

# **The Value of Mentoring**

## **Note-Taking Guide**

### ***Presented by IMA Leadership Academy***



## TODAY'S AGENDA

1. Introduction
2. Defining Mentoring
3. Mentoring Framework
4. Volunteer Service Leadership Framework
5. More about Mentoring
6. Conclusion
7. Key Takeaways



## LEARNING OBJECTIVES

After this session, you will be able to:

- Define mentoring and differentiate it from other professional relationships.
- Describe the various types of mentoring relationships and the appropriate application for each.
- Explain how IMA® can provide opportunities and support for mentorship through volunteer leadership.
- Identify key roles, characteristics, and responsibilities to be successful as a mentor or a mentee.
- Summarize the value of mentoring.

### GOAL

Mentoring is a valuable tool for professionals of all career levels. It is important to differentiate mentoring from other professional relationships, though, to truly understand all its benefits. In this webinar, you learn about various types of mentoring relationships and the appropriate application for each. Whether you are an individual seeking a mentor or professional looking to give back by developing a relationship with a mentee, this presentation will help you identify many of the characteristics and responsibilities for both sides of a mentoring relationship. Explore the value of mentoring today!

### WHY IS THIS TOPIC IMPORTANT TO ME?

*Record your notes here.*

## WHAT IS MENTORING

### What is mentoring?

Consulting

Counselling

Coaching

Take  
Responsibility of  
Career  
Development

Key Performance  
Review of an  
Employee

Advising an  
Individual on What  
to Do

Directing an  
Individual What to  
Do and What Not  
to Do

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**CONSULTING:**

**COUNSELLING:**

**MENTORING:**

## FORMAL vs INFORMAL MENTORING

### Formal Mentoring

- Well planned
- Structured
- Accountability between mentor and mentee is pre-defined
- Immediate or short-term benefits for mentee and mentor may become lifelong benefits

### Informal Mentoring

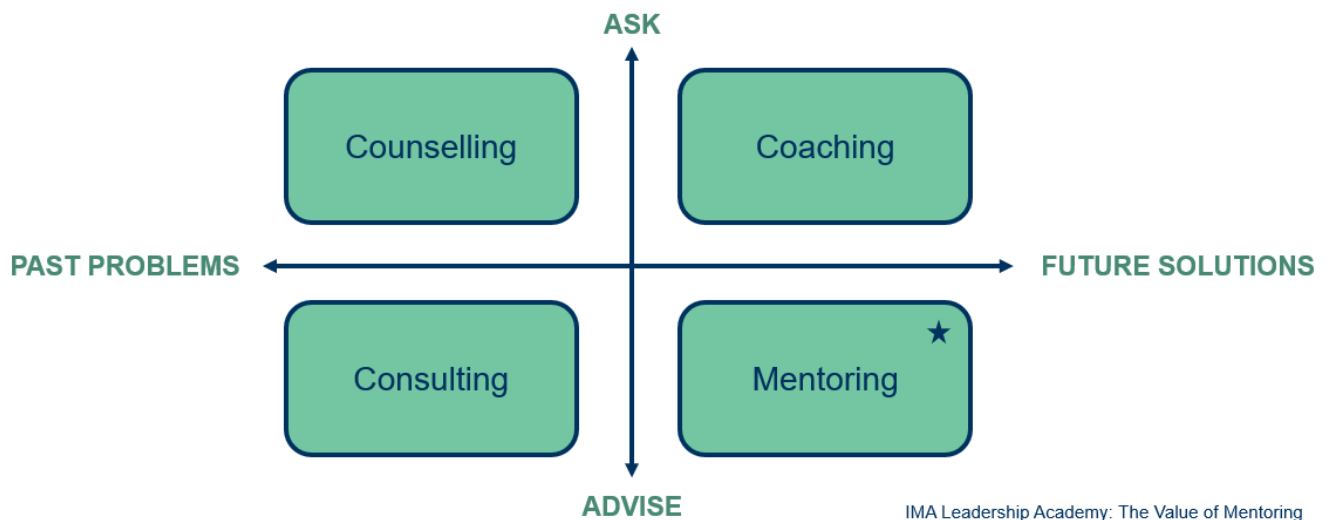
- Unintended
- Unplanned
- Not structured
- No accountability pre-defined
- May happen by chance or by design
- Typically short-term relationship
- Benefits not known or may not last long

## REVERSE MENTORING

1. A senior employee seeks to gain business insights from a less experienced (often younger) employee.
2. The objective of reverse mentoring is primarily to enable leaders and senior managers to stay in touch with their organization and the external business environment.
3. Many organizations are now starting to realize that top-down learning is not always appropriate, particularly where social media and use of technology are involved, and reverse mentoring programs are emerging as a result.

## MENTORING FRAMEWORK

### Scope of Mentoring Conversation



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## FEEDBACK vs. FEEDFORWARD

### Feedback vs. Feedforward

#### FEEDBACK

-Past Performance  
-Counselling

- When we give **feedback**, the focus is on the past.
- "People can't control what they can't change, and we can't change the past."

