

ATD Webcast July 30 2019

Turn Your Mentors Into Masters of Development

Wendy Axelrod PhD



**A question to learn about you,
our participants**

With us today because you are:

- a. Looking for enhancements for your company's mentoring program**
 - b. Thinking about starting a new mentoring program**
 - c. Wanting to be a better mentor**
 - d. Curious about (fill in).....**
-



OBJECTIVE

Prepare and support your mentors to attain remarkable development of their mentees

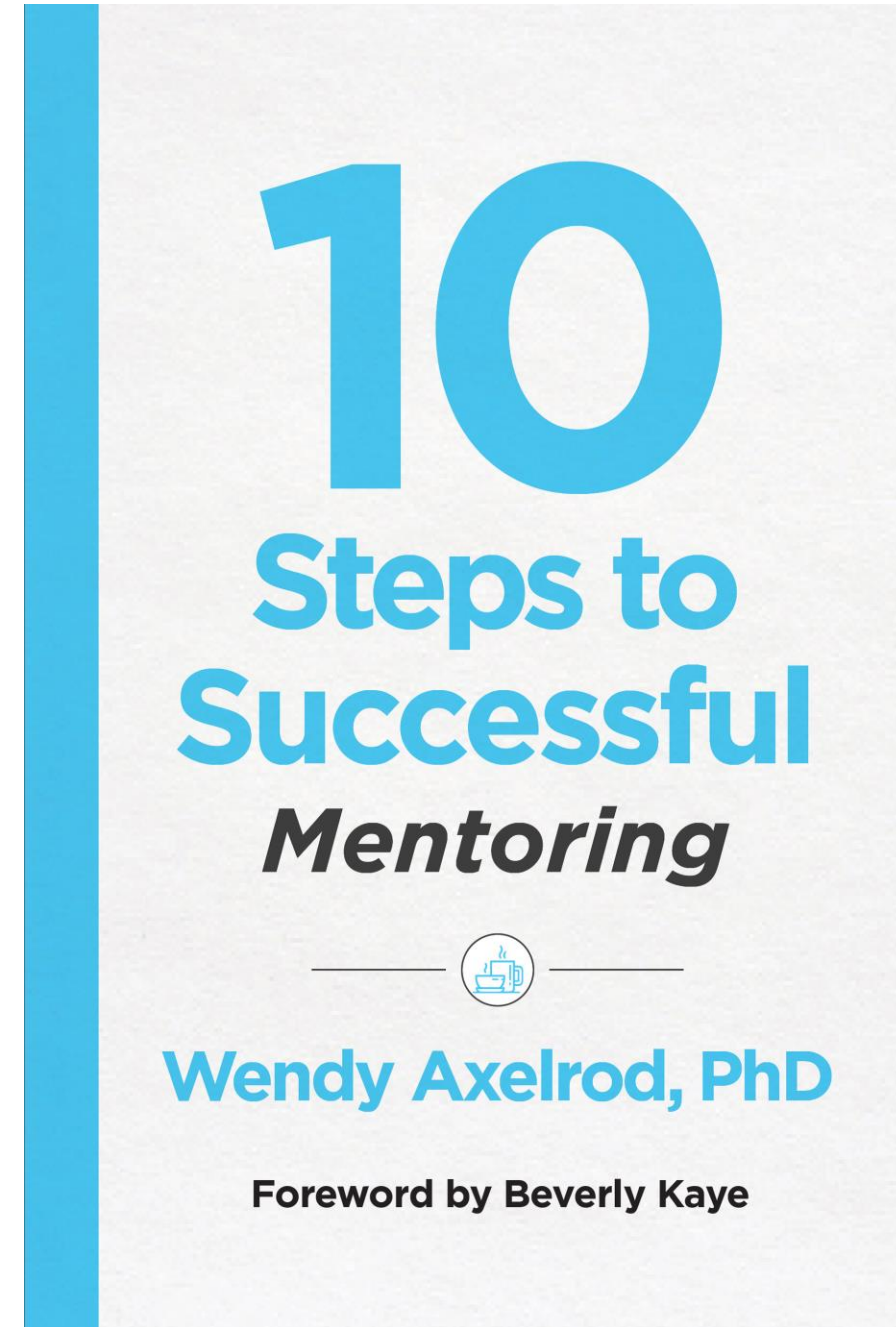
**What Distinguishes
Outstanding
Mentoring Programs
Is Focus On.....**

Fully preparing the mentors with developmental skills, rather than leave process to chance /on their own

Supporting mentors' own ongoing development journey

The source for
today's discussion

ATD's best selling
book



TODAY



**5 cases = 5 masterful
mentor practices**



Your participation, please chat



Your call to action

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

Our first mentor case: Steve



- Eager to mentor
- 20 years of progressive experience
- Reputation for success with leading teams, and bringing resolution

Steve's response to learning his mentee's challenge with closing sales.....



