



Mentor Training Guide: **From Cinderella to CEO**

Mentoring is a professional activity, a trusted relationship, and requires a meaningful commitment. The word *mentor* derives from the Greek, meaning “enduring,” and defines a sustained relationship between a guide or teacher and a learner.

Mentoring relationships range from the informal, in which an individual learns by observation and example, to the structured, formal agreements between expert and novice, in which each develops professionally through the exchange of experience and perspective. However the relationship is structured....the goal of mentoring is to provide career advice as well as professional and personal enrichment.

Studies by Gallup, Harvard, and others have shown that mentoring has a positive impact on a company's bottom line. Mentored employees feel more valued and better prepared to focus on their career development. They develop better working relationships with colleagues in the company, and are motivated to engage more fully with the company, which leads to better customer service, growth, and profits.

These are characteristics “*CindyCEO*” recommends in mentors:

- Be a positive and enthusiastic role model
- Communicate with clarity and be approachable
- Show confidence and competence
- Have high but realistic expectations for the employee you mentor
- Motivate the person you mentor to reach his or her goals
- Be open-minded and respectful
- Be willing to learn from the person you mentor
- Be willing to ask for help from peers, colleagues, and others when necessary
- Expect to grow personally and professionally from the experience

Mentors are committed to mentoring and willing to help individuals reach their fullest potential. To become a mentor, you do not need to have previous mentoring experience, although it is helpful.

“Tell me and I forget. Teach me and I remember. Involve me and I learn.”

—Benjamin Franklin

As a mentor, you will need to:

- Provide honest feedback to the person you mentor (face to face and over the phone)
- Help clarify and define paths and direction for the person you mentor
- Create a supportive, positive and approachable relationship
- Help build the mentored employee’s confidence in finding his or her true strengths while assessing goals

“Each person’s talents are enduring and unique. Each person’s greatest room for

growth is in the area of the person's greatest strengths."

From the book, Now Discover Your Strengths: Building a Strengths-based Organization, M. Buckingham and D. Clifton

Why be a mentor?

Mentoring benefits both partners. You'll be surprised by how much you get out of it, too.

Everyone has gifts and talents to share. But between running your business, managing your team, and meeting the changing needs of both internal and external customers, why should you make time to be a mentor?

Increase productivity. The employee you mentor doesn't have the experience you have. Mentoring is your chance to help an employee be more productive, and excel.

Reinforce your skill set. When you have the chance to teach someone else, you automatically increase your own knowledge of the subject. Maybe it's been a few years since you learned how to hire the right person, manage a project, or negotiate a tough contract. There's no better way to clarify your own thinking on these issues than to explain them to someone else.

Develop your leadership skills. There is an old saying that the teacher learns more than the student. You will learn new ways to solve problems through listening to others, and be better able to motivate and inspire.

Help a colleague see his or her own gifts. Sometimes we can be too close to our work to see where we really shine. Stories abound of someone who was told by a teacher that "you have talent" or the high school athlete who changed sports because of the advice of an insightful coach. Mentoring can help the person you mentor recognize and leverage his or her talents.

Learn something new. Conversation sparks ideas in a manner that no other type of thinking does. You may discover opportunities or improved methodologies because the person you mentor is closer to a particular issue or has a unique perspective.

Having expertise in one area or multiple areas gives you the credentials to be a mentor. Whether you have been a mentor before or never considered becoming one, you are most likely well qualified — and your talents are greatly needed.

What to Bring to Your First Meeting:

- It is most productive when a mentored employee submits written goals, objectives, and development needs to a mentor.
- The mentored employee's goals will help guide and structure conversations and ultimately be a measurement of success and fulfillment by both the "mentee" and the mentor.
- Introduce yourself, and ask what motivated your mentee to join the program.
- Share your story. Talk about how you achieved a personal or career goal, how a mentor was helpful, or how a mentor could have helped — and why.
- Consider an ice breaker. Before you meet each other, agree to bring two unique facts about yourself to help you find common ground on a personal level.

- Listen, listen, listen. One of the most valuable skills you can demonstrate for your mentee is the ability to be a good listener.

Frequently Asked Questions:

What does success look like in a mentoring relationship?

The mentoring process builds on three components: mutual trust and commitment, leadership, and emotional maturity, according to Micki Holliday, author of *Coaching, Mentoring & Managing*. Besides instructing and leading by example and wisdom, the mentor helps develop new abilities and viewpoints or outlooks on challenges and opportunities that a mentored employee may have, helping him or her to accomplish more.

What is the protocol in a mentoring partnership?