- When we give **feedforward**, instead of rating and judging a person's past performance, the focus is on future development.

#### FEEDFORWARD

-Future Performance  
-Mentoring

<https://marshallgoldsmith.com/articles/1438/>

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## THE PARTIES IN MENTORING

**MENTOR:**

**MENTEE:**

**SPONSOR/EMPLOYER:**

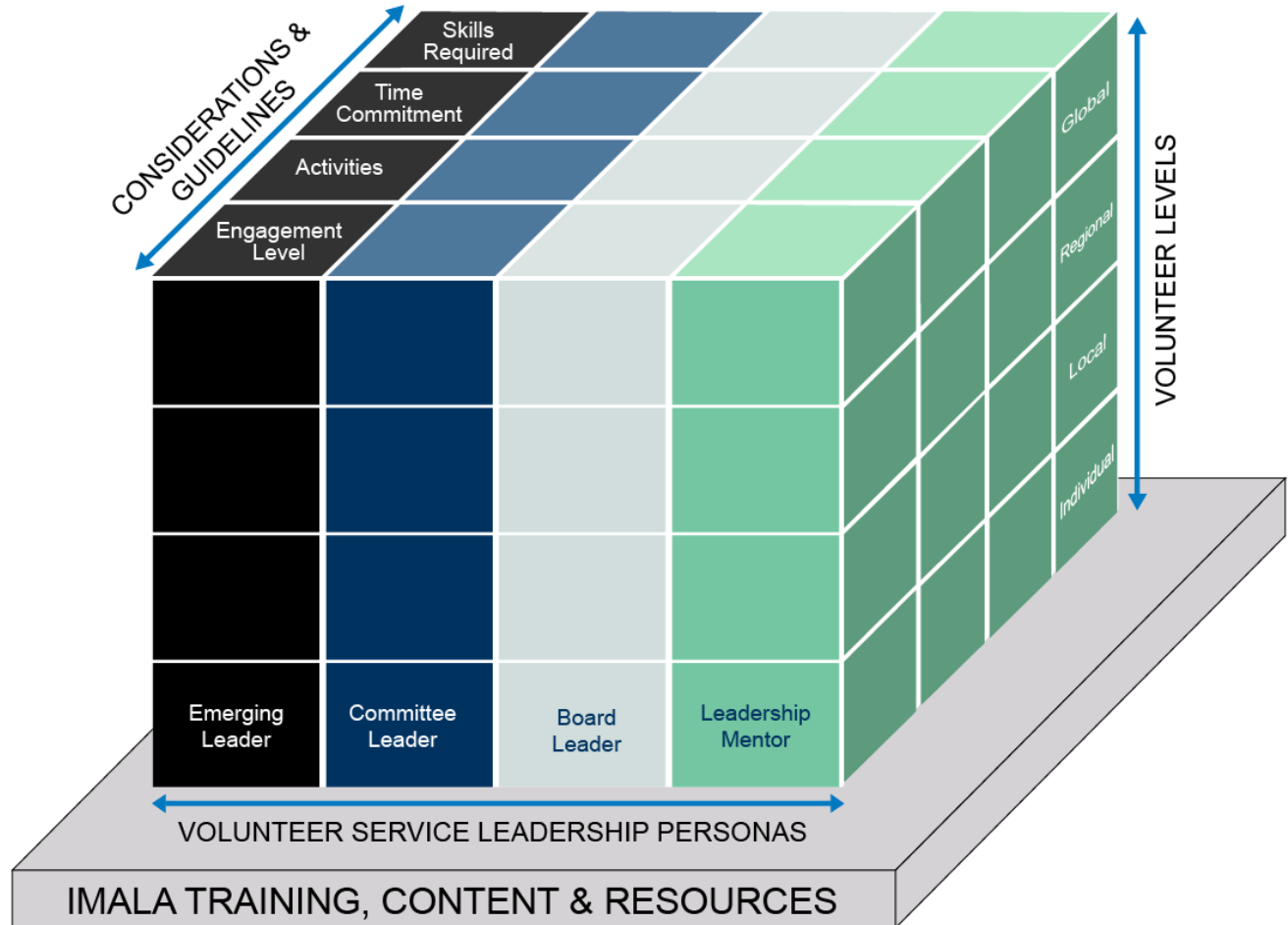
## THE MENTORING RELATIONSHIP

**ONE-TO-ONE:**

**ONE-TO-MANY (GROUP):**

**MENTEE PODS:**

## IMA's VOLUNTEER SERVICE LEADERSHIP FRAMEWORK



## VOLUNTEER SERVICE LEADERSHIP FRAMEWORK PERSONAS

### Emerging Leader

IMA member who is likely in the early stage of volunteerism and shows potential and interest as a leader.



### Committee Leader

IMA member serving on an IMA Board committee, standing advisory committee, or other type of organized committee, task force or working group at global, regional, or local level.



### Board Leader

IMA member serving on an IMA Governing Board at global, regional, or local level; for example, a member of a Chapter, Elite Club, Council, or Global Board, or ICMA Board of Regents.



