



KSU Mentoring Program

Mentee Workbook

“Mentoring is to support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the person they want to be.”

The Art of Mentoring



KENNESAW STATE
UNIVERSITY
HUMAN RESOURCES

Why Engage in a Mentoring Relationship: The Benefits of Being Mentored

People embark on mentoring relationships for various reasons. Consider these possible benefits and rate the importance each one has for you

	<i>Not important</i>	<i>Somewhat important</i>	<i>Very important</i>
Learn from another's vision, experience, and knowledge			
Obtain career advice and planning assistance			
Develop my skills and abilities			
Build my self confidence			
Gain understanding about our university			
Get assistance with solving problem			
Expand my network			
Other			

Exploring your needs

Look at the benefits you rated as Very Important. Reflect on what specifically you would like to accomplish through the mentoring relationship

Acknowledging your concerns

What concerns might you have regarding your mentoring relationship? How might you address those concerns?

Creating a clear intention

What are your intentions for the mentoring experience? How will you contribute to an effective exchange?



Program expectations

The Mentor and Mentee will be expected to observe the following:

- Meet face to face at least monthly for six months
- Agree on the focus or goals for their relationship
- Treat one another with respect
- Be authentic, engaged, open-minded, and accountable
- Maintain confidentiality
- Surface and resolve issue promptly and constructively
- Provide feedback about the program to sponsors and organizers

Tips for getting the most out of your mentoring experience

- Take responsibility for your own learning
- Keep commitments
- Be willing to let your mentor know what input would be useful to you
- Use your time together constructively. Prepare for interactions to promote desired progress. Develop questions in advance that will allow you to cover desired topics
- Be open to new ideas and the development of your skills and abilities
- Show appreciation for the time and guidance your mentor is investing
- Capture your learnings in this workbook, a journal or other means

Self-Discovery

Self-knowledge will contribute to a successful mentoring experience. The following section is designed to lead the mentee to better understanding his or herself as well as what he or she wishes to accomplish through the mentoring process.

Gaining knowledge about you: Your personality style

There are lots of useful personality assessments that provide insight into thinking styles and behavioral patterns. The *16 Personalities* is a free assessment that is modeled after the popular Myers Briggs model. You may take the assessment at this link: <https://www.16personalities.com/>

Here is a summary of the framework:

Analysts	Diplomats	Sentinels	Explorers
Architect Imaginative and strategic thinkers with a plan for everything	Advocate Quiet and mystical, yet inspiring and tireless idealists	Logistician Practical and fact-minded individuals whose reliability cannot be doubted	Virtuoso Bold and practical experimenters; masters of all kinds of tools
Logician Innovative inventors with an unquenchable thirst for knowledge	Mediator Poetic, kind and altruistic people; always eager to help a good cause	Defender Hard-working, dedicated and warm protectors; always ready to defend their loved ones	Adventurer Flexible and charming artists; always ready to explore and experience something new
Commander Bold, imaginative and strong-willed leaders, always finding a way or making one	Protagonist Charismatic and inspiring leaders; able to mesmerize their listeners	Executive Excellent administrators; unsurpassed at managing things or people	Entrepreneur Smart, energetic and very perceptive people who truly enjoy living on the edge
Debater Smart and curious thinkers who cannot resist an intellectual challenge	Campaigner Enthusiastic, creative and sociable free spirits who can always find a reason to smile	Consul Extraordinarily caring; social and popular people; always eager to help	Entertainer Spontaneous, energetic, and enthusiastic people – life is never boring around them.

The website above has in-depth style descriptions, further assessments, toolkits and resources with more information about how to use this framework for understanding and communicating with each style.

Reflection

How did personality style attributed to you resonate with how you see yourself?

How does your personality style influence how you work and communicate?

What is your Mentor's style? How does his or her style influence how he or she works and communicates? How will you adapt your style to connect with him or her more easily?

