

DEVELOPING A MENTORING RELATIONSHIP

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AGENDA

- What is a Mentor?
- Finding a Mentor
- Mentoring Process
- The Advantages of Mentoring
- Final Thoughts

WHAT IS A MENTOR?

M = Model

E = Encouragement

N = Nurture

T = Teacher

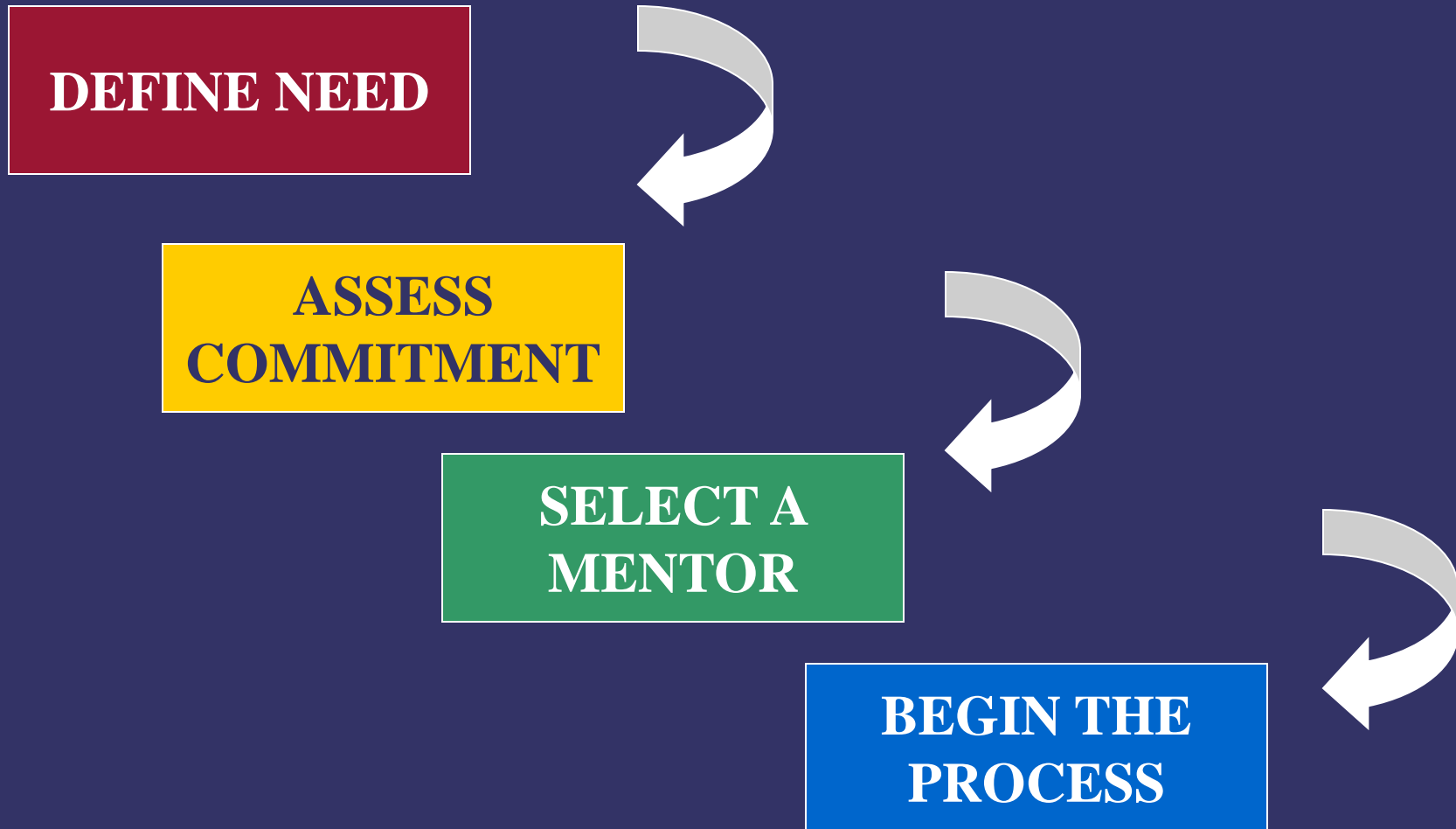
O = Organization

R = Reality



*-from "Love 'Em or Lose 'Em
Beverly Kaye and Sharon Jordan-Evans*

FINDING A MENTOR



DEFINE NEED

Enter into a mentoring relationship to gain:

