

IMPOWER

*Grow the Talent That
Will Grow Your Company*

IMpower Mentor Toolkit



The Women's Organization for Mentoring Education & Networking
Developing Leaders Who Deliver Results

Welcome to **IMPOWER** Mentoring

Thank you for joining us as a mentor in IMpower! With your experience, commitment, and skills, we know that you will be a vital resource to the IMpower participants as they seek to grow and evolve their careers.

This mentoring toolkit provides you with the resources you need to fully understand your role as a mentor, and leverage the experience so that YOU can:

- Gain new insights that have far-reaching impact on your own management and teams;
- Continue to hone your mentoring and coaching skills;
- Broaden your network;
- Gain new insights on how to be a stronger advocate for your internal organization-wide diversity;
- Further develop leadership competencies;
- Broaden your perspectives;
- Increase awareness of personal biases, assumptions, and development approaches;
- Positively influence women's careers and help them grow.



IMPOWER Program Goals

We develop...

- **Agile Learners** who engage in *self-reflection*, seek *feedback* and adapt to the business environment with speed and flexibility
- **Confident Contributors** who possess *business acumen*, *organizational savvy*, and clear ownership of their career
- **Relationship Builders** who use their *networks* to *collaborate* and *influence* successfully to drive results
- **Talented Communicators** who *speak up* and *step forward* to *build credibility* and seek opportunities
- **Innovative Thinkers** who successfully navigate a global business environment and *contribute to organization's success*
- **Catalysts of Productive Change** who challenge the status quo and *develop new approaches* to business issues



IMPOWER Journey

IMpower: where Impact meets empowerment. This six-month development program focuses on building and retaining organizations' emerging talent pipeline.



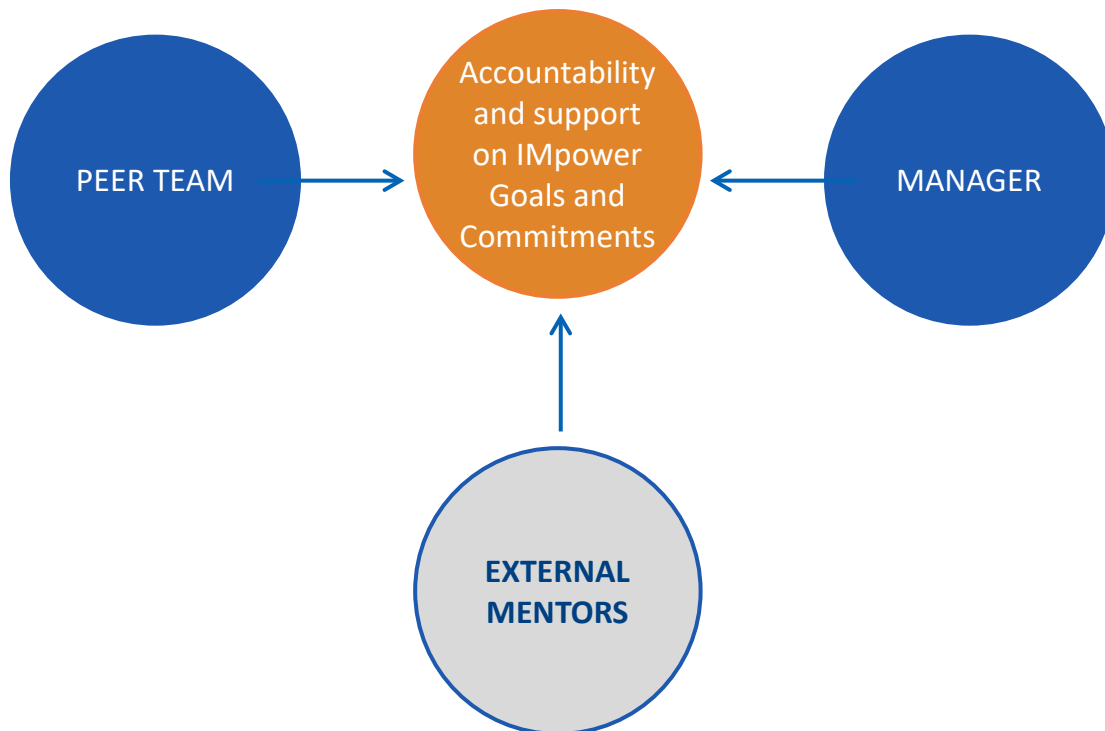
Through WOMEN Unlimited's facilitated learning process, early-career women learn to take charge of their own career growth and development and to advance their skills by working with peers, superiors, mentors and networks. This holistic, integrated, experiential approach to development helps to "grow the leaders that grow your company."