### Leadership Mentor

IMA member who served as a Committee or Board Leader and stays engaged to mentor the next generation of IMA volunteer leaders.



## IMA Volunteer Leadership Experience through Mentoring – Young Professional Leadership Experience (YPLE) and Board Buddy Program

## MENTORING MYTHS

### Mentoring MYTHS

#### MYTH #1:

You have to find one perfect mentor.

#### MYTH #2:

Mentoring is a formal long-term relationship.

#### MYTH #3:

Mentoring is for junior people.

#### MYTH #4:

Mentoring is something more experienced people do out of the goodness of their hearts.



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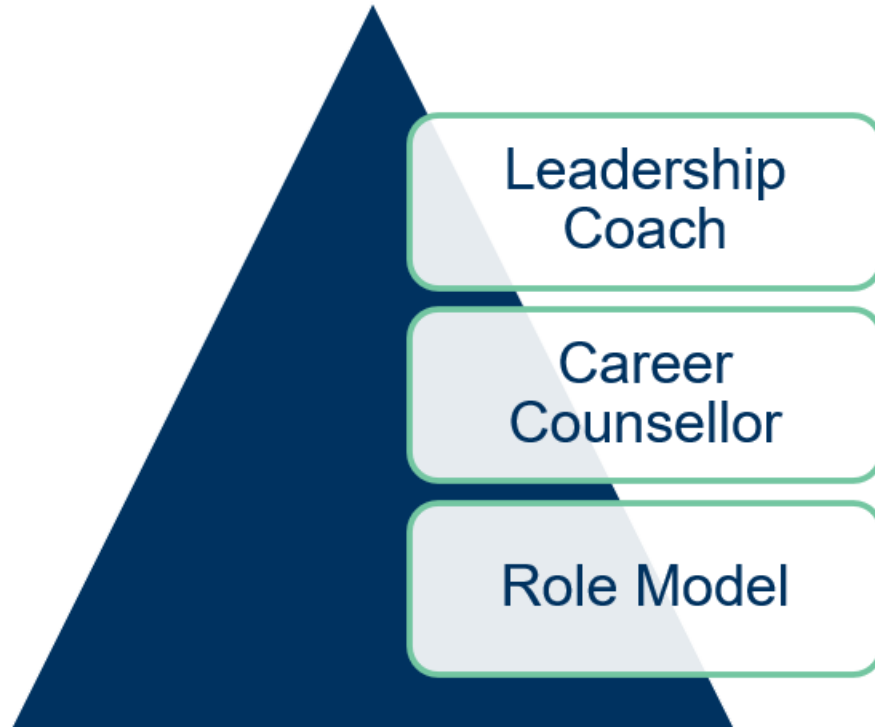
## EFFECTIVE MENTOR ATTRIBUTES

- |   |                                  |
|---|----------------------------------|
| 1. Prepared                             | 6. Supportive                    |
| 2. Inquisitive                          | 7. Creative                      |
| 3. Attentive                            | 8. Strong and stern, when needed |
| 4. An effective coach                   | 9. Constructive                  |
| 5. Willing and able to provide feedback | 10. Committed                    |

## MENTOR RESPONSIBILITIES

- Set realistic expectations for the relationship to enable mentee achievement
- Be **available** (to as great an extent as possible)
- Maintain consistent contact with the mentee
- Listen with **empathy**
- Be openminded to the mentee's needs and opinions
- Provide **encouragement**
- Make a conscious effort to build the relationship
- **Follow through** on commitments
- Share one's own **successes** (and failures), as appropriate

## ROLES OF A MENTOR



### LEADERSHIP COACH:

### CAREER COUNSELLOR:

### ROLE MODEL:

### ADDITIONAL ROLES OF A MENTOR:

- The Master of Craft
- The Champion of Your Cause
- The Co-pilot
- The Anchor
- The Reverse Mentor

## EFFECTIVE MENTEE ATTRIBUTES



- Honesty
- Openness
- Non-defensive or Accepting of Feedback
- Interested and committed
- Positive
- Responsive
- Trusting

## THE VALUE OF MENTORING

A mentor can provide:

- Independent insights to business and career questions
- Assistance in developing and testing plans, goals and strategies
- A different perspective on issues or risks
- Encouragement to identify and take appropriate action
- Connection to a broader network of contacts and resources

***A mentor is sounding board for your career development roadmap!***



## ACTION PLAN

### Action Plan: Creating the Mentorship



Define your  
goals and  
specific needs.



Write the "job  
description" of your  
ideal mentor.



Search for mentors  
through your  
second-degree  
network.



Make the ask (and  
keep it simple).



Have a first  
meeting.



Start simply;  
Nurture the  
relationship.



Create a  
structured  
accountability  
process with a  
mentorship  
agreement.



Continue to  
follow-up and  
say thank you.



Maintain the  
relationship.

<https://hbr.org/2021/03/whats-the-right-way-to-find-a-mentor>

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