

# The Mentor Playbook

*A guide to serving as a catalyst and influential Mentor*



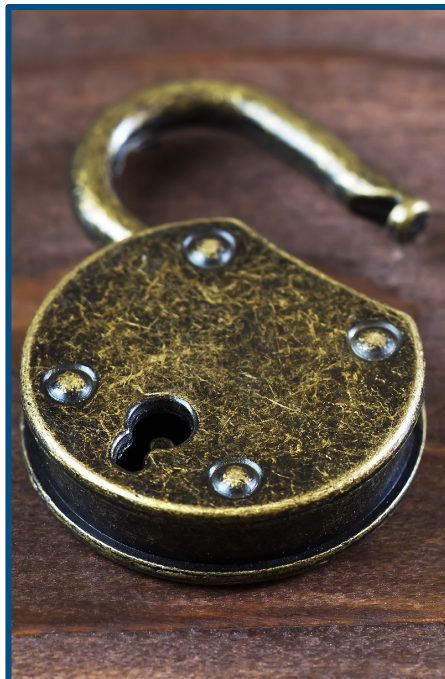
# The Mentoring Relationship

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



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 Mentor's role is to serve as a catalyst.*

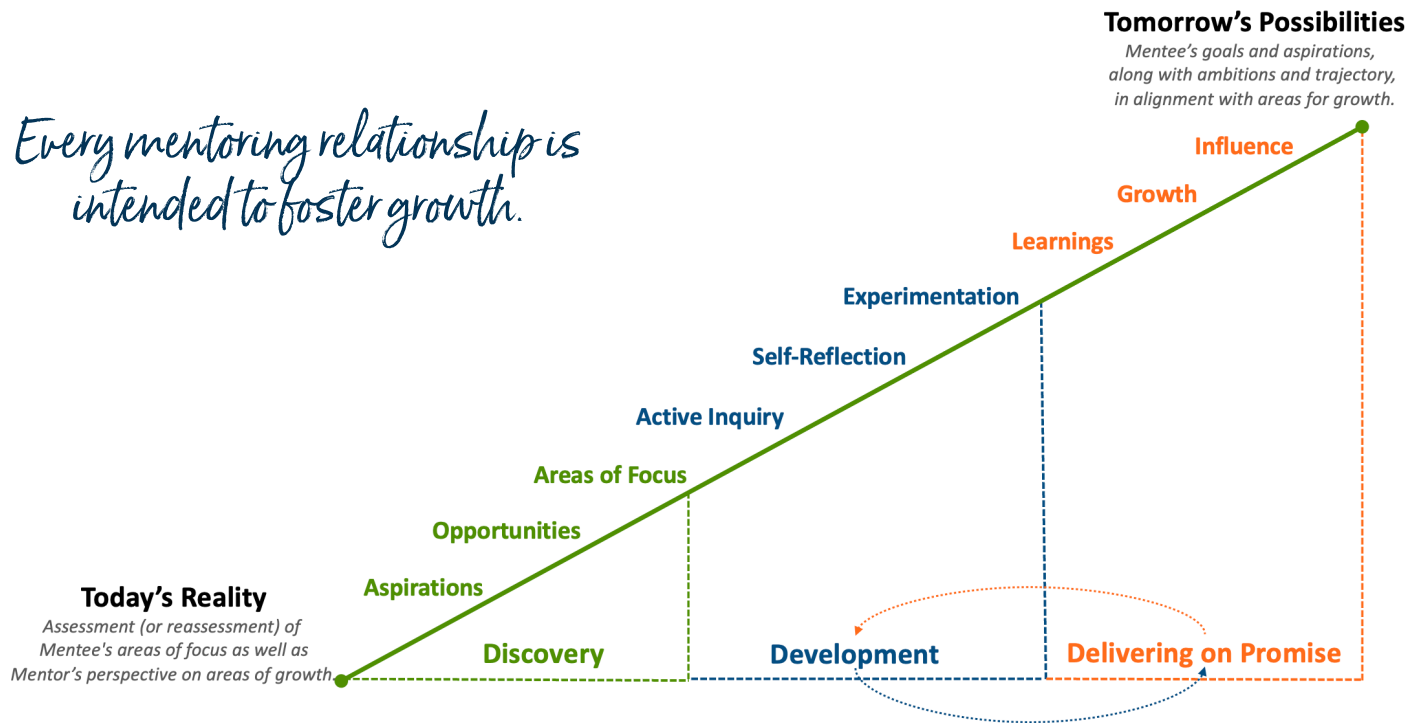


1. Aspirational.
2. Hungry.
3. Focused.
4. Candid and open.
5. Self-reflective.
6. Curious.
7. Receptive.
8. Active.
9. Courageous.
10. Accountable.

