

# **Mentoring for Career Development**

## **Critical Skills and Best Practices**

**Stepping Up: Library Leaders for the 21st Century**

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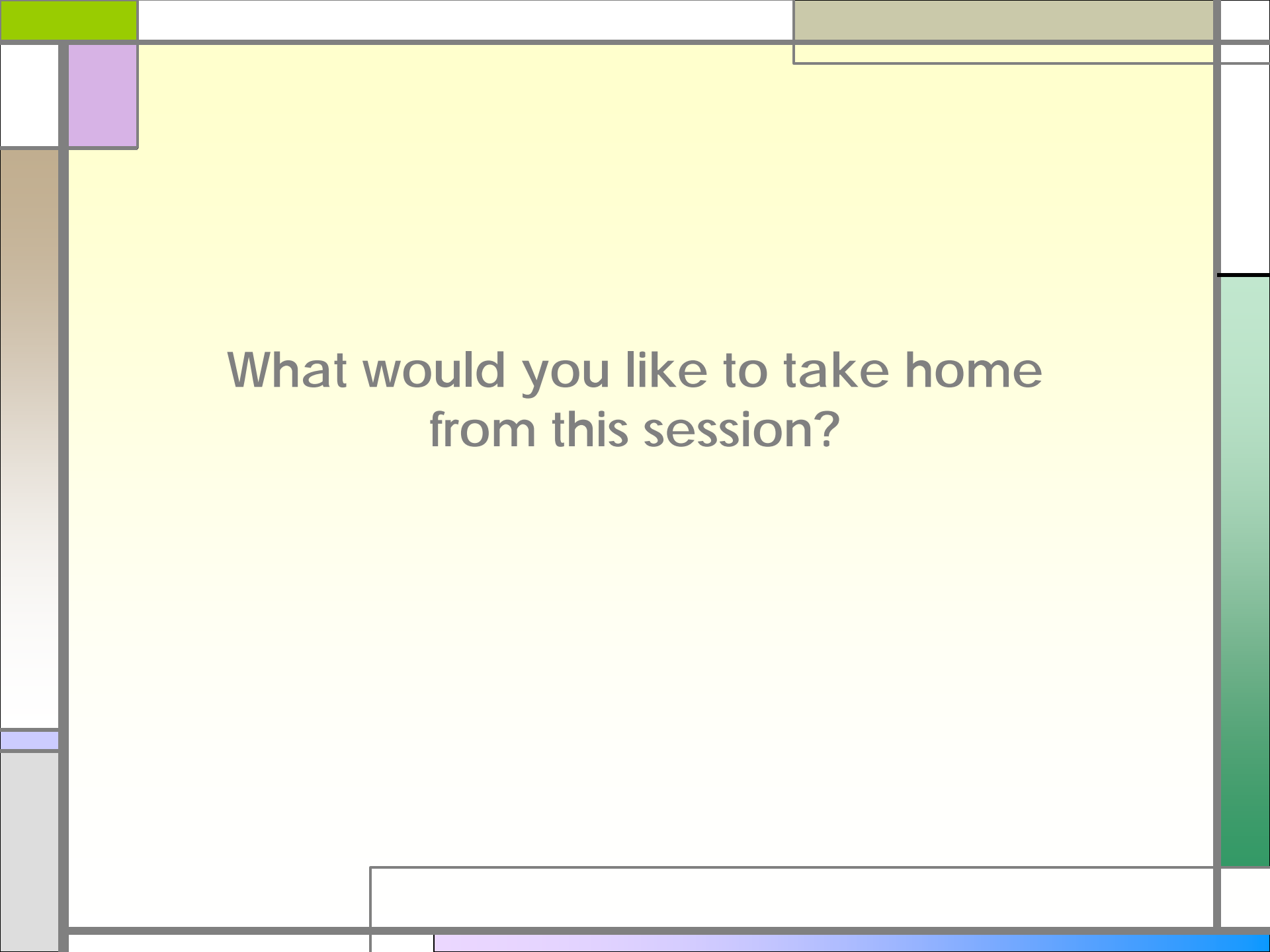
# Program Coordination

## What an organization generally asks for:

- ❑ A successful and beneficial program for all parties
- ❑ Regular communication between partners
- ❑ Ensured confidentiality between partners
- ❑ Completion of program evaluation

## What an organization generally commits to:

- ❑ Providing an enriching and valuable opportunity for all parties
- ❑ Communicating regularly
- ❑ Maintaining confidentiality
- ❑ Soliciting your opinions on program evaluation



What would you like to take home  
from this session?