Mentored employees understand that mentors are volunteering their time and are respectful of all mentors' scheduling needs. Times and meetings should be managed by the mentored employee, approved and made convenient to mentors. Mentors in turn should make every effort to meet all set appointments.

How long should I be a mentor to my partner?

Your mentoring can be as informal as you and your protégé agree upon. The mentoring process is one of building a long lasting relationship in addition to reaching the specific goals set by the mentored employee.

Will mentoring adversely affect me in any way?

Mentoring should be a positive experience, and as with all growth experiences, it's important to understand that there may be trial and error, and some stops and starts. It's important to be flexible and determine realistic expectations up front with your protégé.

For more information or help with your mentoring program, please contact Cary Broussard, author, *From Cinderella to CEO*, caryjb@gmail.com/973-216-4283)

FOR MENTEES

You must be willing to invest time and effort in building a relationship with a mentor.

Engaging a mentor's valuable time means setting up convenient meeting times, arriving on time, being well prepared, and following up on what you agree to do. It also means being willing to speak up and express your views, concerns, and career goals.

Your mentor will be a sounding board and guide, based on experience and knowledge, to help you establish or clarify your career and professional goals. Your mentor is aware that you are entering into a mutually respectful relationship that is productive for both of you.

Self-survey for mentees:

Are you ready for a mentor? Do you know what is required to be matched and be mentored? Do you have a clear expectation of what you would like to achieve through a mentoring relationship? If you answer “yes” to the majority of the following statements, then you are ready.

- I want to be the best professional I can be and to be fulfilled in performing my job.
- I want to gain insight about how I am perceived as a leader and my options for professional growth.
- I’ve thought about pursuing a promotion, but I’m not sure how to ask or know if I am qualified.
- I want help in mapping my career goals.
- I want to better prioritize my time and effectively achieve my career goals.
- I want to cultivate relationships across departments that will enhance my career while benefiting others and the bank.
- I want to better understand what it takes to be a senior executive.

How will I make the relationship positive for my mentor and provide opportunities for my mentor to learn from me as well?

You are responsible for the outcomes in working with a mentor. It’s up to you to develop your own goals and objectives as a mentee. Your first step is to tell us more about yourself so that we can match you with a mentor.

How mentors work their magic (Excerpt from the book, *From Cinderella to CEO*)

They...

- offer insight into organizational culture,
- provide a safe forum for discussing problems and a non-threatening form of critique,
- help you keep things in perspective and maintain a sense of humor
- listen,
- review specific job skills and procedures and ways to bolster your experience,
- help you get credit for your ideas and performance,
- support you in your career development through ongoing discussions and meetings.

How to gain the most as a mentee

- Bring an open attitude to discussions and accept criticism professionally.
- Explore what success means to you personally and express your goals and aspirations.
- Be willing to make changes and pursue new directions.
- Arrive on time for all meetings and stick to schedules.
- Follow through on your commitments.
- Offer solutions by doing your own research.
- Bring mentoring full circle.
- Enjoy yourself and this opportunity with your mentor.

Below are a list of books and articles that may be helpful to you:

- *For Your Improvement: A Guide for Developing and Coaching* (for learners, managers, mentors, and feedback givers), M. M. Lombardo & R. W. Eichinger
- *Why Mentoring Matters in a Hypercompetitive World. Harvard Business Review.* T.J. DeLong, J.J. Gabarro & R.J. Lees,
- *Power Mentoring: How successful mentors and protégés get the most out of their relationships.* E.A. Enscher, & S.E. Murphy, S. E. Jossey-Bass publishers.
- *Learning Journeys: Top management experts share hard-earned lessons on becoming great mentors and leaders.* M. Goldsmith, B. Kaye, & K. Shelton, Davies-Black Publishing.
- *Coaching and Mentoring: How to develop top talent and achieve stronger performance.* Harvard Business School Press, Harvard Business Essentials.
- *Now Discover Your Strengths: Building a Strengths-based Organization,* M. Buckingham & D. O. Clifton, The Free Press/Simon & Schuster.
- *Leadership: Theory and Practice.* P. G. Northouse, Sage Publications.
- *Going to the Top.* C. Gallagher, Penguin Putnam, Inc.
- *From Cinderella to CEO.* C. Broussard, Wiley & Sons.
- *Be Your Own Mentor,* S. Wellington, B. Spence, Random House.

**For more information or help with your mentoring program,
please contact Cary Broussard, author, *From Cinderella to CEO***

caryjb@gmail.com/973-216-4283

<http://www.cinderellaceo.com>

www.broussardglobal.com

BROUSSARD
G L O B A L