*The Mentee's role is to commit and evolve.*

# The Mentorship Journey

Every mentoring relationship is intended to foster growth.



Both the Mentor and Mentee have specific responsibilities to that end.

	Mentor	Mentee
Delivering On The Promise	<ul style="list-style-type: none"> <li>✓ Establish <b>trust</b> early in the relationship.</li> <li>✓ Explore the <b>aspirations</b> of the mentee.</li> <li>✓ Guide mentee to set meaningful, actionable <b>goals</b>.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish <b>trust</b> early in the relationship.</li> <li>✓ Be thoughtful in advance about <b>aspirations</b>.</li> <li>✓ Expect to jointly define areas of focus and <b>goals</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Create a <b>structured approach</b> for discussions.</li> <li>✓ Create and maintain the <b>Red Thread</b>.</li> <li>✓ Use <b>active inquiry</b> for meaningful dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Take <b>clear and direct action</b> toward goals.</li> <li>✓ Reflect on <b>discussions and experimentation</b> for insight.</li> <li>✓ Challenge <b>conscious and unconscious</b> inhibitors to growth.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Ask how <b>reflections</b> are turning to action.</li> <li>✓ Ask about <b>wins</b> that are reflective of progress.</li> <li>✓ Connect the dots to <b>leverage insights further</b>.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Proactively <b>identify challenges</b> in applying insights.</li> <li>✓ Share <b>successes, large and small</b>, around shifts.</li> <li>✓ Revisit progress as part of your <b>leadership rhythm</b>.</li> </ul>

# The Mentor's Quick Guide

*On this page you'll find the quick guide to position your mentoring relationship for success, along with links to more detail.*

## *Establish Trust*

You are in a position to be most impactful as a Mentor when time is invested initially (and with some frequency thereafter) to know the Mentee, demonstrate sustained genuine care and interest, and create a conversationally safe space by sharing openly about your own story and leadership journey. [Click here for guidance on how to establish trust early and often.](#)

## *Agree On Focus and Goals*

The best Mentor relationships go well beyond serving as a helpful resource. The goal of any mentoring relationship is to be a catalyst for growth and development. It's essential to establish a focus for each specific Mentee relationship, including articulated goals that can be evaluated over time. [Click here for insight on how to 'unearth the dream.'](#)

## *Structure the Engagement*

Mentoring relationships can have a great deal of variability in terms of time investment and logistics. The key is that both parties are fully vested in the process, focused on achievement of growth and development goals, and demonstrating a commitment to each other on a consistent basis. [Click here for logistical elements to consider.](#)

## *Maintain Continuity via The Red Thread + The Big Idea of Stacked Learning*

A Mentor is at their most influential by maintaining continuity between discussions. The "Red Thread" is based on the ability to link past conversations to the present and link back to the Mentee's goals and aspirations. Without continuity, the relationship becomes transactional and reactive – which is helpful, but sub-optimized. Also key is investing time in stacked learning - connecting the dots for breakthrough growth. [Click here for the Red Thread](#) and [click here for Stacked Learning.](#)

## *Challenge Yourself To Be Balanced*

The best Mentors balance their engagement with Mentees between imparting vs. eliciting information and supporting vs. challenging. It may require stepping out of your comfort zone and adapting your style to best serve your Mentee. [Click here for an introspective exercise to identify and challenge your preferences.](#)

## *Leverage the Power of Inquiry*

The most powerful tool Mentors have is inquiry (80%) vs. imparting advice (20%). Some inquiry is supportive and encouraging and other inquiry is designed to challenge your Mentee's thinking and perspective. It's easier to leverage inquiry with sample questions to spark your own thinking. [Click here for sample opportunities for inquiry.](#)

## *Use Creative Approaches*

If your Mentee doesn't have significant areas for development or you want to approach development in an innovative way for particularly insightful breakthrough moments, consider introducing creativity into your engagement. [Click here for ideas that can spark a fresh perspective](#) when done intermittently or consecutively.

## *Address What's Not Working*

The Mentor/Mentee relationship isn't always smooth sailing. It's common to hit a rough patch with regard to momentum toward achieving goals. Resets are needed on occasion. [Click here for guidance on common challenges.](#)

# Establish Trust

## (Early and Often)

*Establishing trust is about knowing the individual and creating a safe space.*

### Context

You are in a position to be most impactful as a Mentor when time is invested initially (and with some frequency thereafter) to know the Mentee, demonstrate sustained genuine care and interest, and create a conversationally safe space by sharing openly about your own story and leadership journey as you explore the areas below.

