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# **Leadership Development Initiative (LDI) Curriculum**

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# **The Mentoring Relationship: Getting Started – The 5 Practices**

**The Mentoring Relationship-Getting Started – The 5 Practices**  
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## Overview

Mentorship is a relationship, often between a mentor ('senior'/knowledgeable) and mentee (less senior/less knowledgeable professional), for the purposes of personal development. Older terms for mentee are 'protégé' or 'apprentice'. Being a mentor, identifying the skills to mentor well, and thus be an effective model for the mentee, is an advanced form of leadership. The expectation is that based on the modeling in the program, along with intentional skill development over time, a mentee will evolve to be a skillful mentor.

Identifying and mindfully utilizing the 5 Practices will optimize the relationship between a mentor and mentee. The 5 Practices and 2 commitments are reviewed from Kouzes and Posner's The Leadership Challenge.

### Model the Way

Leaders don't ask others to do things they are unwilling to do themselves. Leaders go first. They set an example and build commitment through simple daily acts that create progress and build momentum.

- Find your voice by clarifying your personal values

- Set the example by aligning your personal actions with shared values

### Inspire a Shared Vision

Leaders inspire a shared vision. They gaze across the horizon of time, imagining the attractive opportunities that are in store when they and their constituents arrive at a distant destination.

- Envision the future by imagining exciting and ennobling possibilities

- Enlist others in the dreams by appealing to shared aspirations

### Challenge the Process

Leaders step out into the unknown. Their primary contribution is in recognizing good ideas, supporting those ideas and challenging the system to get new products, processes, services and systems adopted.

- Search for opportunities by looking outward for innovative ways to improve

- Experiment and take risks by constantly generating small wins and learning from experience

### Enable Others to Act

Leaders know that those who must produce the results must feel a sense of ownership. Their work is making people feel strong, capable, informed and connected.

- Foster collaboration by building trust and facilitating relationships

- Strengthen others by increasing self-determination and developing competence

### Encourage the Heart

Caring is at the heart of leadership. When striving to raise quality, recover from disaster, start a new service or make a change, leaders make sure people benefit when behavior is aligned with cherished values.

Recognize contributions by showing appreciation for individual excellence  
Celebrate values and victories by creating a spirit of community

Interactive small group discussions are encouraged so participants can explore the implications of the leadership behaviors and the commitments vis a vis their own teams and families. The individual LPI score is again reviewed and understanding deepened to increase the frequency of their leadership behaviors.

Additionally, the 4 phases of the mentoring cycle are reviewed:

Phase 1: Preparing

Phase 2: Negotiating (establishing agreements)

Phase 3: Enabling Growth (facilitating learning)

Phase 4: Coming to Closure (looking back, moving forward)

## Objectives

After this session, participants will:

1. Describe Kouzes and Posner's leadership framework, and personal strategies to use the 5 Practices
2. Understand the benefits and underlying concepts of effective mentoring (4 phases of mentoring cycle) with tools, tips, and strategies for success
3. Increase awareness of their personal learning style and understands its impact in mentoring relationships

## Important Teaching Points

- Mentoring is a high level leadership behavior
- The 5 Practices empowers every relationship at every level
- The 5 Practices are skills that are taught and learned by Leaders
- The 4 Phases of Mentoring are predictable and naturally build on each other, but they may be cyclical, or it may be appropriate to work in 2 phases at the same time
- At the outset of the mentoring relationship, gain as much clarity as possible about expectations and roles
- Use the 4 Phase model as a touchstone to check progress and honor each phase of development; a skillful mentoring relationship is transformative for both the partners

## Slides

Unfortunately, we do not have permission to share the slides that were developed by the presenters for this session. We recommend that you read the following resources to enhance your understanding and comfort with the material.

## Resources / References

1. Kouzes, J.M. & Posner, B.Z. (2008). *The Leadership Challenge* (4th ed.). San Francisco, CA: Jossey-Bass.
2. Zachary, L.J. (2011). *The Mentor's Guide: Facilitating Effective Learning Relationships* (2nd ed.). San Francisco, CA: Jossey-Bass.
3. Zachary, L.J. & Fischler, L.A. (2009). *The Mentee's Guide: Making Mentoring Work*. San Francisco, CA: Jossey-Bass.