- Information and Clarification
- Support and Advice
- Help Exploring Options
- Constructive Feedback
- Professional Development Suggestions
- Networking

DEFINE NEED

What type of mentoring do you need????

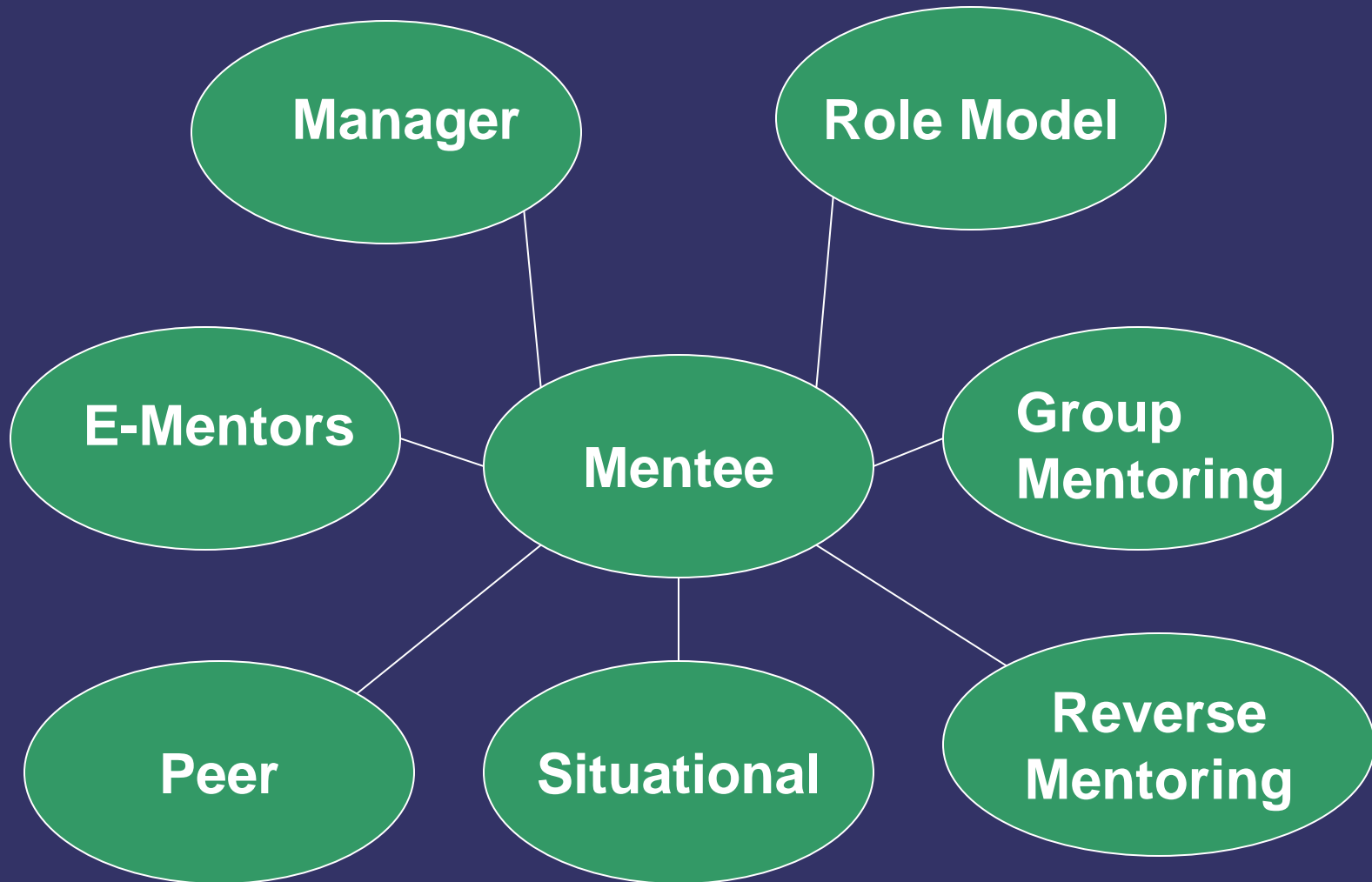
- Certain Skills
- Current Role
- Future Roles
- Profession
- HBS
- Harvard University
- Higher Education
- Jobs/Professions/Industries outside of Higher Education