## Tools for your use

- Mentoring Agreement
- First Mentoring Meeting Tool
- Monthly Meeting Tool

# Mentoring agreement

- ❑ Expectations
- ❑ Frequency
- ❑ Type of communication
- ❑ Limits/constraints
- ❑ Agreement on feedback method
- ❑ Confidentiality agreement
- ❑ Role of mentee manager
- ❑ Challenges

## Core mentoring skills (mentor)

- Instructing/developing capabilities
- Inspiring
- Providing corrective feedback
- Managing risks
- Opening doors

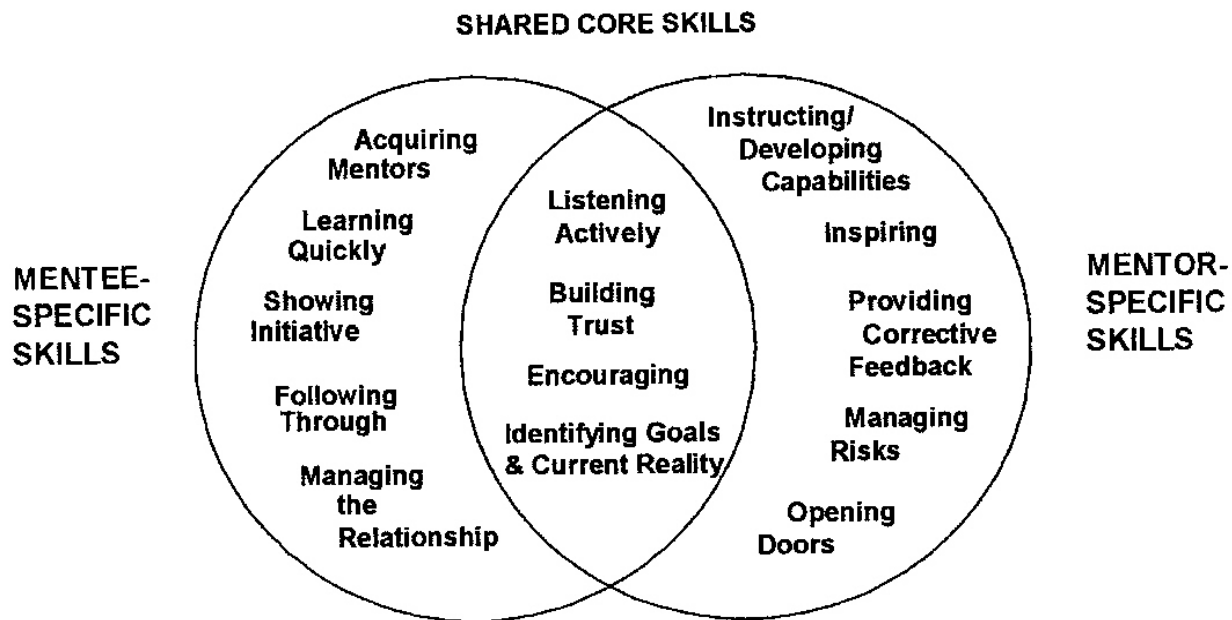
## Core mentoring skills (mentee)

- ❑ Learning quickly
- ❑ Showing initiative
- ❑ Following through
- ❑ Managing the relationship

## Core mentoring skills (mentor/mentee)

- Listening actively
- Building trust
- Encouraging
- Identifying goals and current reality

# THE MENTORING SKILLS MODEL



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## First meeting tool

- **Background** on each other
- **Best dates/times/places** to “meet”
- **Action items** for next meeting

# Goals For Partnership

1. One year from today, what would you like to be able to say about this partnership?
2. What (at this point) are your broad career development goals?
3. How can your mentor best provide the following:  
  
Corrective feedback  
  
Help with your skills, knowledge, attitudes

# Meetings: a 3-Step Model

## Step 1. Review your progress

- successes and wins
- challenges that you still experience
- surprises that you have encountered

\* Perrone, Jim and Larry Ambrose. *The Mentee's Navigator: Making Mentoring Happen*. Chicago: Perrone-Ambrose Associates, Inc., 2005 (est.).

# Meetings: a 3-Step Model

## Step 2. Review your learning

- ❑ what worked well
- ❑ what would you do differently next time
- ❑ what changes would you make as a result of your challenges
- ❑ what can you do on your own
- ❑ how can your mentor help

# Meetings: a 3-Step Model

## Step 3: Agree on the next steps for you

- come out of the meeting with a plan
- co-create the next activity or opportunity
- clarify specific action steps you'll need to take
- set the time and date for your next meeting

# Goal setting – Start here

Identify goals

What may be stopping you from getting there

Create an action plan for reaching those goals

## Left brain

- Write down your goals
- Discuss goals with other people
- Chart your progress
- Write a journal
- Get advice from others
- Ask for a mentor

## Right brain

- ❑ Brainstorm – have fun and play
- ❑ Anything goes
- ❑ Ask for an answer in a dream
- ❑ Keep a dream journal (tell yourself that you remember one dream)
- ❑ Visualize concepts
- ❑ Find pictures of what you want. Cut, copy and paste all over the office/home
- ❑ Mind map

# Goal Setting

- Write down ONE career goal.....
- As you do this, think about....

