

# Mentorship With Impact

**Contrary to some people's expectations, a great mentoring relationship is not an enthusiastic mentee sitting across from a wise sage hanging on their every word.**

*(Spoiler Alert.)*

A reciprocal relationship between two people,  
where one person is in a position to help unlock  
the highest potential of the other.



# The Role of Mentor

Serve As a Catalyst.

**What traits do you associate  
with an influential mentor?**

# Great Mentor: Thought Leader's Top 10 List

1. Connect with ease.
2. Trustworthy.
3. Credible.
4. Inquisitive.
5. Engaged.
6. Insightful.
7. Generous.
8. Courageous.
9. Accountable.
10. Make the uncomfortable... comfortable.



## **The Role of Mentee**



To Evolve.

**What traits do you associate  
with a successful mentee?**

# Great Mentee: Thought Leader's Top 10 List

1. Aspirational.
2. Hungry.
3. Focused.
4. Candid and open.
5. Self-reflective.
6. Curious.
7. Receptive.
8. Active.
9. Courageous.
10. Accountable.



# The Mentoring Dynamic

# Mentorship And *Value*

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*We play multiple roles as  
Mentors primarily around:*

- ✓ *The degree to which we  
inquire vs. share*

**Elicit Information**

*(Ask questions and listen.)*

**Impart Information**

*(Share knowledge and expertise.)*

# Mentorship And *Value*

*We play multiple roles as  
Mentors primarily around:*

- ✓ *The degree to which we  
inquire vs. share*
- ✓ *The degree to which we  
challenge vs. support*

**Challenge**  
*(Explore other perspectives.)*

**Elicit Information**  
*(Ask questions and listen.)*

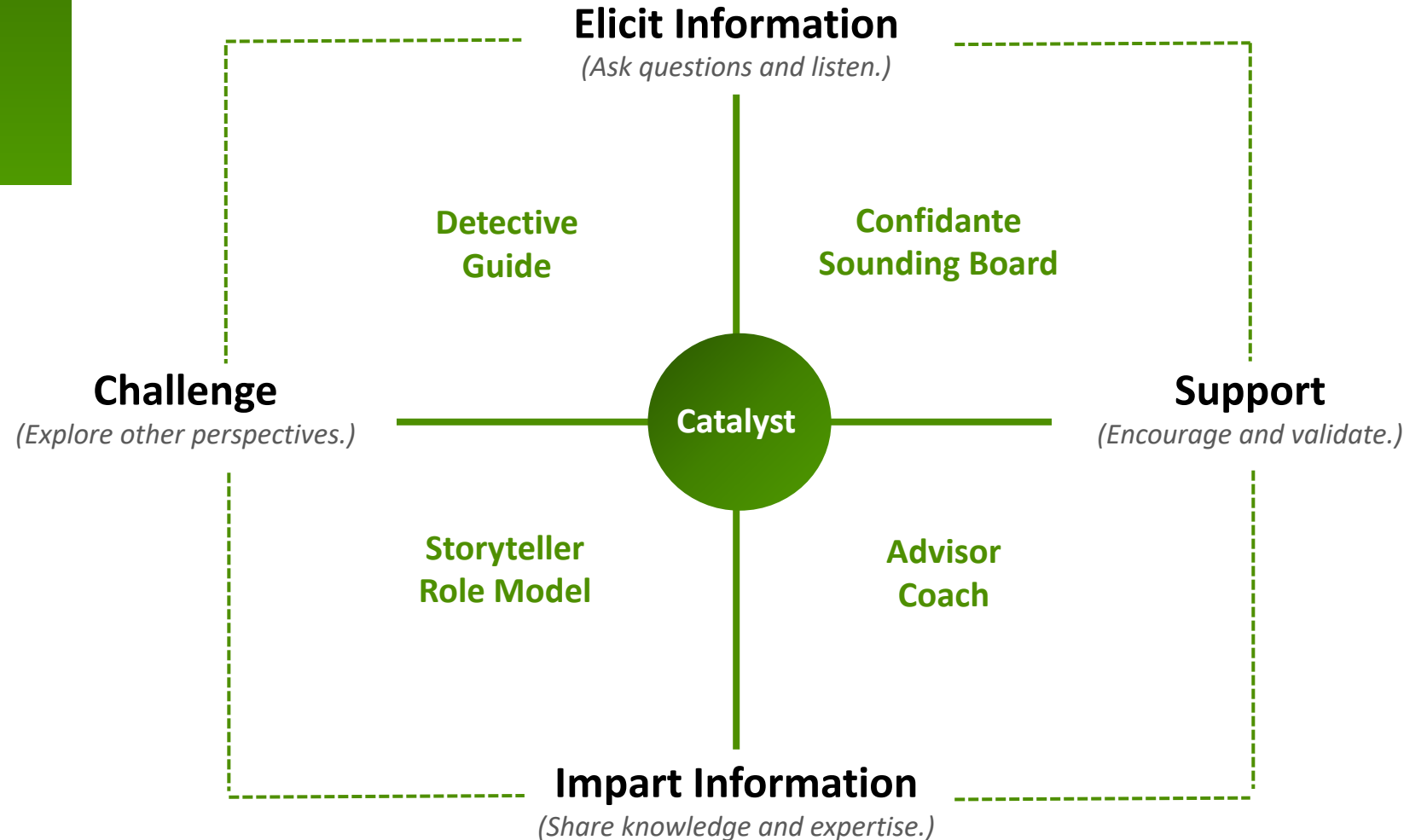
**Support**  
*(Encourage and validate.)*

