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

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# **Taking Mentorship to the Next Level**

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## Overview

Mentorship is an advanced form of leadership. The relationship is a personal one, and having ground rules, a basis for feedback and common expectations helps the flow of knowledge, social capital and psychosocial support. Typical interactions are transactional, but with awareness and practice, a mentor-mentee relationship will develop a higher level of engagement and build trust.

Mentors and Leaders are challenged to identify the quality of conversation they share, and discuss strategies that be used to raise the quality of their conversations. Improvement in the quality of conversation begins with awareness and strategies; it is a mutual responsibility.

Levels of Conversation:

- Monologue: one-way flow, the listener only retains a small portion of this
- Transaction: occasional interjections, questions and answers, higher level of engagement
- Collaborative engagement: higher level of challenge and problem solving, more vulnerability, personal connection and inner revelation
- Dialogue: discover 'ah-ha' moments, both learn from each other on a deeper level

An opportunity is given for mentor-mentee groups to reflect on their highlights of their mentoring year, what they did to make the most of their mentoring relationship, what their biggest disappointments or challenges were, and what they could have done better to improve their mentoring relationship.

Review of the Kolb Learning Styles is offered to re-examine how each personal preference plays into the particular mentor-mentee relationship, as well as adaptations to optimize these dynamics.

The five functions of healthy teamwork are also reviewed. Although focused on 'team', much of how a team works, is based on the strength and vision of its leaders; the mentor - mentee dyad.

## Objectives

After this presentation, participants will:

1. Evaluate the mentor and mentee role and expectations.
2. Describe the optimal mentoring relationship and communication style.
3. Identify and implement key components to improve effective mentoring relationship.

## Important Teaching Points

- Trust is the result of behavior and expectations over time  
Trust =  $\frac{\text{behavior} + \text{expectations}}{\text{time}}$
- To build trust, a crucial component of relationships, be clear about each component above.
- Consider the personal preferences of learning style, decision-making, and action in all relationships.

## 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. Lencioni, P. (2002). *The Five Dysfunctions of a Team*. 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.