### Action

Establishing trust starts with protecting time scheduled with your Mentee on the calendar whenever possible, giving your full and undivided attention to the Mentee, and disallowing non-critical interruptions.

#### Understand Your Mentee

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What was your life like growing up?  
 What experiences most informed who you are as an adult?  
 Tell me about your life outside of work.  
 What do you most love to do in your free time?  
 Family? Pets? Sports? Hobbies?

#### Ease into Work Experiences

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What were your favorite courses in college?  
 Think back to your early work experiences. What stands out?  
 What have been your favorite roles? What made them great?  
 What roles were less gratifying? What was it about them?  
 How does the role you have now relate to your childhood dreams?

#### Acknowledge Similarities and Differences

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Interesting that we have these things in common...  
 These experiences are unique, and we can learn from each other...  
 Commit to honor your more overt differences (gender, ethnicity).  
 I find \_\_\_ so interesting about you. Great to know you better.

#### Discuss Your Respective Roles

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Have you been in a mentoring relationship previously?  
 What worked well for you? What might have been lacking?  
 Here's how I view the role of Mentor. Your thoughts?  
 How do you see your role as Mentee? Here are my thoughts.

*Your willingness to be vulnerable and share your own growth experiences sets the tone for trust and creates a safe space for your Mentee..*

# Agree On Focus and Goals

*The foundation for any mentoring relationship is clear focus:  
Why are we here? What growth can I foster and support?*

## Context

The best Mentor relationships go well beyond serving as a helpful resource. The goal of any mentoring relationship is to be a catalyst for growth and development. It's essential to establish a focus for each specific Mentee relationship, including articulated goals that can be evaluated over time. Your Mentee may or may not come prepared with specific aspirations or areas of focus. If not, you need to 'unearth the dream.'

## Action

### Aspirations and Visioning

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What matters most to you in your professional life?  
 What roles attract you as you look to the future?  
 What haven't you experienced yet that you'd like to?  
 What's your vision for yourself?  
 What do you want to be known for?  
 What's the legacy you hope to leave behind?  
 What fires you up, sparks your energy and enthusiasm?  
 Describe your life at your most successful and fulfilled.

### Leveraging Skills and Talents

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What are your greatest strengths?  
 What unique talents do you bring to the table?  
 What are your greatest achievements so far?  
 What are you most proud of personally?  
 What adjectives describe you at your best?  
 What do others compliment you on?  
 Do you use your strengths in your current role?  
 How might you leverage your strengths more?

### Potential Skill Development

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What qualities do you most admire in others?  
 What existing skills do you hope to improve?  
 What new skills would you like to develop?  
 What shifts might serve you well?  
 What is the company asking for you to develop?  
 What challenges you most in your current role?  
 What might your next role require of you?  
 If you could improve in one area, what would it be?

### Known Opportunities for Growth

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What feedback have you consistently received?  
 Which growth area has proven most challenging?  
 How might you contribute more in your role?  
 What gets in the way of you being at your best?  
 What situations most challenge your confidence?  
 How might you need to be more courageous?  
 What would your leader say is an opportunity for you?  
 What might your team like to see you develop?

*The End Game: What goals do we want to work toward?  
How will we know if we're successful?*

# Structure The Engagement

*Every mentoring engagement requires an agreed upon approach that meets the needs of both Mentor and Mentee.*

## Context

Mentoring relationships can have a great deal of variability in terms of time investment and logistics. The key is that both parties are fully vested in the process, focused on achievement of growth and development goals, and demonstrating a commitment to each other on a consistent basis.

## Action

Take time up front, and revisit frequently, what may be best for the engagement.

### Frequency

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How often will we meet formally?  
 How much time should we schedule?  
 Will we meet in person, via phone or video?  
 Do we want to interact for on-the-job mentoring?

### Communications

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Will we touch base in between formal meetings?  
 What might trigger a touch-base?  
 What is the preferred method? Email, text, call.  
 If we need to reschedule, how will we handle it?

### Meeting Dynamics

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What expectations do we have for our time together?  
 How will we hold each other accountable?  
 What will we do to prepare for our meetings?  
 How will we track our progress for continuity?

### Evaluating Our Success

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How will we define success for our engagement?  
 What does a successful meeting look like?  
 How will we handle it if we aren't feeling aligned?  
 If one of us feels we're not a good match, what then?

