DEVELOPING A MENTORING RELATIONSHIP

Suzanne Glazer, HBS Training and Development Specialist
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

1. DEFINE NEED
2. ASSESS COMMITMENT
3. SELECT A MENTOR
4. BEGIN THE PROCESS

(Looping 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
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
Asess 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
- Situational
- Reverse Mentoring
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
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