

Mentoring Purpose, Pitfalls and Processes

Purpose of LifeWork Systems *mentoring* includes:

- Development of emotional intelligence - self / social *AWARENESS*, AND self / social *MANAGEMENT*
- Expressing appreciation and recognition to each person being mentored
- Brief review of purpose (group and individual).
- Supporting task ownership. Tasks that each person *owns* include managing:
 - Relationships - Do I have 10's with people (not necessarily best friends but rather no troubling challenges or unresolved issues)? Do I make this top priority and foundational?
 - Productivity - Am I feeling and being competent, excellent and efficient in getting things done?
 - Engagement - Am I fully engaged, bringing my A-game? Excited about my job?
 - Blueprint - including next steps on purpose, values, visions, goals, procedures or roles
 - Tools - Use and mastery in understanding and applying them

Note: All employees at every level receive mentoring each month, no exceptions.

9 Pitfalls to Avoid During Mentoring

1. **Stories or advice:** Allowing or encouraging the one being coached to share stories and engage in conversation (LifeWork Systems coaching is not talk therapy, venting, or advisement). Use *time out* motion
2. **Poor questions:** Do not focus on *why* and *who* questions which are less helpful than *what* and *how* questions - good questions are "what is your plan?" "What are some tools you could apply?" "How will you accomplish this?" "What's next?"
3. **Veering off course:** This happens because the person being coached thinks a thought about something else and diverts you from the question asked (likely unconsciously)
4. **Winging it:** When coaches do not use our templates (they think it's better to "wing it" or to add their own needs/wants to the session that has nothing to do with task ownership as defined above)
5. **Ignoring avoidance:** listen for victim/blaming, vague, uncommitted language and/or behaving; not answering questions as asked
6. **Other agenda:** Mentor interjects own agenda (focusing there instead of fully focused on person being mentored)
7. **Poor time management:** Mentor does not manage the 30m schedule in a time-efficient manner
8. **Saying too much:** (including advising and counseling) instead of asking questions (Socratic) that lead the person to self and social awareness AND implementations related to *their* discoveries
9. **Skipping or Repurposing** mentoring sessions vs. requiring them for every person, every month

Component Mentoring Activities

1. **Review purpose and core values:** Do NOT bypass *purpose* to get to values. Review both briefly
2. **Connect:** Spending time with, appreciating, and 100% serving with generosity and respect
3. **Comfort with discomfort:** Lead by walking the walk, and modeling fearlessness about discomfort
4. **Support:** Encouraging, self and social awareness, diagnosis, resolution, with practice and commitments
5. **Train/practice:** Review tools related to issues or just to continue to supporting mastery of each
6. **Gain/Track commitments:** Notate committed actions and next steps in notes, your calendar and follow-up
7. **What it's NOT:** Psycho-analysis, therapy, chit-chat, gossip, conversation, top-down dynamics, stories, details, or advising
8. **Watch for and use any opportunity as a teachable moment!**

Leader Preparations for each Mentoring Session

1. **Read** handoff notes if you are co-mentoring sessions with another person.

Mentoring Purpose, Pitfalls and Processes (Continued)

2. **Review** past notes and commitments, the mentee's Ntrinsx colors, and consider current state of their behaviors you see or know of in and outside of mentoring.
3. Fill out their **General Summary Data Form**. This is on the portal. Initially, fill out their name, date and any other pertinent information
4. **Bring your own tools** (phone apps, templates and tool booklets) for use at sessions

Processes During Mentoring

Note: Mentoring sessions should be no more or less than 30 minutes. Do not extend time beyond the agreed period. It's critical to follow the process, using the mentoring checklist faithfully, without variation, and be fully prepared in advance in order to be highly efficient. Also, when supporting improvement in *relationships*, *productivity* and *engagement*, if you see issues your mentee is not seeing, *you introduce them*.

1. **Recognize and Appreciate** (*briefly* state appreciation). Not appreciation for coming to the meeting. Make sure you are sincere, make eye contact, and pay attention to, if and that the mentee receives it.
2. **Review Purpose and Values**(*briefly*) Bring copy with you. Do not avoid talking about purpose.
3. **Review Past Issues/Commitments** (*briefly*) Have notes with you; add current observations too.
4. **Ask for scores on the first 3 on the template** before choosing a priority area to work on.
 - a. **Relationship issues:** Your objective is **he/she** become *aware*, then *make a plan*, including practice it.
 - b. **Productivity issues:** Your objective is **he/she** become *aware*, then *make a plan*.
 - c. **Engagement issues:** Your objective is **he/she** become *aware*, then *make a plan*. This is about *motivation*. and *commitment*. Draw on **his/her** purpose and values. Seek new **values, choices** if needed.
 - d. **Review Blueprint:** Your objective is **he/she** become *aware*, then *make a plan*, especially for moving forward *through* visions, goals, procedures and roles to celebrate progress, then on to something new.
 - e. **Review Tools and Skills:** Review their *It Just Got Real* sheets. If there is time, bring out the list of skills to **review** and **practice**.
5. **Express Thanks:** Thank them and recognize their hard work.

Processes After Mentoring

1. **Log session once completed:** Go to team tool and record notes and completion of this activity.
2. **Briefly update your General Summary Data Form** within 24 hours. You demonstrate a high level of support to keep specific issues and commitments in mind for accountability and to celebrate progress.

Final Instructions: The *General Summary Data Form* is in portal. Keep them updated for all your sessions.

Responsibility of Person Being Mentored

1. **Show up on time and prepared.** Consider your *relationships*, *productivity* and *engagement* levels and have your numbers already identified to jumpstart support.
2. **Bring documentation:** Have your blueprint, worksheets (filled out) and workbook with you.
3. **Participate** in an efficient and engaged manner. Do not try to divert conversation to other activities.
4. **Set a plan of action.** Make it a priority to move forward with specific, time-bound plans.
5. **Take responsibility to follow-up with your mentor** when you've said you would.