*The Result: clear, aligned relationship expectations and a plan to manage any rough spots that surface.*

# Maintain Continuity: The Red Thread

*Developing a structure that allows you to maintain the Red Thread, or the arc of your conversations, increases your impact over time.*

## Context

A Mentor is most influential by maintaining continuity between discussions. The “Red Thread” is based on the ability to link past conversations to the present and link back to the Mentee’s goals and aspirations. Without continuity, the relationship becomes transactional and reactive – which is helpful, but sub-optimized.

## One Proposed Method

Every Mentor needs to develop their own structure and approach to assure continuity. Here’s one idea.

*\* Before the meeting: Review notes and remind yourself of the Red Thread. (~10 minutes)*

### General Bi-Lateral Catch Up (~10 minutes)

Provide an opportunity to reconnect. Get comfortable and get ready for work. Consistency counts. Consider asking about how things are going personally, upcoming plans, stress levels, life in general.

### Noteworthy Events, Interactions, New Opportunities (~30-45 minutes)

Have your Mentee highlight what stands out the most over the period since you last spoke. Remind yourselves of what you discussed last time you connected. Follow-up on their area of focus, experimentation, shifts in their thinking, behavior, or impact. Foster reflection using [Active Inquiry](#). Identify any new areas of interest or focus for the current conversation.

### Progress and **The Red Thread** (~15 minutes)

Tie the conversation back to earlier conversations and the Mentee’s development goal and targeted areas of growth. Each conversation should build upon the prior to connect the dots and support broader development. Focus on [‘Stacked Learning’](#) where you identify patterns (of thought or behavior) over time and help the Mentee see the interconnectedness of their challenges and opportunities. This is your **MOST IMPORTANT** role over time as a Mentor to unlock potential.

### Actions, Focused Behaviors, Takeaways (~5 minutes)

Identify focus and action for the coming period. Encourage the Mentee to stretch and come prepared to share fully their results. Ask whether the conversation was valuable and what key takeaways they can share. If your Mentee can’t identify takeaways, share your own for them.

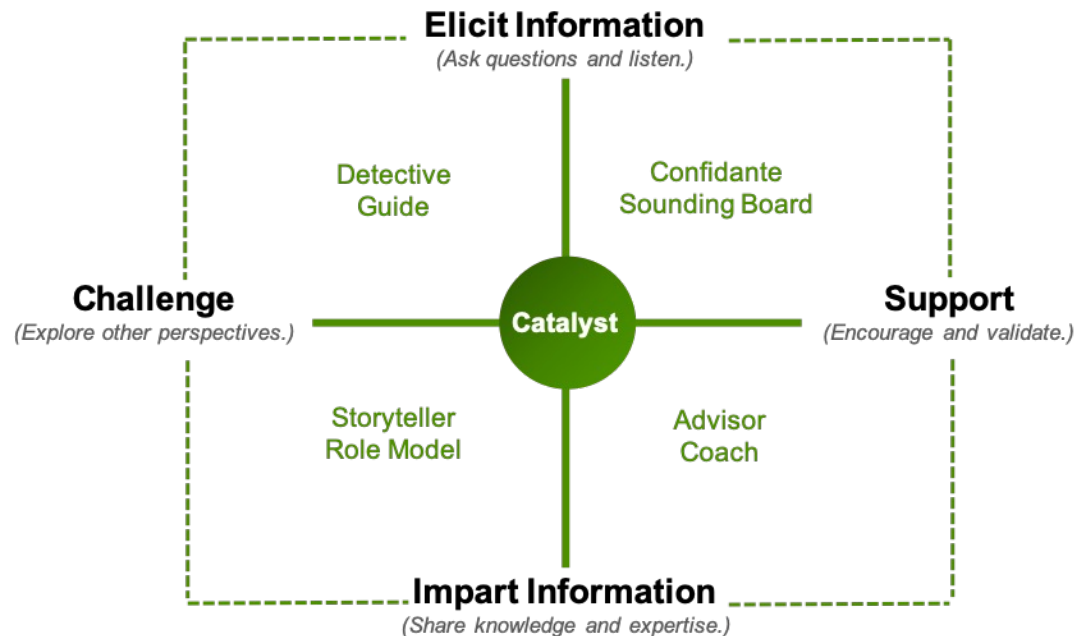
*\* After the meeting: Document the discussion, actions, takeaways. (~10 minutes)*



# Challenge Yourself To Be Balanced

We play multiple roles as a Mentor primarily around:

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



## Context

Every role displayed in the four quadrants is critical to serve as a catalyst for your Mentee. Successful Mentors navigate the quadrants with ease and adapt to the needs of the Mentee or the situation being discussed.