What Motivates You: Clarifying your Values

Understanding our values informs our personal and professional decision making. Review the list below and check your top ten values:

Achievement	Arts	Advancement	Adventure
Autonomy	Belonging	Beauty	Challenge
Change	Communication	Community	Competence
Cooperation	Collaboration	Country	Creativity
Curiosity	Decisiveness	Democracy	Diversity
Environment	Effectiveness	Efficiency	Excellence
Excitement	Expertise	Fairness	Fame
Family	Financial gain	Freedom	Friendship
Fun	Harmony	Health	Helping others
Honesty	Humor	Independence	Influencing

Innovation	Integrity	Intellectualism	Involvement
Knowledge	Leadership	Learning	Leisure
Location	Love	Loyalty	Mastery
Meaningful work	Merit	Nature	Openness
Order	Personal expression	Pleasure	Power
Prestige	Privacy	Productivity	Quality
Relationships	Religion	Reputation	Respect
Security	Self-awareness	Self-respect	Serenity
Spirituality	Stability	Status	Structure
Teamwork	Truth	Variety	Wealth
Wisdom	Work-life balance		

Now, read your top ten and select the top five:

1. _____
2. _____
3. _____
4. _____
5. _____





Tools for Communicating

Getting to know each other: Icebreakers

Activity	Steps
Gather fun facts	Take turns asking questions such as: -What did you do on your favorite birthday? -What historical figure would you like to meet? -What animal would be? -What is your favorite type of food - Where are in you your family’s birth order? - What Netflix show are you watching now?
Two truths and a lie	Have each person share three statements about themselves. Have the other guess which one is not true.
Quadrants	Take a piece of paper and draw four boxes: 1. Family (upper left) 2. Friends (upper right) 3. Hobbies (bottom left) 4. Life goals (bottom right) Take turns filling in the boxes and sharing the input
Would you rather?	Ask each other these questions. Come up with your own questions. <ul style="list-style-type: none"> - Would you rather go to a movie or go on a hike? - Would you rather celebrate the fourth of July or Valentine’s Day? - Would you rather go to a party and see lots of people or have a one-on-one lunch with a close friend? - Would you rather go skiing in the mountains or visit a tropical beach?
10 things in common	Share things about yourself until you arrive at 10 in common (e.g., # siblings, love of Mexican food, state of birth?)

Communicating across generations

Generation	Characteristics	Desired Behavior	Behavior to Avoid
Boomers Born 1946-1964	<ul style="list-style-type: none"> Achievement and results oriented Reflect identity in work Willing to go the extra mile Want respect 	<ul style="list-style-type: none"> Acknowledge professional accomplishments Give challenging work with opportunities for recognition Talk optimistically about possibilities 	<ul style="list-style-type: none"> Micromanage Assume traditional views or conservative Be cynical
Gen Xers Born 1965-1979	<ul style="list-style-type: none"> Independent and self-reliant Want freedom Value work-life balance Focused on developing marketable skills 	<ul style="list-style-type: none"> Ask for their opinion Talk about end results Be collegial Demonstrate your competence Share information Provide latitude Demonstrate appreciation for technology 	<ul style="list-style-type: none"> Micromanage Fail to challenge Ignore their opinions Exclude from updates Provide praise without substance Act like a boss or superior
Millennials Born 1980-1995	<ul style="list-style-type: none"> Self-confident Technologically savvy Want meaningful work, constant feedback Enjoy team interaction 	<ul style="list-style-type: none"> Tell them the truth Treat them as equals Make the relationship fun Let them have a voice Challenge and stretch them Provide opportunities for teamwork 	<ul style="list-style-type: none"> Micromanage Give assignments without the rationale Just provide critical feedback Shy away from technology Be unavailable Underestimate abilities
Gen Z Born 1997 – 2012	<ul style="list-style-type: none"> Diverse Digital natives Pragmatic Anxious Progressive 	<ul style="list-style-type: none"> Provide flexibility Leverage technology to communicate Recognize contributions 	<ul style="list-style-type: none"> Unnecessary meetings Impersonal communication Introducing distracting instability