- Provided his own wonderful relevant story
- Asked mentee to reflect on story and lessons gained
- Invited mentee's questions
- Made suggestions for mentee to proceed

- **What's missing in Steve's (typical) response?**



Use chat

**Best development
is gained through...**

**preparing for,
and then
testing out a
new way of
behaving with
the customers**

The 4 Es of Leveraging Experience for Development

```
graph LR; A[Examine the possibilities] --> B[Experiment with new approaches]; B --> C[Enlist others for insight and feedback]; C --> D[Extract the learning]
```

Examine the possibilities

Experiment with new approaches

Enlist others for insight and feedback

Extract the learning

Steve's new Mantra:

“Be an ExperiMentor”

- **Collaborate on setting up an experiment to apply a new approach**
- **Help mentee to fully prepare for taking the steps**
- **Provide encouragement and build confidence**

Source of the term ExperiMentor” – Judith Glaser; noted in “Conversational Intelligence”

Mentors ask questions to prepare mentee to apply new behaviors

- What is your thinking about how to approach this?
- How do you picture yourself in action with others?
- What push back from others do you anticipate?
- What actions will be a stretch for you?
- How do you want others to feel as a result of your participation?
- How will you know when you are successful?

**“ExperiMentors”
help Mentees
envision and
prepare to use new
behaviors**



“My mentor supported me to stretch, and take on actions I never imagined doing before.”

LEVERAGE EXPERIENCE FOR DEVELOPMENT

Steve moved from typical to masterful:

**Formerly
mentored
using his
stories and
advice**

AND

**Now focuses
on fully
preparing his
mentee to
experience
new behavior**

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

Meet Emily a superstar and superdoer



- **Mentoring program manager thrilled to have her**
- **At the program's mid point check in, feedback from her mentee indicated though a good problem solver, he did not feel understood by Emily.**



Mentors need to be prepared for whatever mentees bring

For example, mentees who:

- Are reluctant to fully share challenges that are embarrassing
- Feel justified to react emotionally at work
- Have perfectionism or anxiety
- Are undermined by conditions at work
- Lack perspective beyond own work and department

**Somewhat new for Emily,
she took this on as her personal development**

APPLYING EVERYDAY PSYCHOLOGY



Being masterful with everyday psychology means the mentor:

- **is self aware**
- **has an understanding of human nature and the nature of her mentee,**
- **observes non-verbal cues,**
- **builds trust,**
- **creates safety that opens a mentee up to new awareness and possibilities for exploration**

There was more for Emily to learn about increasing trust and safety with her mentee...

Masterful mentors use core principles of neuroscience

- Chemicals are constantly released in the brain
- Different parts of brain can be activated:
 - the primitive brain -“fight or flight”
 - the prefrontal cortex- “reasoning/collaboration”
- Great interactions require less primitive brain (cortisol) and more prefrontal cortex (oxytocin).
- Tone of voice, words, and open-ended questions build trust; mentee will be more open, have clearer view of possibilities.

What would be the impact on Emily's ability to mentor..... if she applied more psychology and neuroscience?



Use chat

Emily's new mantra:

“Developing another is not just logical, it is psychological”

“Developing another is not just logical, it is psychological”

- **Creating a conversational safety space for mentee to share and explore fully**
- **Tuning into and caring for the mentee’s emotions**
- **Being self aware of own mindset and actions**

**How can you help
your mentors
develop this
masterful
capability?**



Use chat

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

Meet Sophie



**An expert scientist,
working in one of the
largest Pharma research
facilities in the US**

Sophie had been more about sharing information... and, she learned she should be asking questions

- **Sophie, reported that she was introducing a lot more questions**
- **but still not getting results with her mentee**

She wanted her mentee to learn how to shape a clinical study ... to give maximum return on the set budget

Sophie used these questions...

