time to discuss this with you and you should know what to do anyhow so just do it.

2. You seem to be struggling with this challenge, is there a different way that we could approach this?

3. I am hearing something in your voice that tells me that you don't believe in yourself as much as I believe in you. Can you help me understand why that is?

4. If I were you, I would tell your boss that he is wrong. That is what I did when I was younger.

5. What would happen if we were to do XXXXXX?
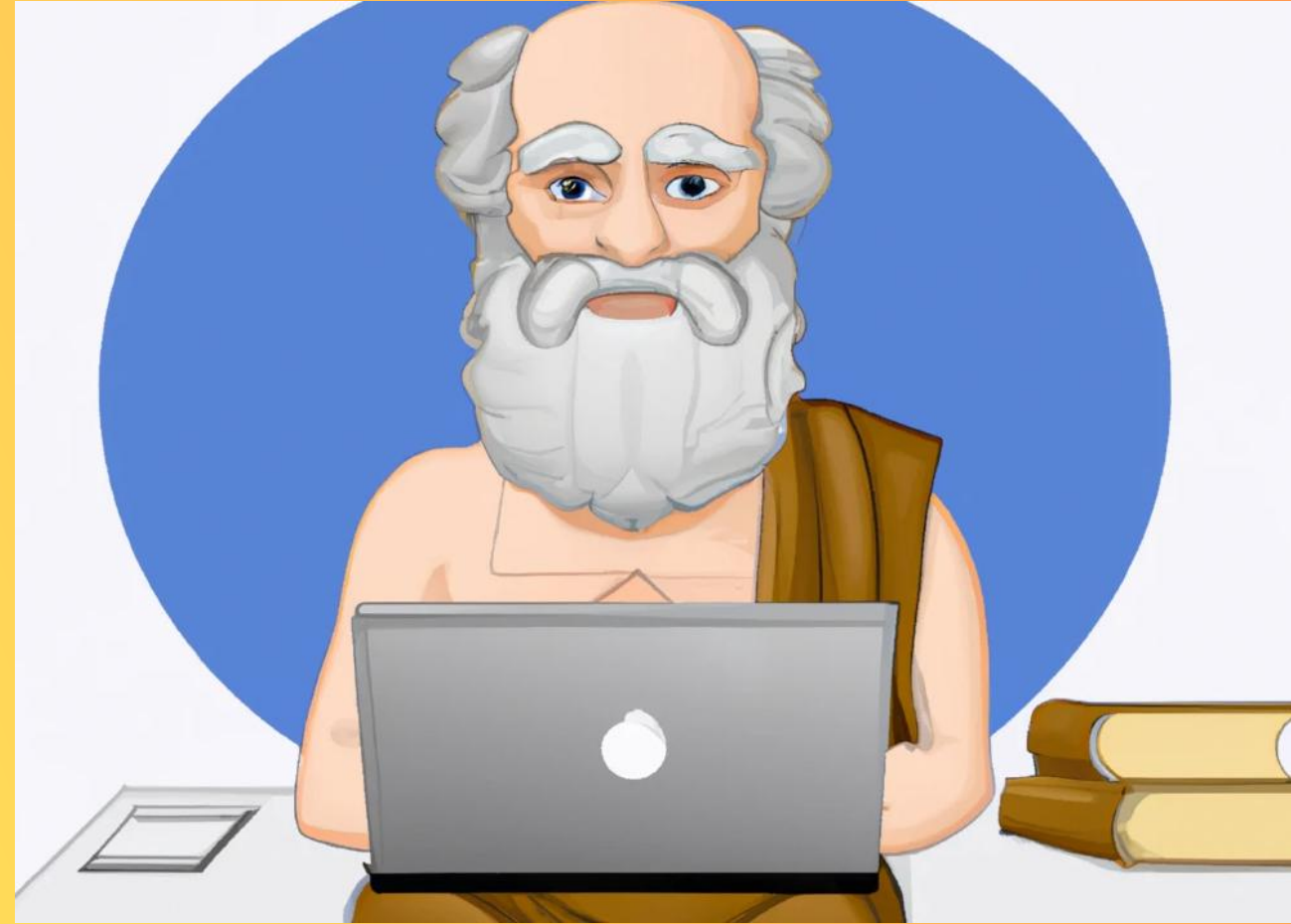
Effective Communication

- Active Listening
  - Listening and Hearing
- Trigger Words
- Deflections
- Body Language
- Pausing technique
- Crucial conversations
- Creating a safe place.
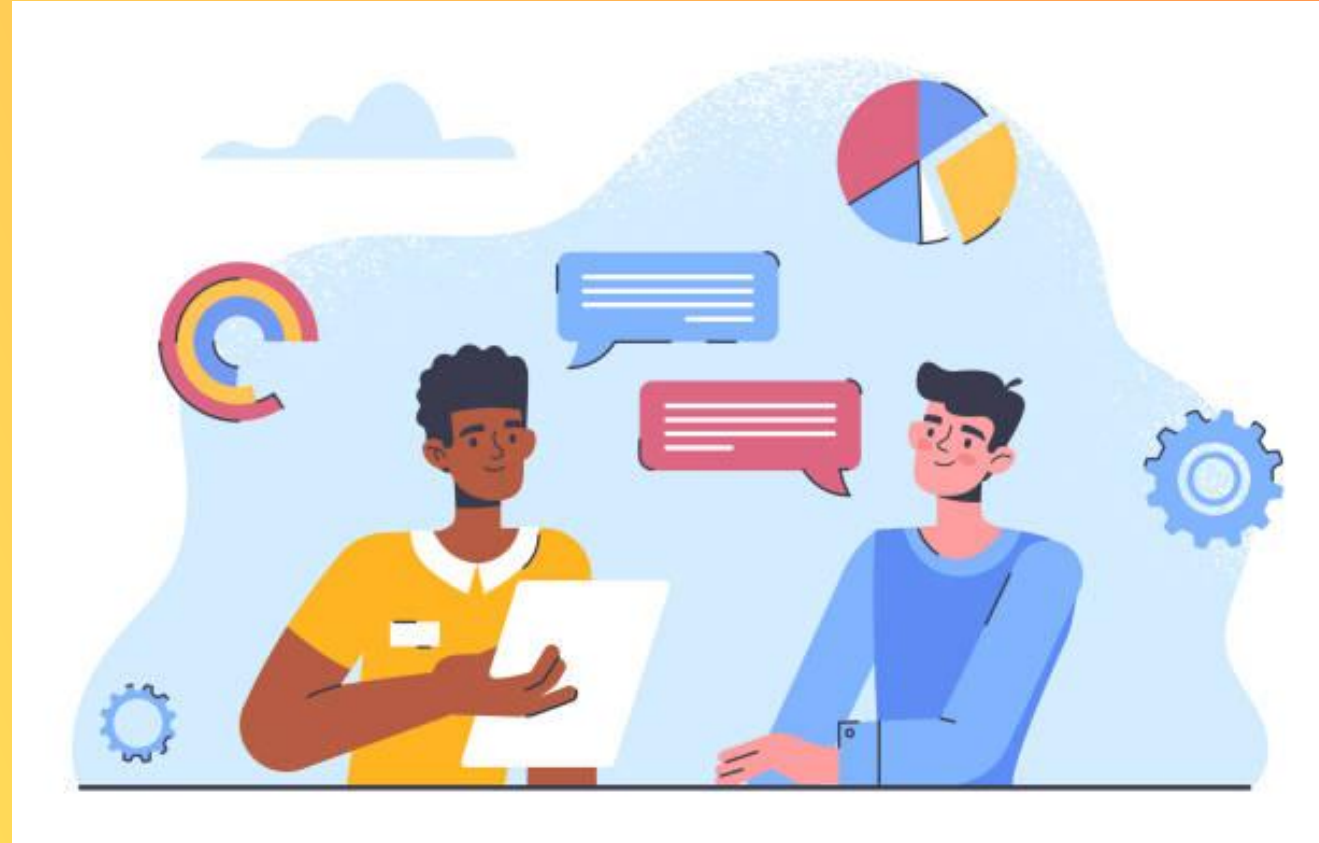
Relationship Building

Three Phases:

1. Trusting

2. Learning and Development

3. Maintenance.

1. Trusting

- Share something personal

- Self-reflection – before and after

- Ask for feedback.

2. Learning and Development

3. Maintenance

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Appendix A – Mentoring and Coaching

Coaching and Mentoring

Mentoring

- Ongoing relationship that can last for a long period of time

- Can be more informal and meetings can take place as and when the mentee needs some advice, guidance or support

- More long-term and takes a broader view of the person

- Mentor is usually more experienced and qualified than the 'mentee'. Often a senior person in the organisation who can pass on knowledge, experience and open doors to otherwise out-of-reach opportunities

- Focus is on career and personal development

- Agenda is set by the mentee, with the mentor providing support and guidance to prepare them for future roles

- Mentoring revolves more around developing the mentee professional

Coaching

- Relationship generally has a set duration

- Generally, more structured in nature and meetings are scheduled on a regular basis

- Short-term (sometimes time-bounded) and focused on specific development areas/issues

- Coaching is generally not performed on the basis that the coach needs to have direct experience of their client's formal occupational role, unless the coaching is specific and skills-focused

- Focus is generally on development/issues at work

- The agenda is focused on achieving specific, immediate goals