Discussion Probes:

The Mentee is responsible for his or her learning. Think about what guidance, observation, and feedback you would like to receive. Then choose questions to initiate this input. Here are some potential probes:

- What educational experiences were most useful to you as you progressed in your career?
- What jobs have you held that enabled you to build your capability to build a team? Be strategic? Develop your business acumen? Convey executive presence? Engage diverse stakeholder in solving a problem or developing a policy?
- What techniques do you use to manage your time? Boundaries? Stress level?
- How do you determine your priorities?
- What work activities or accomplishments give you the most creative satisfaction?
- What mentors have you had in the course of your career? How did you benefit from their guidance?
- What techniques might I use to increase my visibility on campus?
- What changes do you see ahead for KSU? For USG? higher education?



Conversation Techniques:

Technique	Description	Example
Fact finding	Collecting information	<ul style="list-style-type: none"> • What events led up to the situation at hand?
Active listening	Asking questions to prompt more disclosure and analysis	<ul style="list-style-type: none"> • What was motivating that behavior? • What impact do you expect?
Paraphrasing	Confirming and demonstrating understanding.	<ul style="list-style-type: none"> • Sounds like you are frustrated because you felt your work went unrecognized.
Empathizing	Acknowledging another's experience	<ul style="list-style-type: none"> • That must have been really hard.
Giving feedback	Helping others understand the actual impact of their behavior	<ul style="list-style-type: none"> • That was smart to preview your approach with the client prior to the presentation.
Reframing	Looking at a situation from another, more positive perspective	<ul style="list-style-type: none"> • How might this be an opportunity to shine?
Exploring options	Considering courses of action to achieve desired results	<ul style="list-style-type: none"> • What two things might make a difference right away?
Advising	Making recommendations	<ul style="list-style-type: none"> • To increase your confidence, rehearse your presentation several times before the meeting.
Securing Commitment	Agreeing on actions to be taken	<ul style="list-style-type: none"> • What results will you achieve by the end of the quarter?



Reducing unconscious bias

Unconscious bias occurs when we make quick decisions about people based on deeply held, pre-conceived notions. Our early training may predispose us to judge people based on factors such as accent, skin color, age, weight, education, etc. When unchecked, these biases may result in limiting possibilities and unfair treatment. Here are some suggestions for reducing bias in mentoring relationships:

Accept that we all have unconscious biases

Bias is part of being human, but we can't tackle it if we don't acknowledge this. Note your inner dialogue and decision making. Observe when you find yourself arriving at unfavorable conclusions without objective information.

Examine assumptions

Consider the assumptions you are making about people's preferences, style or availability (e.g., Assuming people over 50 lack technology skills; assuming women without children have more availability than women who are parents).

Seek to fully understand

Gather information before making a decision. Learn about the context at hand. Ask questions to understand your mentee/mentor's perspective more fully. Paraphrase to confirm what you have heard.

Apologize if you get it wrong

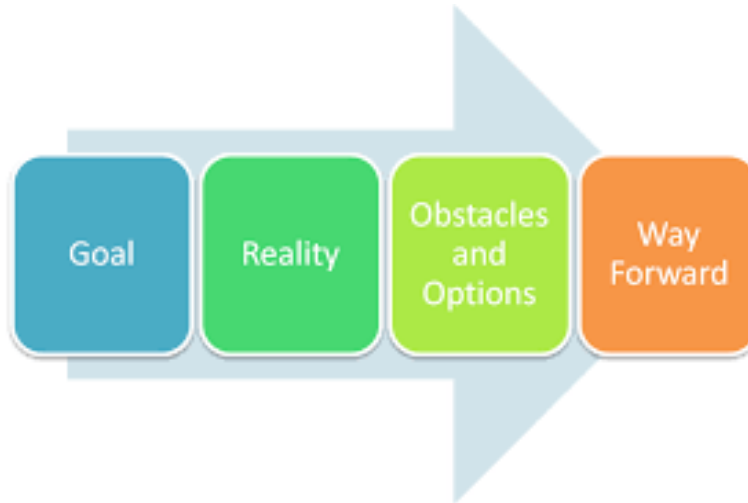
Remember that we can only deal with bias if we're honest and admit our mistakes. If you feel you have misinterpreted a situation or offended your mentor/mentee, acknowledge the perceived problem. Apologize, if appropriate, and look for ways to reach a common understand.