## Introspection Exercise

As you consider your current Mentee relationships, identify which quadrant you tend toward most naturally. Why is that your natural tendency? What value does that provide to your Mentee? Do you rely on one or two quadrants more than the others? What might your Mentee need *most* from you?

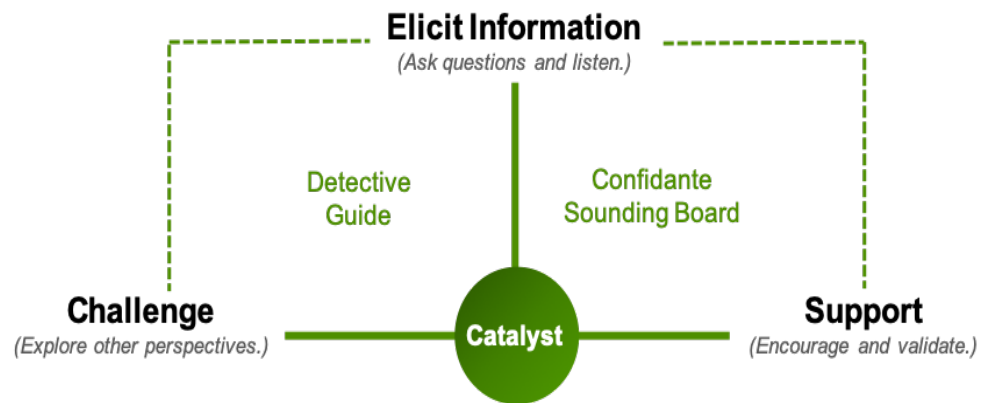
*If you predominantly impart information*, is it driven by your preference or in reaction to your Mentee's preference? Are you inquiring deeply enough about your Mentee's thought process and opportunities?

*If you leverage eliciting information more predominantly*, are you sharing enough of your own experiences to demonstrate vulnerability and serve as a role model for growth? Can they see differently through your eyes?

*If you lean toward being supportive*, are you helping your Mentee think differently about opportunities for growth and new perspectives that will serve them well? Do they walk away with fresh perspectives?

*If you lean toward challenging your Mentee*, are you showing unconditional positive regard by encouraging and validating their insights and experimentation? Are you serving as a trusted coach and advisor?

# Leverage The Power Of Inquiry



*It's easier to share experiences than it is to elicit information and guide your Mentee to new insights. Questions can be incredibly helpful to serve as a catalyst for growth.*

## *Lean Toward Challenge*

### Defined Priorities

What are your most challenging priorities?  
What opportunities do you see?  
What problem(s) are you trying to solve?  
Who are the right people to involve?  
Is there anything you need to stop doing?

### Planning and Alignment

What alternatives have you considered?  
What's your best alternative? Why?  
Are others aligned with your thinking?  
If no, why might they disagree?  
How will you compel them to your point of view?

### Experimentation and Courage

Do you think you're being bold enough?  
What new approach could you try?  
What's the best possible outcome? Worst?  
What would failing fast and forward look like?  
What hesitation do you have, if any?

### Risk and Problem Solving

What's the situation as of now?  
What factors are in play that matter most?  
What risks do you face in your choices?  
What are the implications if you get it wrong?  
Where should you be directing your attention?

### Relationships and Conflict

What does the other person really want?  
What matters to them personally? Professionally?  
What motivates them? What fears do they have?  
Where do you have common ground?  
What's the key difference you need to navigate?

## *Lean Toward Support*

### Real-Time Opportunities

What's most on your mind today?  
What's the biggest challenge for you right now?  
What's most stressful for you right now?  
What one thing do you wish was different today?  
How can I help you? What advice can I share?

### Brainstorming Plans

What do you hope to accomplish?  
What might get in your way?  
How can you get in front of it?  
Are your stakeholders aligned as needed?  
What does success look like? How will you win?

### Progress and Support

How are you progressing on...?  
What do you think is going well?  
What isn't going as you expected or wanted?  
What strikes you as important to focus on?  
What else might you do?

### Perspective and Inquiry

What do you believe to be true?  
Is that a fact or could it be an assumption?  
What don't you know that you could?  
Who might be able to support you?  
Are you asking the right questions?

### Cultivating Relationships

Who are you working most closely with right now?  
How would you describe your interactions?  
Who are your most influential stakeholders?  
What relationships might benefit from more attention?  
How could you engage others in...?

