



# KSU Mentoring Program Mentor 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 Mentoring

People embark on mentoring relationships for various reasons. What possible benefits are important to your Mentee?

	Not important	Somewhat important	Very important
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 Mentee needs

What specifically does your Mentee wish to accomplish through the mentoring relationship?

### Creating a clear intention

How might you support your Mentee’s intention? How will you contribute to an effective exchange?

What benefits would you like to enjoy through this relationship?



## **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 successful relationships:**

- Agree on norms for meeting and communicating
- Prepare for interactions to promote desired progress
- Keep commitments
- Actively listen without judgment for motivations and themes
- Be astute about the pace of introducing new concepts and challenges
- Avoid controversial topics
- Avoid counterproductive behaviors like criticizing, pontificating, and providing unsolicited advice

## Self-Discovery

Self-knowledge contributes to a successful mentoring experience. The Mentee is being introduced to some reflection exercises to gain a better understanding him or herself as well as what he or she wishes to accomplish through the mentoring process. It would be useful for you to complete the self-reflection exercises as well.

### ***Gaining knowledge about 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:

<b>Analysts</b>	<b>Diplomats</b>	<b>Sentinels</b>	<b>Explorers</b>
<b><i>Architect</i></b> Imaginative and strategic thinkers with a plan for everything	<b><i>Advocate</i></b> Quiet and mystical, yet inspiring and tireless idealists	<b><i>Logistician</i></b> Practical and fact-minded individuals whose reliability cannot be doubted	<b><i>Virtuoso</i></b> Bold and practical experimenters; masters of all kinds of tools
<b><i>Logician</i></b> Innovative inventors with an unquenchable thirst for knowledge	<b><i>Mediator</i></b> Poetic, kind and altruistic people; always eager to help a good cause	<b><i>Defender</i></b> Hard-working, dedicated and warm protectors; always ready to defend their loved ones	<b><i>Adventurer</i></b> Flexible and charming artists; always ready to explore and experience something new
<b><i>Commander</i></b> Bold, imaginative and strong-willed leaders, always finding a way or making one	<b><i>Protagonist</i></b> Charismatic and inspiring leaders; able to mesmerize their listeners	<b><i>Executive</i></b> Excellent administrators; unsurpassed at managing things or people	<b><i>Entrepreneur</i></b> Smart, energetic and very perceptive people who truly enjoy living on the edge
<b><i>Debater</i></b> Smart and curious thinkers who cannot resist an intellectual challenge	<b><i>Campaigner</i></b> Enthusiastic, creative and sociable free spirits who can always find a reason to smile	<b><i>Consul</i></b> Extraordinarily caring; social and popular people; always eager to help	<b><i>Entertainer</i></b> 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 Mentee' 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. \_\_\_\_\_

What are your Mentee's top values? How have they influence how approaches decision making?  
How will they shape how you mentor his or her?



### **Promoting Growth through Dialogue**

The cornerstone of mentoring is empowerment: helping another person discover their own strength and talents and exploring new possibilities. An effective mentor shares experience and provides guidance and then let's go.

The Mentee is responsible for his or her learning. Think about what guidance, observation, and feedback he or she would like to receive. Encouraging a productive dialogue is useful for generating understanding and insights. The thoughtful use of questions can stimulate this dialogue:

Here are some potential probes:

- What would you like to accomplish in our time together?
- What do you enjoy about your current role?
- What would you like to learn? In what ways do you learn more effectively?
- What work activities or accomplishments give you the most creative satisfaction?
- What are your career goals? What future roles interest you?
- How do you determine your priorities?
- What situations are challenging for you to handle?
- What techniques do you use to manage your time? Boundaries? Stress level?

**Here are additional probes:**

<b>Type of question</b>	<b>Purpose</b>	<b>Example</b>
Investigative	Gather information	What happened? Who was involved? What have you tried so far?
Discovery	Prompt the mentee to tap into their own experience to draw insights	What have you learned from this experience? What does it tell you about your approach? What do you think the consequences of this action will be?
Empowering	Encourage the mentee to take action; be accountable	How would you approach a situation like this in the future? What steps would take you closer to your goal? What resources do you have to assist you?





**Further Conversation Techniques:**

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

## Communicating across generations

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



### **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**

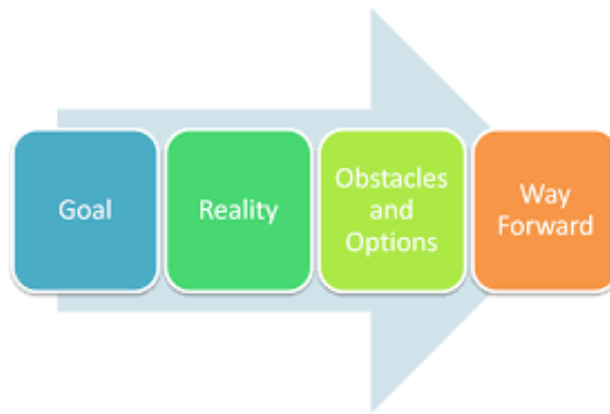
Remember that we can only deal with bias if we're honest and admit our mistakes. If you feel you have misinterpreted a situation or offended your mentor/mentee, acknowledge the perceived problem. Apologize, if appropriate, and look for ways to reach a common understanding.

#### **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
<b><u>G</u></b> Goal	Conduct high-level pulse check & informal catch-up	Ask relevant questions Inquire about updates Confirm objective/topic	Ask relevant personal questions Provide updates
<b><u>R</u></b> 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
<b><u>O</u></b> 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
<b><u>W</u></b> 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



## Reflecting on your progress

Use this section to record your observations, learnings, and ideas for future interactions. Below is an example of a possible entry

Date	Observation	Ideas
7/1/2022	The mentee tends to avoid confrontations, even when receiving conflicting instructions from her manager	Encourage the mentee to use paraphrasing and questioning as a means to clarify priorities and inquire about required actions.