

# WUI Matrix Mentoring Quick Reference Guide for Mentors

Mentors play an integral role in the successful experience of the participants in the WUI LEAD program. By providing the participants access to senior male and female leaders from various corporations throughout the year-long program, WUI enables the participants and the mentors to establish long-term relationships which foster a sharing of business experiences, leadership strategies and key learnings.

The success of these relationships hinges upon setting clear, mutual expectations upfront and making the commitment to meeting those expectations on an ongoing basis. By engaging with each other in this way, we ensure our mentors and mentees derive the maximum benefit from the relationship.

## ◆ Key Expectations

### Full Engagement of the Mentors

- We ask our mentors to be committed and accountable to giving quality time to fostering the mentoring relationships.
- Foster a safe and comfortable environment to allow the mentees to openly express and share their views, issues, challenges and questions.
- Have fun together! The stronger the relationship the stronger the TRUST.

### Co-Mentor Partnership

- We ask the co-mentors to establish a sound working relationship with each other to share thoughts and approaches to the mentees' issues and challenges, and to foster a safe and comfortable environment for the mentees to allow them to communicate openly.

### Ongoing Input and Feedback

- We ask our mentors to participate in on-going two-way communication with the WU staff to provide feedback and recommendations for improvement on any aspect of the process.

## ◆ In Return, WOMEN Unlimited:

- WUI is committed to supporting the mentors --through mentor development, monthly briefings, conference calls to share best practices and strategies and provide assistance with questions and challenges. In addition, WUI works with the mentees throughout the program to ensure the mentees are reaching out to the mentors to take full advantage of their business knowledge/experience.

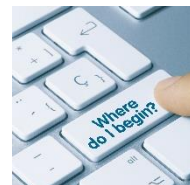


## Tips for Balancing Coaching & Mentoring

- ◆ **COACHING:** Help to BRING expertise out of the mentee (focus on development of their strengths).

*HOW: Ask Questions, Listen, Tell the Truth, Request their Best, Encourage. Don't "Solve"*

- ◆ **MENTORING:** SHARING your expertise with mentee (perspectives, insights, lessons learned)



## Where to Begin – Tactical Tips

- Complete Co-Mentor Agreement to ensure mutual support and communication
- Use 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 (both 1-1 and team meetings)
- Ask mentees to own and drive agendas for team meetings. Hold them accountable.
- Balance Roadmap / GPS Discussions with workplace challenges and accomplishments
- Save the Dates: Mentor Coaching Calls, Mentor Networking Events, Graduation

## Key Matrix Mentoring Principles

1. Focus is 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.

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## LEAD Roadmap Discussion Template



“What has to happen, over the next 6-9 months, for you to feel happy with your progress?”

“What progress have you made since the last meeting?”

“How are you leveraging your strengths?”

“What are the issues / obstacles to success that still need to be eliminated?”

“What leadership opportunities exist today, that you need to capture?”

## Matrix Mentoring Commitments



### Team Meetings

- Peer teams meet monthly (without mentors)
- Full Matrix teams meet minimum once quarter
  - ✓ Q1: Date, Site, and Agenda
  - ✓ Q2: Date, Site, and Agenda
  - ✓ Q3: Date, Site, and Agenda

### One-One Time

- First meeting in next 6-8 weeks (required)  
Mentee 1 \_\_\_ Mentee 2 \_\_\_ Mentee 3 \_\_\_ Mentee 4 \_\_\_
- Second 1-1 meeting with each mentee (optional)  
Mentee 1 \_\_\_ Mentee 2 \_\_\_ Mentee 3 \_\_\_ Mentee 4 \_\_\_
- Contact with each mentee: minimum bi-monthly  
Mentee 1 \_\_\_ Mentee 2 \_\_\_ Mentee 3 \_\_\_ Mentee 4 \_\_\_
- Schedule additional 1-1 as needed/desired

### Co-Mentor Meetings

- Initial co-mentor meeting / discussion
- Recommend quarterly check-ins to assess engagement and progress

## GROW Model for Developmental Conversations

- **Goals** - what do you want?
- **Reality** - what is happening now?
- **Options** - what could you do?
- **What/When** - what *will* you do? When?



## Powerful Questions



- What is the opportunity here? What is the challenge?
- How important is this to you? How can I help you most?
- How may your LIFO preference have contributed to the challenge?
- How could you look at this issue from a different style perspective?
- What would success look like for you? (ask for details!)
- What are your fears? What's really stopping you, or getting in your way? What haven't you admitted out loud yet?
- What would (someone you admire) do / say?
- If this issue were mine, instead of yours, what would you advise ME to do?
- What have you tried already? What are your other options?
- How does this relate to your Transformational Shift?
- How will this (goal, plan) impact the key strategies or major initiatives of your organization?