# The Big Idea: Stacked Learning

*One of the greatest responsibilities we have as a Mentor is to identify patterns of thought or behavior that inhibit success or limit potential.*

## *Context*

As a Mentor explores various topics with a Mentee, the conversations may feel distinct and focused. Over time, however, the best Mentors identify patterns of thought or behavior that repeat. This allows the Mentor to highlight the connectedness of seemingly disparate opportunities, challenges, or outcomes. Stacked learning is what makes for breakthrough moments in growth and development.

### *1. Take Notes (Non-Optional)*

Commit to keep notes of every conversation. It is best to jot down thoughts immediately following the mentoring discussion. This is the best way to connect the dots over time. Note taking may feel optional for Mentors, but it isn't. You're too busy to remember and maintain the Red Thread without notes on what you observe as potential inhibitors to success or opportunities to capitalize on potential. Be consistent in how you 'flag' your own key takeaways as to material growth opportunities.

### *2. Review and Analyze Trends*

Conducting a periodic review of notes allows you to see patterns. This rarely happens without analysis. Review the 'flags' identified above routinely to see if your Mentee is experiencing outcomes in diverse situations that are actually related... to a key skill, competency, thought pattern or behavior that is getting in their way. Just as you look for trends in all facets of your business, prioritize it in your Mentee relationship. This is where value is born.

### *3. Connect the Dots With, and For, Your Mentee*

If you think back to Mentors who materially influenced your growth and development, there's a good chance they helped you identify underlying or nuanced factors that were inhibiting your success or potential. These are the breakthrough moments that linger and allow Mentees to make material shifts. Highlight your observation and ask the Mentee to be thoughtful for a few minutes as to whether they see it as you do or differently. Engage in meaningful dialogue about what might be important and why.

*Commit here and value is guaranteed.*

# Use Creative Approaches

*Not every Mentee will have a meaningful development focus. That doesn't mean your time together can't be highly impactful.*

## Context

If your Mentee doesn't have significant areas for development or you want to approach development in an innovative way for particularly insightful breakthrough moments, consider introducing creativity into your engagement. The ideas below can spark a fresh perspective when done intermittently or consecutively.

## Creative Ideas

1. Read a book chapter relevant to growth and discuss key takeaways.  
*Consider a book that challenged your thinking, a new publication, or a specific topic that may benefit your Mentee's development, particularly around a blind spot.*
2. Issue a challenge on unconscious thoughts or behaviors that hinder growth.  
*Ask your Mentee to pay attention to thought patterns, behaviors, triggers, or relationships and report back after reflection on any trends, challenges, insights.*
3. Vision long-term goals together, for growth and business outcomes.  
*Brainstorm future state for the Mentee's competencies or specific long-term projects. Use this as a teaching moment to challenge thinking and foster courageous commitments.*
4. Share executive core competencies and discuss how best to demonstrate them.  
*Discuss competencies needed for your Mentee's future role and any gaps between current competencies, highlighting opportunities to explore growth.*
5. Review psychometrics and earlier feedback and explore implications to growth.  
*Take advantage of any and all profiles, assessments, 360s or other references to discuss implications in current and future roles and the Mentee's ability to maximize influence.*
6. Identify the Mentee's most influential relationships and current state.  
*Explore the stakeholders who are most influential to the Mentee's success and help them develop specific opportunities to strengthen and align their network(s).*

*Bonus: Ask your Mentee for creative ideas that might foster growth.*

# Tips and Practical Troubleshooting

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*Even with a focus on alignment, structure, goals and the relationship, challenges and rough patches can surface,*

## It's hard to find the time to invest as much as I'd like as a Mentor.

The expectations in this Playbook are high, but the goal isn't perfection.

- ✓ Schedule the cadence of meetings *less frequently*, so you can focus and make your time together count.
- ✓ Put a reminder for *quick touch-base emails* on your calendar to stay connected in between.
- ✓ Block *10 minutes at the end* of a mentoring discussion to jot down notes.
- ✓ Block *10 minutes prior* to the next discussion to review them and focus your energy.
- ✓ *Glance at the inquiry options* included here and choose just a few focused areas of inquiry for your discussion.
- ✓ Try to *choose a time less likely to get consumed* by urgent issues of the day.
- ✓ *Don't overcommit*. The real ask is just that you show up fully focused for whatever time you have together.

## My Mentee doesn't know what he/she/they wants from the relationship.

If your Mentee is new to mentoring or has had a previously less-than-stellar mentoring relationship, they may not know how to leverage you as a Mentor. They also may have never been challenged to be introspective, reflective or focused on their growth and development. You can help by offering specific topics you know will be valuable.