Consistently convey positive intent

Use encouraging body language and active listening to demonstrate openness. Find genuine areas of agreement and common interests and build from there when discussing career or growth opportunities

The GROW Model: An Approach for Problem Solving

GROW conversations start with the identification of the goal or objective for the exchange. This might entail a goal agreed upon in advance or an emerging goal based on what’s transpired in the last month (e.g., something came up at work that you want to talk about). The focus then shifts to an examination of Reality; what’s going on (e.g., who, what, where, when, why, and how). Once the situation is understood, then options for action are brainstormed and evaluated. At the close of the conversation, an action plan is determined.



Stage	Description	Mentor	Mentee
<u>G</u> Goal	Conduct high-level pulse check & informal catch-up	Ask relevant questions Inquire about updates Confirm objective/topic	Ask relevant personal questions Provide updates
<u>R</u> Reality	Identify issues potentially needing support Clarification about issues and what mentee needs	Determine type of help needed Ask probing questions Confirm the issue(s) w/ mentee	Prepare to articulate issue(s) and help needed Provide clarification as needed
<u>O</u> Options	Provide personal experience, insights, and feedback regarding issue Explore options & brainstorm solutions	Show empathy and provide feedback Discuss issue using experience Ask mentee for suggestions, offer recommendations, and review options	Provide additional detail Ask questions to understand other perspectives Provide suggestions & review options
<u>W</u> Way Forward	Develop & confirm solution Demonstrate how to leverage resources Review next steps and establish follow up meeting	Work together with mentee to select solution and actions Show mentee how to utilize internal resources Ensure tangible action plan is in place Ask mentee to schedule follow up meeting	Work with mentor to select solution and actions Set up follow up meeting to review progress



Additional Tools and Resources

Books:

- *The Power of Flexing: How to Use Small Daily Experiments to Create Big Life Changing Growth* by Susan Ashford
- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *Dare to Lead* by Brené Brown
- *Seven Habits of Effective People* by Stephen Covey

TED talks:

- *How Great Leaders Inspire Action* by Simon Sinek
- *What it Takes to be a Great Leader* by Roselinde Torres
- *The Happy Secret to Better Work* by Shawn Achor

Other Musings:

- Be a continuous learner. Stay abreast of developments in your business, industry, and with technology.
- Take appropriate risks. Ask for what you want. Step out of your comfort zone to advance your goals.
- Build your credibility by being excellent at what you do, persistent, and by following through on your commitments.
- Break big challenges into achievable tasks.
- Be willing to ask for help. Vulnerability can be a strength.
- Be nice to administrative assistants and office managers.
- Manage time in meetings. Make substantive contributions to meetings. Ask meaningful questions.
- Don't ask for advice if you are not open to taking it.
- If you asked for an introduction, act on it.
- Never show up a peer in a meeting.
- Never leave out the negatives. Provide balanced views.
- Always send a thank you note.
- Have fun.



Reflecting on your progress

Use this section to record your observations, learnings, and resulting actions. Below is an example of a possible entry

Date	Learning	Resulting action
7/1/2022	I need to speak up in meetings, so people become more aware of my problem-solving skills	I will contribute ideas during planning and problem-solving discussions. I will follow up after meetings with additional information (e.g., send article or forecast for applying the idea)