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**Intentional Mentoring: Making the
Most of Mentoring Moments**

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Challenges and Opportunities Today



Plan for Today's Webinar

1. Why mentoring?
2. We know coaching and sponsorship are important...so what gets in the way?
3. The power of mentoring moments
4. Three strategies for making mentoring more intentional at work

Why Mentoring?

- Contributes to **many** success indicators
- Benefits for both the mentee and mentor
- Recruit, retain, and help thrive...



Audience Poll: What does your company offer?

- A. Formal mentoring, which is great !
- B. Formal mentoring, but there is still room to improve the mentoring people are getting out of it
- C. Employee Resource Groups that focus on mentoring
- D. My company does not offer this; I use my professional orgs instead

What Kind?



COACH



SPONSOR

According to Catalyst, “Sponsors are advocates in positions of authority who use their influence intentionally to help others advance, while mentors provide advice, feedback, and coaching.”

See <http://www.catalyst.org/knowledge/topics/sponsorshipmentoring>



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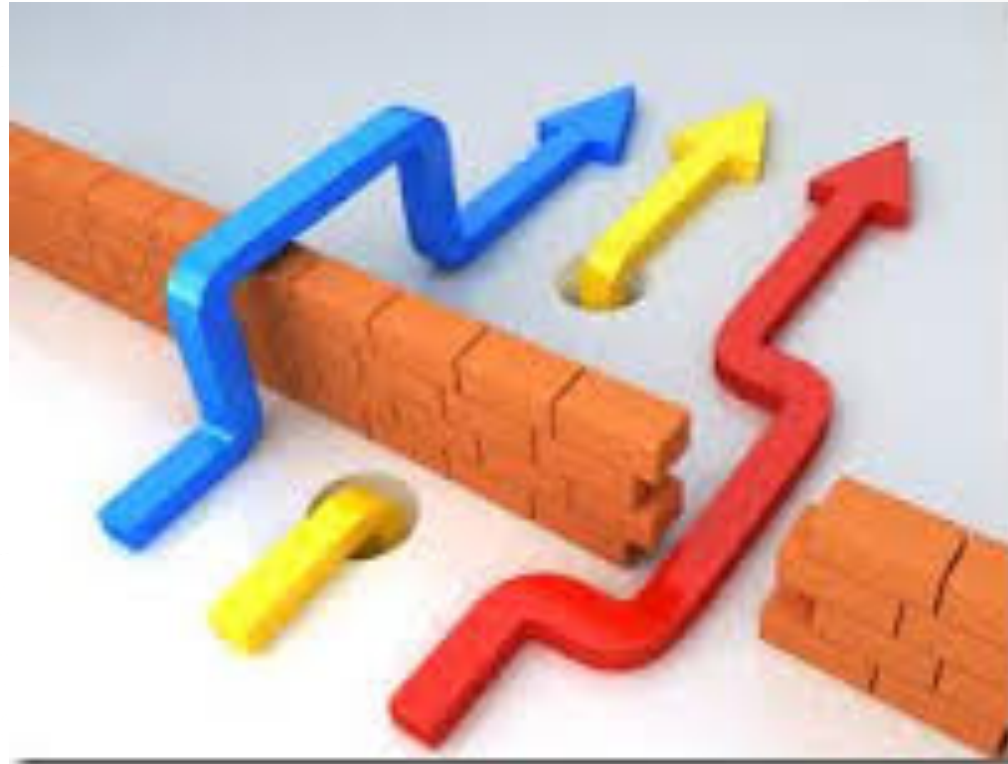
Both Coaching and Sponsorship Help People to Advance. . . and the Organizations Too



See Right Management – Report based on Executives at 600 firms

<http://www.right.com/wps/wcm/right-us-en/microsites/talent-shortage-survey-2105>

So What Gets in the Way? And How do We Overcome Barriers?



Audience Poll: What gets in the way of mentoring at work?

- Time. Not enough time built in for this at work.
- Lack of formal structure or programs, or infrastructure to provide the mentoring to as many as need or want it
- People do not know how to take advantage of the mentoring that is available
- People who could provide mentoring do not know how to maximize their impact as a mentor (coach or sponsor)

One Barrier to Coaching: Imagine the Situation....



