

MENTOR'S MAP

for Supporting the Employee as a Workforce of One



STARTING THE JOURNEY (Initial Meeting)

- Ask the employee (mentee) to tell you about himself or herself.
- Share about your personal journey of learning:
 - What life events influenced you?
 - Who helped you grow?
 - What did you learn?
 - How did your direction or thinking changed as a result?
- Discuss expectations for the mentor-mentee journey:
What does each of you hope to get from it? Try to state these expectations as goals (how you will know when you've arrived at the end of the mentor-mentee journey). Discuss the end at the beginning and throughout the journey.
- Discuss rules of the road to facilitate the journey.

SOME RULES OF THE ROAD

1. Mutual trust is the fuel for our journey.
2. We will strive to stay on track and on time.
3. We will participate fully and listen actively.
4. We will be open about our thoughts and honest in our feedback.
5. We will work with our differences without making judgments.
6. Our conversations are confidential.
7. When the journey ends, we will appreciate how far we've traveled.

NAVIGATING THE ROUTE (Via Multiple Meetings)

- Prompt the mentee to ask you four types of questions:
 - Questions based on career-related stories from your personal experiences or organization history ("Was there a time when ...").
 - Questions about a situation the mentee seeks guidance in navigating ("What might be a good way for me to ...").
 - Questions seeking feedback to help build the mentee's self-awareness, depending on how well the mentor knows the mentee ("What do you see as my ...").
 - Questions about how to build a specific skill ("What tips or resources would you recommend for ...").
- Listen to the mentee more than you speak. Ask clarifying questions as needed.
- Guide without directing; relate what you did, not what the mentee should do.
- Encourage the mentee to identify five to thrive -- people who can stretch the mentee to be his or her best. (Five is only a suggestion.) Encourage the mentee to consider people who can provide domain expertise (apprenticeship) and people who can create opportunities (sponsorship). Ask the mentee to set up at least four meetings in a year with each person (those meetings do not include the mentor).

NAVIGATING THE ROUTE (Via Multiple Meetings)

- Look for ways to help the mentee build her WeQ, the skills to interact, build relationships and show the self-awareness needed to work effectively with others in person and virtually.
- Relate discussions to the mentee's goals for personal development and professional direction.
- Be alert to training and other opportunities of potential interest to the mentee. Encourage the mentee to be a lifelong learner and to learn for a living (think of skills as apps that need frequent upgrades).
- Encourage the mentee to be greedy about experiences and stretch assignments (those assignments in which the mentee feels in a little bit over his or her head).

SOURCES OF STRETCH ASSIGNMENTS

- Inefficient processes
- Others who are overwhelmed
- Projects or needs you've identified
- Events or meetings that need planning
- Projects nobody loves
- Volunteer or intern who needs guidance
- Important tasks that are unassigned
- Employer's priorities that align with your interests

OPPORTUNITIES TO LEARN FOR A LIVING

- Completing online courses
- Accessing blogs, podcasts, videos
- Participating in chat discussions
- Interacting with coaches, mentors, peers
- Playing games
- Seeking professional development and feedback
- Volunteering
- Reading
- Taking on stretch assignments

TRACKING OUR PROGRESS (At Each Meeting)

- Discuss expectations and request feedback at the end of every meeting. What emoji would you each use to rate each meeting?
- Suggest a reading or a task for the mentee to complete before the next meeting. Close each meeting with a to-do list for the mentee.
- Agree on a tentative agenda for the next meeting.

REACHING OUR DESTINATION (Concluding the Journey)

- How to know it may be time for closure:
- Has the mentee met his or her stated goals or expectations?
 - Does it seem you are meeting just to meet?
 - Is the mentee struggling to follow through on assignments? Has the mentee's focus changed?

EXPECTATIONS FROM HUMAN RESOURCES

- The hiring manager identifies a mentor from outside the employee's work team (for a new employee) or a current employee requests a mentor.
- The mentor initiates the first communication with the mentee. The mentee schedules further meetings.
- The mentor always maintains the confidentiality of the mentee.
- The length of the mentor-mentee journey varies with the mentee's goals and the mutually agreed upon expectations. The mentee can end the journey at any time, however.