

Mentoring Template Month 3

Instructions: ****Seek SMART next steps from them:** Specific, Measurable, Achievable, Related, Time-Bound. The goal is to help the mentee pick up responsibility for something they can see when they've done it.

- **1. Express appreciation.** * Notice whether they receive it. (one-way)
- **2.** Share our *organizational purpose* and why it matters to you, the mentor. Next, ask the mentee, What's 1 NEW baby ****SMART** step you will take to intentionally *cause our purpose*. Who will you cause it for? When? How? Consider who benefits most from the purpose. Is it You?
- **3. NEXT**, read the **core values**. What's 1 NEW **different** ****SMART** baby step you will take to use core values to *cause our purpose*? Who? When? How? Again, who benefits most? You?
- **4.** Ask mentee to share **their purpose** and describe a way they *cause* it.
- **5. Ask the following questions:**
 - a. **Teal culture model** is **1.** Purpose and Values-Based, **2.** Freedom WITH Responsibility, **3.** Shared Power, **4.** Leader/Follower Flexibility and **5.** Holistic. Give an example of how you can increase **1 of these 5** components in your life or work.
 - b. **Emotional intelligence** is self-awareness, self-management, social awareness and relationship management. Which one do you struggle with most? What's one specific ****SMART** step to improve the one you chose?
 - c. A **psychological contract** includes what we think we are expected to give and what we think we are entitled to receive. Do you have any **unresolved** psychological contracts with anyone? If you do, what is one new baby ****SMART** step you could do to address and move it forward?
 - d. Have mentee practice the **dialogue tool********* Mentee *receives*, using the phrases for mirroring, validating and empathizing. (See steps in Notes) **1. Mirror** content, **2. Validate** logic, big picture, world view, (should include YOU think...) and **3. Empathize** with (mentor's) emotions. This tool makes people feel seen/heard (lovable).

Notes

***Appreciation** should be intrinsic about this person (e.g. not looks).

Dialogue Tool******* (steps below)

1. **Mirror** (content): "What I hear you saying is... Did I get that right? Is there more?"
2. **Validate** (logic/world view): "I get it ... You think... Did I get that right? Is there more?"
3. **Empathize** (emotions): "I imagine you might be feeling... (name emotions) Did I get that right? Is there more? (**do not explain emotions**)"



- e. **Personal responsibility** is a key concept. There is **other**-directed and **self**-directed. What words, body language, kinds of behavior, and tone of voice are used when you or another is in other-directed (resentful compliance or rebellion)?
- f. **Self-betrayal** You heard a story about a woman who asked to go on vacation. A week before it, her boss gave her a list of 10 things to be completed. She completed 8 of the 10 and skipped 2 of them. How did she self-betray? (Hint: "What am I feeling? What do I want?") Which of her behaviors were **other**-directed? What *consequences* occurred (for her, for all)? She was in her blind spot (she did not FEEL responsible for her tasks, her relationships, and outcomes). Name one example she was in her blind spot?

- g. **Making accountable requests and agreements.** Which is harder, saying "what I want" or "**no**" (without excuses or justifying). "What's one baby ****SMART** step to help you gain *self-management* in improving the one chosen?"
- **6.** End with **appreciation** and **thanks** for this employee (not just for participating but rather, something intrinsic to this person). Make sure they receive it. (Appreciation should be one-way. They do not appreciate you back)

Note: Make time to fill out the **mentoring data form** before and after this session. This helps you remember mentee's colors, concerns, solutions and your observations, including actions for follow-up.