**Impart Information**  
*(Share knowledge and expertise.)*

# Mentorship And Value

*Sometimes the Mentor resides more naturally in one of these quadrants than others... and so does the Mentee.*

*Being thoughtful about how each of you will show up in the journey is critical to the reality of value achieved.*

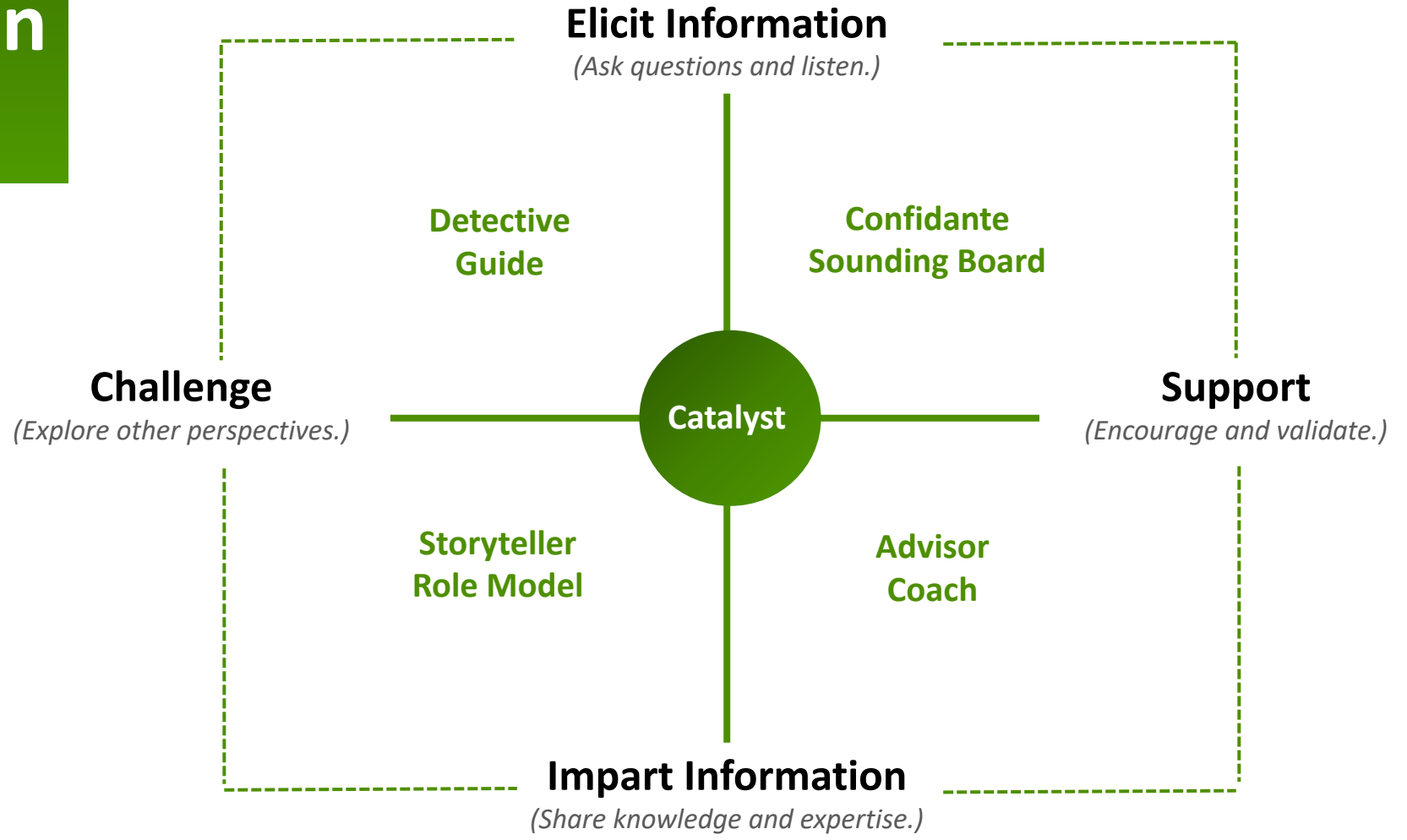




# Most Relationships Have a Distinct Lean

*In which quadrant do you spend the most time today in your mentoring relationship(s)?*

*Might you benefit from more time spent in another quadrant or two?*



# **Mentoring Best Practices**



# Getting Started: Discovery

*The goal is to establish a  
trusted, aligned, and  
focused mentoring  
partnership from the start.*

# Getting Started: The Mentor

*The goal is to establish a trusted, aligned, and focused mentoring partnership from the start.*

- ✓ **Establish **trust** early in the relationship.**  
*Get to know one another, share your development journey.  
Demonstrate willingness to be vulnerable and create safe space.*
- ✓ **Explore the **aspirations and interests** of the mentee.**  
*Discuss what's going well for them, where they'd like to grow and why.  
Talk about current opportunities and challenges, agree on focus.*
- ✓ **Guide mentee to set meaningful **areas of focus and goals**.**  
*Explore current experiences prime for development.  
Identify skills, talents, and capabilities appropriate for focus.*

# Getting Started: The Mentee

*The goal is to establish a trusted, aligned, and focused mentoring partnership from the start.*

- ✓ **Establish trust early in the relationship.**  
*Come prepared with ideas on the value you hope to receive.  
Demonstrate willingness to be vulnerable and engage fully.*
- ✓ **Be thoughtful in advance about aspirations and interests.**  
*Identify your short and long terms goals for growth and development.  
Think about what is most important for focus now on your journey.*
- ✓ **Expect to jointly define areas of focus and goals.**  
*Consider 3 factors: strengths, challenges, and opportunities.  
Be prepared to discuss current experiences to support growth.*

How do we establish trust  
early and often?

# Trust and Safety

1. Get to know the **whole person**, not just a professional persona.
2. Acknowledge **similarities and differences** and learn from each other.
3. Build momentum early, with **more frequent** meetings to start.
4. Demonstrate **commitment and continuity** across conversations.
5. Commit to **genuine care** and active engagement via curiosity.
6. Demonstrate a willingness to **share and be vulnerable** bidirectionally.