ASSESS COMMITMENT

Ask yourself if you are ready to...

- Become committed to your development
- Be open to feedback
- Spend time preparing for and meeting with your mentor
- Follow through on your commitments
- Drive the mentoring process
- Determine what you can bring to the mentoring process

SELECT A MENTOR



SELECT A MENTOR

Meet with potential mentors to determine:

- Is their personality compatible with yours?
- Do you share similar values?
- Will they be able to offer you the guidance for which you are searching?
- Do they have the time to mentor you?

BEGIN THE PROCESS: THREE STAGES OF MENTORING

Start-Up Phase



Cultivation Phase

Closing Phase

START UP PHASE

Schedule initial meeting to:



- Discuss goals and expectations
 - What both you and your Mentor hope to gain from the relationship
 - What you can/cannot offer the Mentee
- Agree on confidentiality
- Commit to honesty and to developing a trusting relationship
- Make arrangements for meetings (timing, frequency, location, scheduling)

TRUST

Trust is about...

- Shared values and similar perspectives
- Giving and receiving difficult feedback
- Keeping confidences
- Honoring commitments
- Reciprocity
- Authenticity



CULTIVATION PERIOD

Mentor may offer you:

- Support and Advice
- Information and Clarification
- Constructive Feedback
- Skills Coaching
- Exposure and Visibility
- Contacts
- Challenging Work Assignments



Be sure to update your learning objectives annually!

MENTEE ROLE AND RESPONSIBILITIES



**DESIRE
TO LEARN**



**ACTIVE
PARTICIPANT**



**MOVE
FORWARD**

ACTIVE PARTICIPATION

- Identify and share goals, thoughts, and preferences
- Ask for and be open to feedback
- Willing to stretch oneself
- Truly “SHOW UP” for each meeting
- Act upon the advice/recommendation of the mentor
- Complete “assignments” on a timely basis
- Ask questions for clarification
- Offer your Mentor information, etc. as well!
- Provide feedback to your Mentor
- Engage in authentic conversations

CLOSING PHASE

- When you and your Mentor believe you have acquired the knowledge, tools and abilities to move forward, do so
- Mentoring relationships often turn into friendships
- The Mentor may continue to offer advice and support as needed

ADVANTAGES OF MENTORING – MENTEE

- Interpersonal growth
- Sponsorship and advocacy
- Constructive feedback
- Support and direction
- Increase job satisfaction, motivation and morale
- Better understand the norms of the HBS culture
- Access to resources, information and people
- Greater understanding of HBS and University

ADVANTAGES OF MENTORING - MENTOR

- Recognition as someone who can grow talent
- Facilitates own personal growth
- Increases motivation and morale
- Grow coaching and deepen listening skills
- Expand access to information
- Reinforces cross functional mindset while expanding knowledge and skill sets
- Build contacts
- Gain a sense of satisfaction from sharing knowledge

FINAL THOUGHTS

Skilled mentors help employees do their jobs better. In a recent survey of individuals who cited that they had a good mentoring experience, 97% said that the experience contributed directly to their success at the company.

-HarvardManageMentor Plus