- Coaching revolves more around specific
- development areas/issues.

Coaching & Mentoring

Definition and Focus

Mentoring:

A more informal association focused on building a two-way, mutually beneficial relationship for long-term career movement.

Coaching:

A more formal structured association focused on improvements in behavior and performance to resolve present work issues or handle specific aspects of the job

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Coaching & Mentoring

Role

Mentoring:

Talking with a person who has identified their needs prior to entering into a mentoring relationship. The emphasis is on active listening, providing information, making suggestions, and establishing connections.

Coaching:

Talking to a person, identifying what he needs, and developing an action plan. The emphasis is on instruction, assessing, and monitoring.

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Coaching & Mentoring

Approach

Mentoring: This is a self-directed method whereby participants have choices. This approach can begin with a self-matching process and continue throughout the relationship using a committed timeline to determine how often and where individuals will meet, identify goals, and so forth.

Coaching: A structured modus operandi is more frequently used whereby participants are working within a narrower perspective; their agenda is more specific, shorter in duration, and oriented toward certain results. Usually a coach is assigned to an employee.

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Coaching & Mentoring

Tools:

Mentoring: The most important tool is the Mentoring Agreement—developed, completed, and signed by both participants. This document formalizes commitment to the mentoring relationship. Items include individual goals, learning content, a meeting schedule, and communication methods.

Coaching: Depending on the individual situation, various assessment instruments can be used such as skills training activities and teaching evaluations. A contract can be issued regarding the problem to be resolved or skills to be learned.

(https://www.td.org/Publications/Blogs/Human-Capital-Blog/2014/08/Mentoring-Versus-Coaching-Whats-the-Difference)

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