Bottom line: IMpower provides early-career talent with the tools, techniques and strategies required for career-long success. And you, as mentors, are a key part of that success.

IMPOWER

Mentoring

Goal: Intentionally building developmental relationships for career sustainability.



The mentoring component of IMpower consists of external mentors who join us for part of the monthly development sessions, as well as formal peer mentors. Managers are the “vital link” to ensuring that program goals are integrated and “on the job” opportunities for growth are leveraged. All contribute to the accountability on goals and commitments.

The IMpower participants will drive how much engagement occurs outside of a monthly session, however, please DO encourage them to report out on successes and learnings.

Key Mentoring Principles

- Intentionally building developmental relationships for career sustainability
- At its core, mentoring relationships are *learning relationships*
- The **questions you ask**, help mentees to **REFLECT, LEARN, and GROW**



HOW:

- ▶ Ask Questions
- ▶ Listen
- ▶ Tell the Truth
- ▶ Request their Best
- ▶ Encourage. *Don't "Solve"*

Setting the Foundation for Effective Mentor Interactions



- Establish relationship of Mutual Respect and Trust
- Support mentees with accomplishing their IDP
- Ask powerful questions that help mentees assess situations to determine necessary actions
- Assist with “real time” challenges
- Share experiences, perspectives & insights
- Hold mentees accountable for taking action (Get their commitment!)

IMPOWER Mentoring Guidelines



As Mentors, your objective is to help the IMpower participants think through their career challenges and arrive at more strategic solutions vs. simply telling them what to do!

IMpower Mentors have two primary roles.

1. Participate on a Mentor Panel, where you will be asked to share your insights, perspectives, and lessons learned. Specific questions will be sent to you in your session confirmation email and are also provided on Pages 10-11 of this toolkit.
2. For most sessions, you will also lead two “group mentoring” sessions for a small group of IMpower participants. Each group mentoring session will last approximately 30 minutes. In each breakout group, participants will share a challenge, based on the session topic.

Your role in the Group Mentoring is to:

- Lead the discussion, ask questions, and to challenge the assumptions or thoughts that can be limiting the IMpower participants' perspectives and approaches.
- Turn “Learning into Leadership” by making a Request! At the end of each mentoring conversation, *ask each participant to make a Commitment. What will they do differently, and how will they know it is working?*

Group Mentoring Guidelines and Tips

Group Mentoring Process:

1. Ask participant to briefly describe situation. *(Participants will have already been asked to identify a situation or challenge they want to address.)*
2. To frame the Mentoring Discussion, Participant asks a question, “How can I...?”
3. Peer coaches and mentors take turns asking coaching questions or giving suggestions. *(5 -7 minutes total for questions / suggestions.)*
4. Mentor Asks: “What was most helpful so far?”
5. Call to Action: “What are you going to do this month?”
Participant identifies 1-2 commitments and actions.

Sample Coaching Questions:

- How does this relate to your Career Vision, or IDP goals?
- What would success look like for you? *(Ask for details!)*
- What have you tried already?
- What are your other options?
- What would *(someone you admire)* do / say?
- What's stopping you from taking action?
- What is your biggest fear? or What is getting in your way?”
- What's the best possible outcome? The worst possible outcome? Can you live with that?
- If this issue were mine, instead of yours, what would you advise ME to do?
- What did you do to contribute to the situation?
- Assuming the other person has good intentions, how might they be seeing the situation?
- What is your Plan B? C? etc.