- ✓ Start with aspirations. Help them *identify roles that may be of interest* and what new skills may be required.
- ✓ Ask about *challenges they're currently facing* and help them identify what can be done differently.
- ✓ Identify *relationships that are critical to their success* and explore how to strengthen and align them.
- ✓ Ask for *previous assessments, 360s, profiles* or other insights that you can review and discuss.

## I can't seem to form a genuine connection with my Mentee.

Just as with every new relationship, sometimes we 'click' with another person and sometimes we don't. Other times we're in the middle ground, not quite connected but not awkward. The good news: you can feel some amount of distance from your Mentee and still be incredibly influential to their growth. It may not be as enjoyable to you as a Mentor, but that's secondary to your ability to have an impact.

- ✓ If you haven't taken time to know your Mentee go back [here](#) and start fresh. "I want to get to know you better."
- ✓ If you *sense your Mentee doesn't trust you*, share that trust is essential and explore together what that looks like.
- ✓ If your *Mentee is reluctant to share*, you can start by sharing your experience and then ask them to share equally.
- ✓ If you *sense that your Mentee is intimidated*, share your biggest failure and what you learned, ask them to also.
- ✓ If you *can't make a connection or find 'ease'*, invest a full session on what brings them joy and why. Prep in advance.

# Tips and Practical Troubleshooting

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*Even with a focus on alignment, structure, goals and the relationship, challenges and rough patches can surface,*

## Our discussions feel transactional and superficial vs. deep and provocative.

Typically, when conversations feel superficial, lacking real value in takeaways, these elements need to be addressed.

- ✓ If *lack of preparation by either of you* is evident, revisit your mutual accountability to show up prepared to dig in.
- ✓ Identify at the end of each meeting *where you'll focus in the next*. Prepare challenging questions and go deep.
- ✓ If your Mentee won't go deep, *give them a few minutes to be thoughtful* and be silent. Don't let up. Hold the line.
- ✓ Find *teachable moments to ask what role they may be playing* in a current challenge. Keep asking until they see it.
- ✓ Review your notes and *identify trends*, then prepare to spend a session helping them connect the dots.

## Even with inquiry, my Mentee isn't self-aware or willing/able to be reflective for growth.

This can be the most frustrating facet of mentoring. We want Mentees to lean in and want to grow; sometimes they aren't as committed as we'd like. Other times, they simply don't know how to identify blind spots or think deeply about thoughts, behavior or choices that are hindering their success. Your role: probing and then sharing your perspective.

- ✓ If your Mentee *doesn't appear to be self-aware*, ask for prior reviews and 360s to look for your best opportunities.
- ✓ Once you see an opportunity they don't see, *share that this might be blind spot* and why you think it's important.
- ✓ Profile their position vs. yours. Highlight gaps you see. Use *'this' vs. 'that' and the implications* until they get there.
- ✓ Use *'put yourself in the other person's shoes'* and ask how they would feel, respond, perceive the situation.
- ✓ If your Mentee isn't reflective between meetings, *do the reflection real-time together*. Ask, give time, review.
- ✓ If your Mentee *isn't putting learning into action*, challenge directly. 'What did you... why haven't you...what could you?'

## We keep having the same conversation. My Mentee is stuck.

We have a great conversation, we discuss alternatives and potential actions, but every conversation seems to land in the same place. In most cases this means your Mentee is feeling victimized in one area of their work – their boss, their project, their peers – and looking at external forces as being the challenge. As a Mentor, you can help them turn inward.

- ✓ Use *more challenging language*: 'If you HAD to solve this completely, and NOW, how exactly would you do it.'
- ✓ For relationships, *role-play with them being the other person*. Explore motivation, fear, common ground, disconnects.
- ✓ *For situations, go deep*: where are we, why are we here, what role have others played, what role have you played.
- ✓ Use a *mirror exercise by reflecting what you see from an outsider's perspective* about their role in the situation.
- ✓ Provide specific *advice and distinct actions you want them to experiment with* and report back real-time in x days.
- ✓ If the Mentee is *not willing to embrace their role and potential actions* they can take, be blunt. Call the stone cold truth.
- ✓ It *may be that you need to reset the relationship*, go back to why you're here and expectations and goals.

# Tips and Practical Troubleshooting

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*Even with a focus on alignment, structure, goals and the relationship, challenges and rough patches can surface,*

## I don't have enough exposure to my Mentee day-to-day to be really helpful.

When we don't have direct exposure to our Mentee on the job, it can be challenging to understand the nuance of situations they face. We also can't see them in action to help identify what might be inhibiting their success or impacting their potential. You have a few options in these situations that can help you be more impactful.