7. Interact in both **formal and informal ways** to stay connected.

# Potential Areas of Exploration



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## Goals and Visioning

- Look toward the future. See yourself happy, successful and fulfilled.
- What's your vision for yourself?
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## Expanding Influence

- What do you want to be known for?
- What is the legacy you want to leave?
- What qualities do you most admire in others?
- If you could bolster key skills, what would they be and why?

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## Experiential Focus

- What results would you like to achieve that you're not achieving now?
- What challenges are you experiencing in the organization?
- Are there things you haven't yet experienced that you want to?

# In Flight Best Practices: Development

*This is the most meaningful phase of mentoring where you focus on advancing your agenda together.*

# In Flight Best Practices: The Mentor

*This is the most meaningful phase of mentoring where you focus on advancing your agenda together.*

- ✓ **Create a structured approach for discussions.**  
*Quickly establish the cadence and focus for meetings.  
Bear equal responsibility for securing and making time.*
- ✓ **Create and maintain the Red Thread.**  
*Develop a strategy to maximize your influence over time.  
Maintain continuity from conversation to conversation.*
- ✓ **Use active inquiry for meaningful dialogue.**  
*Navigate the balance between eliciting and imparting information.  
Leverage multiple engagement techniques as appropriate.*

# In Flight

## Best Practices: The Mentee

*This is the most meaningful phase of mentoring where you focus on advancing your agenda together.*

- ✓ **Take clear and direct action based on your focus areas.**  
*Agree on areas of focus and experiment with new approaches.  
Make notes on new approaches taken and the resulting impact.*
- ✓ **Reflect on discussions and experimentation for insight.**  
*Identify key takeaways worth further reflection.  
Circle back around to share shifts in mindset or approach.*
- ✓ **Challenge conscious and unconscious inhibitors to growth.**  
*Share your motivations, fears, barriers, hesitations with your mentor.  
Lean into inquiry that challenges perspectives, opens new possibilities.*

# Continuity and The Red Thread

Catch Up and Settle In

**Continuity** and Actions Taken

Progress and **The Red Thread**

Actions and Focused Behaviors

## Key Concept:

Determine together how'll engage and maintain continuity from one conversation to the next. Dial up or down formality.

