IMpower Business Acumen
Virtual Mentoring Details and Guidelines for Success

You will be leading a small group discussion (via a conference bridgeline) with a team of 4-6 women, to provide ideas and mentoring on opportunities to further develop or demonstrate business acumen in their current roles.

Your role is to lead the discussion, ask questions, and to challenge the assumptions or thoughts that can be limiting the IMpower participant's perspectives and approaches.

Flow / Details (1:30 – 2:45)

1:30 – 1:35	Welcome Participants to Call (2 minutes)
1:35 – 1:40	Introduce yourself and Share ONE Story about an Important Lesson you learned, regarding the Need to develop / demonstrate Business Acumen. (5 minutes)
1:40 – 1:42	"Celebrate" / call attention to the agility needed by all of us, as well our companies, to adapt quickly to the changing business environment. The need to understand the business impact of the COVID-19 situation, and how they will need to adapt /adjust their approaches to keep people productive, cut costs, etc. is crucial. How they show up during difficult times can differentiate them as leaders! (2 minutes)
	Participants have the choice to be mentored / coached in one of 3 topic areas (see below). *The GOAL is that you have at least one mentoring discussion for each topic area.* **4-5 Mentoring Discussions** (TIMING: 5-7 minutes per person. Ask one participant to be TIMEKEEPER). • *Participants should have already identified a situation they want to address.* • *MENTORING DISCUSSION FLOW and SAMPLE COACHING Questions Below*
2:40 – 2:45	FINAL ADVICE / Close Call

WOMEN UNLIMITED, INC. | MENTORING EDUCATION NETWORKING

IMpower Business Acumen, Virtual Mentoring DETAILS:

Participants choose one of the following scenarios/ topics:

1. What one area do you STILL Need to Develop, to increase your Business Acumen?

2. Practice talking about your WORK in ways that demonstrate Business Acumen, re: RESULTS you drive, and how they contribute to your organization's business drivers / strategic priorities.

3. What questions do you have about being a stronger LEADER during the COVID-19 challenges? (For your PEOPLE? For the BUSINESS?)

MENTORING DISCUSSION – (5-7 minutes /person if you have 5 Participants.)
- Ask participant to briefly describe situation. (1-2 minutes)
  - *To frame the Coaching Discussion, Participant asks a question, "How can I…?"*

- Peer coaches and mentors take turns asking coaching questions or giving suggestions. (5 minutes)

- **Mentor Asks:** *"What was most helpful so far?"*
  - Ask for COMMITMENT: *Make sure you ask each participant to make a Commitment! What will they do differently, and how will they know it is working?*

Sample Coaching Questions: (*for general business acumen or COVID-19 Related Challenges)

- *What's the problem in a nutshell? In one sentence?*
- *What's the best possible outcome? The worst possible outcome?*
- *What would success look like for you? (Ask for details!)*
- *What have you tried already? and/or "What won't work?"*
- *Have you ever handled something similar? What is the same or different in this situation?*
- *What would (someone you admire) do / say?*
- *What are your options?*
- *What obstacles are in your way? / What's stopping you from taking action?*
- *What are your next steps?*
- *What will you do? By when?*
- *What support do you need?*

For Individuals who are practicing talking about their WORK in ways that demonstrate Business Acumen, re: RESULTS they drive, and how they contribute to their organization's business drivers / strategic priorities.

- **Have them practice a "hallway conversation" – with you acting as their Senior Leader.** *Ie., Ask them: "Tell me what you are working on right now?" (or "How is Project "x" going?). They need to talk about what their work in terms of IMPACT and RESULTS vs. activities. NOTE: Most will struggle with elevating their answer from activity / task, to Impact / Result.*

- **Press them on linking their results to their organizations priorities / business drivers, i.e.***,*
  - *Why would that matter to your leader?*
  - *How does that support your leader's key priorities?*
  - *Ask other peer team members to weigh in. What are they noticing?*
  - *Note – the closer you are to your "work", often the harder it is "up-level" your contributions!*