- ✓ Ask for your *Mentee's job description* so you can understand what's being asked of them.
- ✓ Ask your Mentee if you can *speak with their leader* for any insights they can share about opportunities, challenges.
- ✓ Gather *former assessments, reviews, 360s* to identify any trends as a starting point.
- ✓ If reviews aren't helpful and there are no assessments or 360s, *consider recommending they complete these.*
- ✓ Identify *specific opportunities where you might observe* the Mentee in daily or high stakes interactions.
- ✓ Ask your Mentee to *share strategies, plans, team reviews* or other elements that might relate to growth areas.

Note: In some cases, a fresh outside perspective is incredibly valuable to a Mentee. Other times, particularly if there are problematic areas that require growth more expeditiously, it may make sense to assign a Mentor more closely aligned to the Mentee's day-to-day work environment. *It's worth understanding which of these is true for your Mentee.*

## I'm not sure if I'm being successful or impactful with my Mentee.

The best mentoring relationships have a strong foundation in what you hope to accomplish together and how you'll evaluate success in each meeting and over time. When this is less clear, not articulated and agreed to, you may wonder if the investment of time is moving the needle. Here are some suggestions on what might prove helpful.

- ✓ Press *reset and go back to the beginning*: what do we hope to accomplish together and how do we define success?
- ✓ Incorporate at the *end of each meeting whether it was valuable and what key takeaways surfaced.*  
(This focus will inevitably reorient both of you toward what will be valuable in your discussions.)
- ✓ If value is soft and no meaningful takeaways are stacking up, *discuss openly what might be more valuable.* Be open.
- ✓ If you have great conversations, but your Mentee isn't showing growth, *gently share your perspective and explore why.*
- ✓ Revisit the fact that you hope to be highly influential in supporting the Mentee's growth to *reorient around your why.*
- ✓ *Evaluate yourselves intermittently on success criteria*, holding yourselves highly accountable to tell the full truth.
- ✓ *Ask for feedback frequently* in the form of 'What could I do more of, less of, differently to provide value?' Be specific.
- ✓ If no growth is evident to the Mentee's leader, *gently challenge your Mentee on what they're applying with what effect.*

*It is never too late to press re-set, mix it up, keep it fresh.  
Don't hesitate to take 2 steps back to move 3 steps forward.*

# Key Measures Of Success

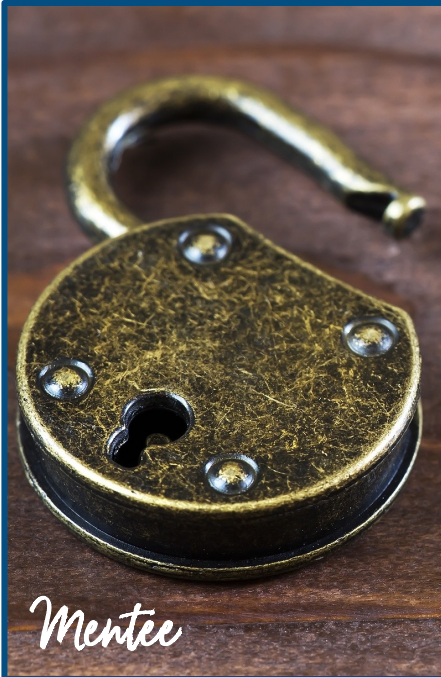
The measures of success for each mentoring relationship, for both Mentor and Mentee individually, are worth evaluating iteratively along the journey.

Mentor



1. To what degree was rapport and trust established?
2. Were both parties engaged, present and committed throughout?
3. Did I foster and maintain a Red Thread and continuity of learning?
4. Did I strike a good balance of inquiry vs. imparting, support vs. challenge?
5. Did the Mentee achieve their goals and experience positive shifts?
6. Are there memorable takeaways that resonate with the Mentee?
7. Was this a valuable investment of my time?

Mentee



1. To what degree was rapport and trust established?
2. Were both parties engaged, present and committed throughout?
3. Did I get what I was hoping for from my Mentor?
4. Did I take full advantage of my Mentor relationship?
5. Did I achieve my goals and experience positive shifts?
6. Are there memorable takeaways that resonate with me?
7. Was this a valuable investment of my time?



Reminder that being a great Mentor is a choice - one that you make over and over again with every interaction.



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.

For Questions or Support  
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