“Have you tried using the Johns Hopkins guidelines?”

“Would speaking with Kim help you see the trial differently?”

Here were the questions suggested by her peer mentors...

“How can you determine the optimal objectives for the study?”

“Who are the primary stakeholders to interview, to help identify the potential uses of the study results?”

“How can you determine the optimal objectives for the study?”

“Who are the primary stakeholders to interview, to help identify the potential uses of the study results?”

Sophie needed to focus on the ‘quest’ of her questions

Masterful Mentors know the most effective type of questions to ask at the right time

Questions that promote clarity

Questions that illuminate perspective

Questions that deepen self awareness

Questions that bridge actions to impact

Thought provoking questions, that bridge actions to impact...

Requires the mentor to....

- Understand what new behaviors the mentee is reaching for
- Incorporate a broader perspective than the mentee may have considered

“Bridging action to impact” questions identify:

- 1. what new behaviors, can lead to success on**
- 2. new or larger outcome**

“In what ways will you engage stakeholders during meetings, in order to truly gain their trust and confidence for next steps?”

“What sequence of actions with your team will yield an early prototype that will be presentable to the Research Director?”

**How will using
“bridging action to
impact” questions
make your
mentors more
masterful?**



Use chat

**So...what is
Sophie's new
mantra?**

**Know the “QUEST” of my
question**

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

“In a world of interconnectedness, every significant project, every important decision, and every operational change requires your mentee to influence others.”

This is the case of Mari (the mentor) and Patrick (the mentee) working together for a year



Mari (the mentor)

Patrick (the mentee)

- **Mari- a highly respected senior leader in a consumer products manufacturing company**
- **Patrick - a design engineer on track to become part of senior management**
- **He felt frustrated with getting approval from his boss, when others could**
- **He told Mari it was political She trusted his observations**

Unaware of their need to influence, mentees may view obstacles as external

Signs that mentees need help w/influence skills:

- Feel their ideas are overlooked**
- Expect logic and facts to sell their project, ideas**
- Report a weak relationship with customers**
- Do not value growing their network**
- Believe results are best accomplished “by the book.”**
- Expect immediate responses to requests**

Recently, Mari had a new opportunity to work with Patrick on his influence skills

- **Patrick's team wants to win approval on redesign of signature products**
- **He acknowledges he is new to corporate decision making**
- **He believes "proof" on paper will always win approval and influence**

How mentors can support mentees to increase their influence



**Mari's new
mantra?**

**To influence
“Be known and know others”**

Mari determined to support him over several months

Where Patrick was well positioned....

- + Well trusted and had lots of credibility
- + Communicated requests with clarity and enthusiasm

Patrick needed to do a lot of work in order to influence....

- Learn to be responsive to others' needs and interests
- Expand network of advocates