IMPOWER Mentoring Focus by Session

Topic	
<p>Savvy Relationships: Expanding your Influence and Increasing your Impact</p>	<p>Relationship Builders know how to use their networks across diverse organizations for collaboration and for successfully influencing and driving results.</p> <p>As one continues to progress in an organization, it is impossible to “do it all yourself”. It is important to know how to collaborate effectively, develop strong team relationships, and leverage the talents of others to meet key goals. This session provides the skills needed for starting to build a personal network using both interpersonal and organizational savvy. Participants will also interact with external mentors and discover how to effectively use mentors and others inside their organization to increase their sphere of influence.</p> <p>Panel Topics: When in your career did you realize that you needed to build “strategic alliances” in order to be an effective leader? What advice can you share about building and leveraging a network inside your organization? Outside your organization? How do you make the time for creating real (vs. superficial) relationships with key individuals in your network? What VIRTUAL tips can you share (i.e. building strong relationships when you aren’t local)?</p>
<p>Bolstering Your Business Impact: Personally and Virtually</p>	<p>Confident Contributors and Talented Communicators know how to adapt to diverse situations, speak up, and communicate effectively in a virtual environment to build credibility. During this full day of development, participants will work with their virtual Project Teams to develop and deliver a virtual presentation, after which external mentors will provide feedback. Topics covered in this session include navigating matrix organizations, virtual collaboration, and increasing visibility. Peer teams will also work together to determine how they are progressing on their development plans, and to identify and share how they are leveraging their strengths in new and productive ways in their organizations.</p> <p>Panel Topics: Provide feedback via a virtual panel to the IMpower participants on the “impact” of their presentations, share your top tips and practical strategies for leading, communicating, and building credibility in a virtual environment.</p>
<p>Developing “Brand You”: Confident. Visible. Vocal.</p>	<p>Talented Communicators know how to speak up and step up to build credibility and seek opportunities. Confidence drives trust and respect from others. In this session, participants will identify and practice the key changes that will enable them to be more credible and compelling when speaking anywhere, anytime, with anyone. The key pillars of “Brand You” that are explored include:</p> <ul style="list-style-type: none"> • Awareness of key strengths and differentiators • Ability to clearly articulate value and impact (vs. focusing on “activities”) • The courage and conviction to have the conversations that inspire and shift others’ thinking. <p>Panel Topics: The focus of this session is to provide the IMpower participants with the tools and strategies to enable them to be more credible and compelling when speaking anywhere, anytime, with anyone. What is your Personal Brand? What advice do you wish you knew earlier regarding personal branding? How do you create strong first impressions, especially with senior leaders? How do you talk about your contributions, without it being seen as “bragging”.</p>

IMPOWER Mentoring Focus by Session

Topic	
Beyond your Department: Broadening Your Business Acumen	<p>Confident Contributors possess business acumen and organizational savvy, and clearly understand how to contribute to their organization's immediate and long-term profitability. In this session, participants will explore what is needed to deepen business acumen and financial skills. Broadening acumen doesn't mean knowing it all; it means developing an awareness of the organization's key business drivers in order to more effectively position ideas. The three focus areas that can help or hurt will be defined and explored: understanding business drivers, identifying internal resources, and presenting a business case to show value. In addition, teams will create and present a business plan, incorporating financial, marketing, sales and profit projections.</p> <p>Panel Topics: Provide feedback to IMpower participants on prepared Business Case presentations asking What stood out? What is one thing that would have made it stronger? What was missing? How was the Delivery?</p>
Change and Innovation: Your Career Catalysts	<p>Productive Change Agents and Innovative Thinkers embrace and encourage themselves and others to challenge the status quo and develop new approaches to business issues. In this final session, participants will examine an innovative approach to seeking and driving positive change both personally and professionally. We will examine the change "mindset" and review a framework and tools that allow both participants themselves and their teams to thrive, improve, and seize opportunities for growth. In keeping with the theme of change, growth and regeneration, participants will assess their own personal and professional growth and evaluate their key learnings from the IMpower program. As a final task, they will determine "next steps - Where do I go from here?" A short graduation program will conclude the day.</p> <p>Panel Topics: Provide feedback to IMpower participants to embrace and encourage themselves to challenge the status quo and develop new approaches to business issues.</p>

IMPOWER Competencies

IMpower participants received feedback from the KF360 assessment tool, on the following competencies. The 360 competencies were selected to align with the IMpower Journey and were identified as the most crucial competencies for emerging talent to demonstrate in order to successfully grow and succeed in today's changing business climate, *regardless of job function*.

IMpower Competencies		
Self	Others	Business
___ Self-Development	___ Build Networks	___ Organizational Savvy
___ Manages Ambiguity	___ Communicates Effectively	___ Business Insight
___ Nimble Learning (Agility)	___ Collaborates	___ Cultivates Innovation
___ Self -Awareness	___ Interpersonal Savvy	___ Balances Stakeholders

DEFINITIONS

Self-Development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

Manages Ambiguity

Operating effectively, even when things are not certain, or the way forward is not clear.