What is the purpose of your goal?

Do you REALLY want to do this?

Do you have the support system and financial backing to see this through?

Are you settling for mediocrity instead of excellence?

Where will this goal take you?

Why is it important to achieve this goal?

## Setting individual goals

1. The tentative personal/professional goals I'd like to accomplish with the help of my mentor/mentee:
2. I'd like my mentor/mentee to receive the following benefits from our partnership:
3. One year from now, we'll be able to say this about our partnership:
4. Other Goal(s):

# What if you still don't know what your goals are?

## Possible reasons:

- Fear of failure
- Fear of rejection
- Fear of reality
- Fear of losing identity (face)
- Fear of pain (and sacrifice)
- Fear of commitment
- Fear of making the "wrong choice"
- Fear of not being in control
- Fear that it will never work

## Meeting tool

- Progress made
- Challenges
- Specific topics of this meeting
- Key learnings from the meeting
- Follow up

## Specific Activities

- Attend meetings

- Long range planning meeting
- Meeting with local legislators
- Upper management meetings
- Library board meeting
- Meetings with vendors
- Meetings with mentee's immediate supervisor about objectives of the mentoring process

- Lunch with mentor and boss (immediate supervisor) together
- **Tour each other's library systems**
- Meetings both before and after each conference
- **Mentor shadow mentee for a day**
- Shared books, articles, and websites
- **Joint projects (ex. Acquisition of an electronic journal package, statistical reports, etc.)**
- Two sets or more of mentors/mentees meeting together for lunch and a tour of one's organization

# Methods of Meetings

- Monthly Sunday brunches
- Shared breakfasts
- Monthly face to face meetings
- Weekly meetings
- Meet weekly for 2 hours
- Meet 1 hour each month
- Have 2 to 3 hour meetings each month
- Regular e-mail communication
- Weekly e-mails
- Steady e-mail contact
- Telephone calls
- Informal meetings
- Discussions over coffee
- Meetings at conferences

# Possible Discussion Topics

## Career Leadership Development

- ❑ Professional development
- ❑ Educational opportunities
- ❑ Clarifying personal and professional goals
- ❑ Shadowing opportunities
- ❑ The mentoring process
- ❑ Professional skill building opportunities
- ❑ Team building challenges and opportunities
- ❑ Skill level confidence
- ❑ Sense of worth as a leader
- ❑ The library profession itself; what it means to be a librarian
- ❑ Leadership styles

# Possible Discussion Topics

## Career Leadership Development

- ❑ Serving on committees
- ❑ Professional involvement activities
- ❑ Risk taking
- ❑ Professional philosophy
- ❑ View own philosophy objectively for truth and coherence
- ❑ Grab for the ring!
- ❑ Question any certainties
- ❑ How to work through specific leadership challenges to become a better team player and team leader
- ❑ Need for expanding experience inside as well as outside of the profession
- ❑ Possible methods to effectively chairing a committee

# Possible Discussion Topics

## Personal Leadership Development

- ❑ Basic beliefs and feelings
- ❑ Skills in balancing and maintaining an equilibrium
- ❑ How to be firm yet fair
- ❑ Ease in revealing own vulnerabilities making one possibly more approachable
- ❑ Strike a balance between the demands of the job and personal time and interests
- ❑ Smooth out peaks and valleys of personal energy
- ❑ Image self awareness – looking like a leader
- ❑ Own personality traits
- ❑ Graciousness, assertiveness, self-confidence
- ❑ Attitude
- ❑ Optimism and openness
- ❑ Listening skills

# Role of your immediate manager

1. How much involvement, if any, would you like your manager to have in your mentoring partnership?
2. Does your manager know your mentor? If so, what's the connection, and how might this have an effect?
3. How could you keep your manager informed about your development progress and the non-confidential aspects of your mentoring relationship?
4. A successful first meeting of the three of you might:
  - be when and where
  - cover these topics
  - not deal with
5. How will you handle contrasting advice or viewpoints you hear from your manager and your mentor?

## Factors contributing to a successful mentorship program

- ✓ the partners must **get on well** together
- ✓ mutual **respect** between the partners
- ✓ each partner should be **committed** to the relationship
- ✓ structure of the relationship should be agreed upon and include: length, frequency and place of meetings, and regular review of progress and development
- ✓ each partner's motives and objectives should be **understood** by the other
- ✓ **permission to let people try things** they never thought they could do in the organization
- ✓ perpetual **optimism**