- Sarah is Mark's mentor.
- Sarah knows that Mark needs to improve his public speaking/capacity to lead meetings in order to move up.
- Mark is sensitive to feedback; he was telling Sarah how difficult his current supervisory relationship is right now.

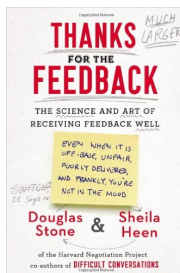
Why Feedback is Difficult

To provide...

Research: People worry about looking biased, may gloss-over, or focus purely on the problems, or miss the timing

To hear...

Research: people don't really want feedback or cringe when they receive it



See “Thanks for the Feedback” by Stone and Heen (2014)



Strategies for Improved Coaching

- Mentors or Supervisors
 - Clarify that feedback is intended to help the person to grow
 - If a formal program, include an explicit discussion of feedback
 - Remember to give feedback on performance AND brainstorm strategies to improve skills
 - Ask, *when* and *how* is feedback helpful to hear
- Mentees
 - Ask for feedback, and where appropriate provide insight into when and how feedback would be most valuable
 - Show that you can take in feedback, even if not immediately, then as a follow-up
 - Where necessary, ask for an illustration or example of how to work on that skill

Audience Brainstorm: Additional Strategies

- Using your text box, please share additional **strategies** about improving the feedback process or ways to improve feedback in coaching forms of mentoring

One Barrier to Sponsorship. Imagine This Situation....



- Jennifer and John know each other casually at the gym.
- Jennifer's sister is moving to town.
- John works at Excellent Technology Company.

What is at Stake?

- The recommender's reputation
- The seeker's reputation
- The project
- Morale of others
- Resources at the organization



Strategies for Improved Sponsorship

- Sponsors or Supervisors
 - Clarify when there are opportunities so newer people can see them more readily
 - In formal programs, include an explicit discussion of sponsorship.
 - Think about who you would recommend/nominate– and how to push for greater coaching to improve the number/diversity of who can be sponsored
- Mentees
 - Ask for clarification of ways you can show that you are ready for the next challenge
 - Talk to peers about who the sponsors are, and how it is likely to get noticed for your good work.

Intentional Mentoring Means Deliberately Stringing Together Mentoring Moments



Mentoring Moments: When?

- Walking down the hallway
- In a meeting
- Talking to your supervisor/supervisee to plan for a meeting
- An email exchange

Don't overlook opportunities...and help individuals to see where the opportunities are available in and out of the organization.

Final Tips: Mentees

- Ask for feedback. Identify a growth opportunity and ways to track progress.
- Be aware of time demands
- Don't just look to formal mentoring. Look at coffee, before meetings, standing in line, email...as mentoring moments
- Be specific and be sensitive about other people's time.
- Ask them their story to get the ball rolling.

Final Tips: Organizations

- Take an inventory of your mentoring initiatives
 - Look across the career span. And ages.
 - Who is participating? Who is missing?
- Is there a way to make feedback-seeking and feedback-provision more deliberate and constructive?
- How do you help mid-level managers and senior leaders work with entry level managers to develop and coach, so that more/diverse names are available to be sponsored?
- Ask your managers about barriers to coaching and feedback.

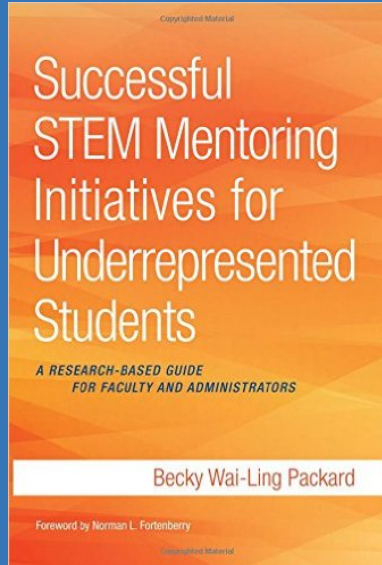
Questions for Becky?

Please type your questions in the question box !

Take Away Messages

- Mentoring is so important. Especially coaching *and* sponsorship.
- Consider ways you create a culture of feedback.
- Help people to know your work and where you are headed / can contribute by asking for feedback and how particular assignments demonstrate growth
- Don't overlook mentoring moments !

Contact Info



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- New book



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