Nimble Learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

Demonstrates Self-Awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

Builds Networks

Effectively building formal and informal relationship networks inside and outside the organization.

Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.

Interpersonal Savvy

Relating openly and comfortably with diverse groups of people.

Organizational Savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

Business Insight

Applying knowledge of business and the marketplace to advance the organization's goals.

Cultivates Innovation

Creating new and better ways for the organization to be successful.

Balances Stakeholders

Anticipating and balancing the needs of multiple stakeholders.

Sample IDP

The IDP guides each IMpower participant's journey. It starts with their "Career Vision." Their vision is beyond a job title; it encourages them to think about the IMPACT and Influence they would aspire to have as they grow in their career. It's a long-term aspiration, that reinforces career growth and sustainability.

As a mentor, we ask that you check in with your mentees about their IMpower development goals. How does today's topic align with their IDP goals and Career Vision? What did they learn in today's session that allows them to hone their skills, or update their IDP?

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INDIVIDUAL DEVELOPMENT PLAN: IMPOWER PROGRAM

SAMPLE **My Career Vision:** *To be recognized as a leader with a strong global perspective who influences organizational change.*

Step 1:	Step 2:	Step 3:	Step 4:
Set Goals:	Leveraging Strengths:	Leveraging Others:	Measurement:
<i>Given your Career Vision, what are 2-3 key goals you need to focus on to move you forward? What actions will you need to take?</i>	<i>What are the strengths you have that will help you? How will you leverage these strengths (as they relate to your goals)?</i>	<i>How will you involve Managers, Peers, Mentors, Others to help you overcome challenges, gain insight, perspective, or expand your knowledge of business issue?</i>	<i>How will you know when you have been successful in achieving your goals?</i>
Goals / Actions	Strengths to Leverage	Leveraging Others (Manager, Peers, Colleagues, Mentors)	Key Measures of Success
1. Improve my visibility with senior management <ul style="list-style-type: none"> Build a few key influential relationships. Conduct at least 2 Respected Manager Interviews by the end of May. Have more comfort & exposure with key executives. Speak up more in meetings. Share ideas as well as facts. 	<ul style="list-style-type: none"> Build Networks Interpersonal Savvy 	<ul style="list-style-type: none"> Involve peer team: get input and advice to help me better influence others. Involve my manager as my champion. Follow up with Respected Manager interviews. Identify 1 IMpower Mentor to work with me on ideas to increase my visibility. 	<ul style="list-style-type: none"> Join at least 1 task force to represent my team. Share at least 3 ideas for change with management. I will be invited to present at a Divisional Meeting in 2016.
2. Motivate and stretch my team, so that I become known as a Leader <ul style="list-style-type: none"> Set priorities and hold employees accountable. Identify motivators & preferred management style for team members. Create IDPs for team members. Identify opportunities to delegate to each team member. 	<ul style="list-style-type: none"> Communicates Effectively 	<ul style="list-style-type: none"> Peer Team – their help in giving input and adhering to process. HR organization – for help on growth opportunities for team. My manager – assist in identifying areas for delegation. Identify 1 IMpower Mentor to work with me overcoming my internal obstacles to delegating. (Lack of confidence in others' abilities, and too controlling) 	<ul style="list-style-type: none"> Team motivated and over-achieving on goals. Team taking on new risks and stretching / growing. Team delivering more great results. I am focused less on the details and more on leading the team!
3. Expanded understanding of my organization's global vision & strategy, and industry issues <ul style="list-style-type: none"> Review Strategy site. Talk with [leaders] about industry & Company Strategy. Participate in a global project team. 	<ul style="list-style-type: none"> Business Insight Communicates Effectively Balances Stakeholders 	<ul style="list-style-type: none"> Solicit ideas from team. Company Strategy site and reports. Respected Manager Interviews: add additional questions to ask. Invite peers in other divisions to meet, to better understand their business. Manager and leaders help in identifying a global project team. 	<ul style="list-style-type: none"> Review materials by _____. Establish schedule for all meetings with leaders inside and outside of organization. Global team participation.

WU MENTORING EDUCATION NETWORKING

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Owning your Career: Focus, Awareness & Agility
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Thank you!

WOMEN Unlimited, Inc. is a world-renowned organization focusing on developing women leaders in major corporations. Because of its ability to pinpoint, develop & retain diverse high-potential leadership talent, WOMEN Unlimited, Inc. is the "go to" development partner for over 160 leading organizations.



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