

# **MENTORING**

## **DEFINITION**

Trusted advisor one turns to periodically for counsel, wisdom, support and assistance. (Usually NOT your direct supervisor) Derived from mythology – Ulysses, when leaving for the Trojan War, left his son Telemachus in the hands of his trusted friend Mentor who looked after him.

## **MENTOR QUALITIES**

Counselor

Helper up the corporate ladder

Has overcome obstacles

Impeccable credibility

Substance

Achiever

## **MAIN INGREDIENTS IN MENTOR-MENTEE RELATIONSHIP**

Trust

Time

Dialogue

Sharing

Caring

## **TOOLS**

Formal training

Cross training

Readings

Spending time outside of workgroup

Special projects

Special committees

High-level exposure

Manager-employee mentoring discussions

Provide external coaching

## **MENTORING STAGES**

Define Development (PDPs)

Identify current job related skills, knowledge and abilities

Identify future needs

Identify future interests

Clarify organizational needs and competency requirements

Direction of group and company

Overall needs of the company

Core competencies to running group and organization

Challenges and needs of department

Current

Future

Analyze and prioritize issues and development needs

Mutually construct development plan

Establish review process

Quarterly

Semi-annual

Annual

## **TIPS**

Convey tasks and get them to take perspective of the manager

Explain what creates promotions

Tuning into needs of group and other areas of company

Taking initiative

Taking responsibility

Offering and acting on good ideas

Build and maintain a positive relationship

## **DON'TS**

Tell employee how to do their jobs (micromanagement)

Give employee solutions for their operational issues without getting their input

Make decisions that employees could make for themselves

Give frequent advice

'Here's what you should do'

'Here's what you need to do'

Jump in to handle situations employees are paid to handle

Criticize employees for their mistakes

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