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

ASSESS COMMITMENT

SELECT A MENTOR

BEGIN THE PROCESS

HARVARD BUSINESS SCHOOL
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

- Manager
- Role Model
- E-Mentors
- Group Mentoring
- Peer
- Reverse Mentoring
- Situational
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 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
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