Take time to **reconnect**. Get comfortable and get ready for work.

Start by **highlighting what stood out the most** since you last spoke. Discuss new handling of situations, new thoughts, behaviors, or impacts.

Tie the **conversation back to the broader goal or focus**. Share how mindsets have shifted. Underscore forward progress. Lean in on insights.

Identify **focused opportunities** over the coming period. Discuss whether the conversation was valuable and what key takeaways surfaced, and if any shifts in approach might add more value.

# Delivering On The Promise

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# Delivering On The Promise: The Mentor

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- ✓ **Ask how reflections are turning to action.**  
*Ask how reflections have impacted mindset, behavior.  
Use probing questions to ensure reflection is deep and resonates.*
- ✓ **Ask about wins that are reflective of progress.**  
*Ask specifically about what's going well and new insights.  
Celebrate forward momentum and progress, small and large.*
- ✓ **Connect the dots to leverage insights further.**  
*Identify the connectedness of a shift in one area to impact another.  
Support mentee's ability to stack learnings for impactful outcomes.*

# Delivering On The Promise: The Mentee

*Our focus during this phase, which is iterative with the former, is all about reflecting, experimenting, and leveraging learnings and actualizing value from the ongoing dialogue.*

- ✓ **Proactively identify challenges in applying insights.**  
*Challenges will surface while trying to actionize insights.  
Share context about challenges and brainstorm new ideas.*
- ✓ **Share successes, large and small, around shifts.**  
*Make note of shifts that lead to breakthrough moments.  
Keep track of small wins to see how far you've come.*
- ✓ **Revisit progress as part of your daily rhythm.**  
*Incorporate routine review of goals, experimentation, outcomes.  
Track and monitor movement and growth over time and the impact.*

# Mentorship with Impact

## Mentor

## Mentee

### Getting Started

- ✓ Establish **trust** early in the relationship.
- ✓ Explore the **aspirations and interests** of the mentee.
- ✓ Guide mentee to meaningful areas of **focus and goals**.

- ✓ Establish **trust** early in the relationship.
- ✓ Be thoughtful in advance about **aspirations and interests**.
- ✓ Expect to jointly define areas of **focus and goals**.

### In Flight

- ✓ Create a **consistent approach** for discussions.
- ✓ Create and maintain the **Red Thread**.
- ✓ Use **active inquiry** for meaningful dialogue.

- ✓ Take **clear and direct action** based on your focus areas.
- ✓ Reflect on **discussions and experimentation** for insight.
- ✓ Challenge **conscious and unconscious** inhibitors to growth.

### Delivering On The Promise

- ✓ Ask how **reflections** are turning to action.
- ✓ Ask about **wins** that are reflective of progress.
- ✓ Connect the dots to **leverage insights further**.

- ✓ Proactively **identify challenges** in applying insights.
- ✓ Share **successes, large and small**, around shifts.
- ✓ Revisit progress as part of your **daily rhythm**.

# Our Impact Is Reflective Of Our Choices

## Being a great mentor is a choice.

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1. Think of your role as **'active'** vs 'passive.'
2. Be **intentional** about how you want to be experienced as a mentor.
3. Consider how you want your mentee to **feel after interacting** with you.
4. Resist the **urge to clone** yourself. Mentoring isn't about you.
5. Be **slow to offer advice**. Giving answers too early hinders thinking.
6. Move **beyond the superficial** to foster deep thinking.
7. Never underestimate the **power of inquiry** to spur growth.

# Our Growth is Reflective of Our Choices

## Receiving value as a Mentee is about your choices.

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1. Think of your role as **'active'** vs 'passive.'
2. Do the work to **find clarity** on what you hope to accomplish.
3. Commit to being **fully honest and transparent** with your Mentor.
4. Act on **advice and experiment** with new mindsets, ideas, approaches.
5. Actively **reflect** on discussions, reactions, experimentation and growth.
6. Share your **successes and new insights** and your **challenges and stalls**.
7. Mentoring is **all about you**. Lean in. Be grateful. Take full advantage.



# Questions, Comments, Key Takeaways

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