**How could Mari help
Patrick to:**

- **Be responsive to others'
needs and interests**



Use chat

5 PRACTICES

of mentors who are masters of development

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

**Mentor Stan
approached all
of his mentee
relationships in
the same way**



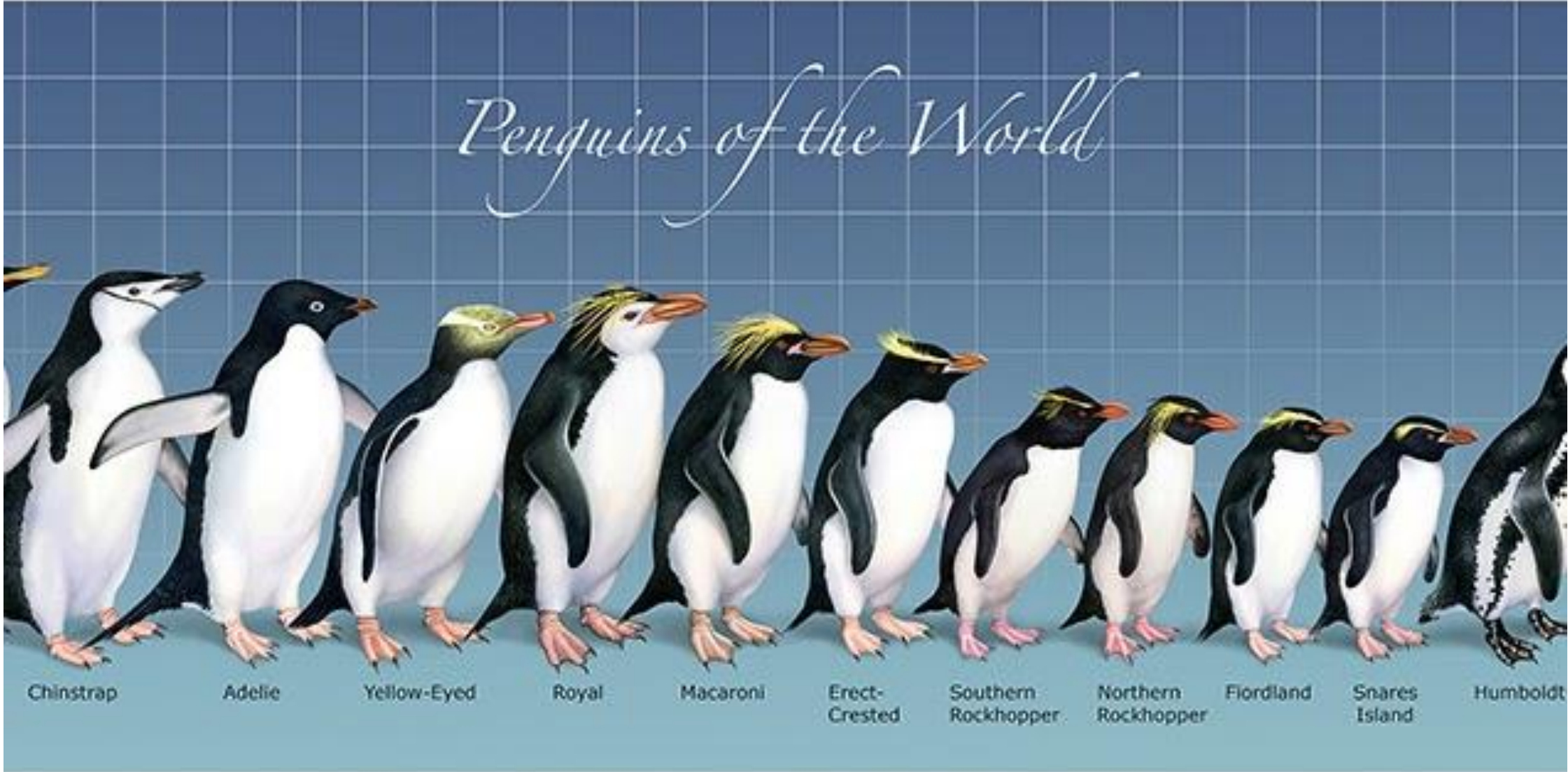
Over a five year period, Stan repeated his same “magic formula” for all.....



**Resistance from a
mentee caused
Stan to reconsider**

**One mentee did
not want to read the book
Stan recommended**

Actually, there are lots of differences.....



Learning options used by masterful mentors

Site visit

Journaling

Coach
others

Reverse
mentoring

Role play

Experts on
video

Create
visuals

Pair up with
a colleague

Design large
meeting

Interview
experts

Change
perspective

Volunteer
work

How can a mentor help identify the best of many learning methods?



**Stan's new
mantra?**

“But wait, there's more!”

**What will help
Stan diversify his
developmental
approaches?**



Use chat



**Call to
action**



What new thinking and actions can you put in place for mentors in your program?

**Leverage
experience**

**Apply
psychology
and neuro-
science**

**Elevate
power of
questions**

**Maximize
mentee
influence**

**Diversify
learning
methods**

Masterful mentor practices

FROM
what is
typical when
mentors
receive
limited
mentor
development

>>>

TO
remarkable
development
for their
mentees,
creating
impact at
multiple
levels



Use chat >>

How will you use today's discussion to better prepare and support your mentors to attain remarkable development of their mentees?

Wrap up



Key insights.....

More tools and resources from ATD's "10 Steps to Successful Mentoring"

10 Steps to Successful Mentoring



Wendy Axelrod, PhD

Foreword by Beverly Kaye

- Over three dozen tools for mentors

- Dozens of real life cases and short vignettes

- Start to finish road map for those managing mentoring programs and for individual mentors

- Questions? Contact Wendy: Wendy@WendyAxelrodPhD.com

You are in a powerful position to drive remarkable results with your company's mentoring program



Thank You!