

WUI Matrix Mentoring

Quick Reference Guide for Mentees

ATTRIBUTES OF EFFECTIVE MENTEES

- Do you have a clear leadership vision?
- Have you identified development goals?
- Are you willing to ask for and accept feedback on your growth opportunities?
- Do you have a growth and learning mindset? Are you open to considering other perspectives?
- Are you willing to make the time commitment? Do you consider your mentors as critical business relationships?

MATRIX MENTORING COMMITMENTS

A. Peer Team Meetings

- Peer teams meet monthly (without mentors)

B. Matrix Team Meetings

- Full Matrix teams meet minimum once quarter
 - Q1: Date, Site, and Agenda
 - Q2: Date, Site, and Agenda
 - Q3: Date, Site, and Agenda



C. One-One External Mentor Meetings

- First meeting in next 6-8 weeks (required)
Mentor 1 ___ Mentor 2 ___
- Connect with each mentor: minimum bi-monthly (live/virtual)
 - Mentor 1 ___ Mentor 2 ___
 - Mentor 1 ___ Mentor 2 ___
 - Mentor 1 ___ Mentor 2 ___
 - Mentor 1 ___ Mentor 2 ___
- Schedule additional 1-1 as needed/desired
 - Mentor 1 ___ Mentor 2 ___
 - Mentor 1 ___ Mentor 2 ___
 - Mentor 1 ___ Mentor 2 ___

WHERE TO BEGIN –TACTICAL TIPS

- Complete Team Agreements to set ground rules, goals, and expectations.
- Agree as a team on the meeting schedule **for the year** and commit to the dates (peer team, mentor 1-1s, and full team meetings).
- LEAD Journey Roadmap serves as a **foundation** for mentoring discussions – everyone on team needs a copy now.
- Determine what you need from your Peer team and External Mentors. How can they assist you with your development?
- First 6-8 weeks: conduct initial 1-1 meetings with each mentor.
- Review and incorporate the planning and discussion tools as needed for 1-1 and team meetings.
- Commit to own and drive agendas for team meetings. Hold each other accountable.
- Balance Roadmap Discussions with workplace challenges and accomplishments.
- Use GROW Model to quickly get to heart of issues.



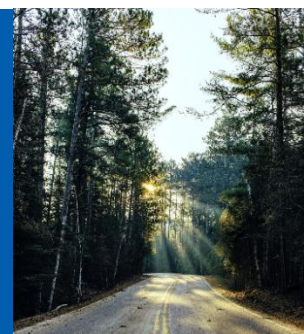
MENTORING DISCUSSION IDEAS BEYOND THE ROADMAP

- Standing Up for What You Want
- Decision Making – criteria for effective decisions
- Risk Taking
- Essential Leadership Characteristics
- The Glass Ceiling
- Remote Management
- Trends: economic, technological, or business
- The Global Market
- Change Management



Key Matrix Mentoring Principles

1. Focus on developing Leadership Effectiveness; value is in helping mentees think more strategically about how they are showing up as leaders.
2. Mentors' role is a balance of mentoring and coaching.
3. Matrix Mentoring is "participant driven." Mentees are expected to own and drive the process.
4. Matrix Team dynamics assist in fostering real-time coaching on leadership behaviors in action.



GROW Model

For Developmental Conversations

MODEL	STEP	WHAT MENTORS DO	NOTES
G	GOALS What do you want? Describe the issue.	Ask clarifying questions to determine the scope and severity of the issue. <i>"Tell me about the problem"</i> <i>"What does the situation look like when the problem is resolved?"</i>	
R	REALITY What is happening now?	Ask what the mentee has done so far to resolve the issue. Listen carefully. Test for resolve to address. <i>"What are you experiencing?"</i> <i>"What obstacles are in your way?"</i>	
O	OPTIONS What could you do? Brainstorm solutions. (Stay OPEN and Listen!)	Ask mentees to brainstorm what they think will work better. What do they believe will help? <i>"What are your options?"</i> <i>"What would you do if you knew you couldn't fail?"</i>	
W	WHAT / WHEN What will you commit to doing? When? What support do you need?	Ask mentee to choose which solution(s) she is willing to try. Ask for what support she needs. Set up follow up agreements for accountability. <i>"What are your next steps?"</i> <i>"What will you do? By when?"</i> <i>"What support do you need?"</i>	

POWERFUL QUESTIONS

- What's the problem in a nutshell? In one sentence?
- What is the opportunity here? What is the challenge?
- How important is this to you?
- How may your LIFO preference have contributed to the challenge?
- How could you look at this issue from a different style perspective?
- Have you ever handled something similar?
- What is the same or different in this situation?
- What would success look like for you? (Ask for details!)
- What would (someone you admire) do / say?
- If this issue were mine, instead of yours, what would you advise ME to do?
- What did you do to contribute to the situation?
- What have you tried already? What are your other options?
- What are your fears? What's really stopping you, or getting in your way?
- What haven't you admitted out loud yet?



How does this relate to your LEAD Journey Roadmap?