



CareerWise Colorado  
Tomorrow's Talent Today

# The Coach

Mentoring the Apprentice to Success

2017



# Agenda

- **Introductions**
  - What is a mentor?
- **Situations for mentoring**
- **Expectations of the mentor**
- **OK... but HOW?**
  - 8 Steps of mentoring
- **Boundaries exercise**
- WRAP

# Your Commitment:

30 minutes each week, once a month for an hour

- Supporting the apprentice on their career journey
- Encouragement during the apprenticeship
- Support development of foundational competencies
- Mentor the apprentice on professionalism and company navigation

# Introductions





# Let's get started

When I was 16, I  
wanted to be a...



How I got  
into my field

Attributes of  
a mentor

My best  
coach

# Mentoring

A discussion process aimed at exerting a positive influence in the motivation and development of another where a partnership is built for continuous self-improvement.

What  
events did  
you list?

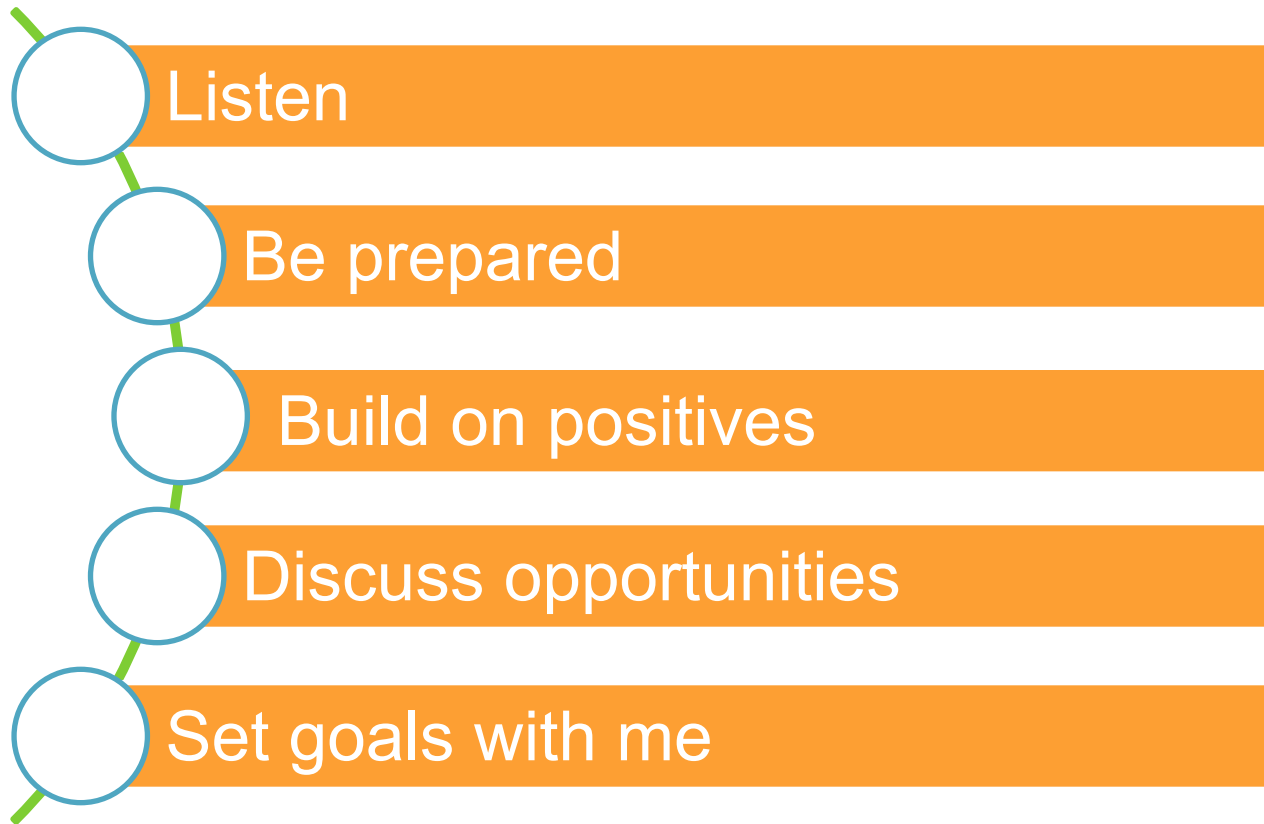


...and reinforce  
successes!

# Why do we avoid tough conversations?

- Uncomfortable
- No one likes to be critical
- Tough conversations take time
- Could get emotional

# 3 Things I would want from a mentor discussion

- 
- Listen
  - Be prepared
  - Build on positives
  - Discuss opportunities
  - Set goals with me

# Mentoring is a skill

## Mentoring in 8 steps – remember 2 things throughout

- PROCESS: the method
  - *How we are talking*
- CONTENT: the topic
  - *What are we talking about*





STEP 1:  
BE  
SUPPORTIVE

List words to describe your best boss



STEP 1:  
BE  
SUPPORTIVE

Felt: non-verbal, eye  
contact, positioning

**SUPPORT**

Tangible: time,  
resources, help  
(\*when asked for)

Expressed: recognition,  
appreciation, acceptance,  
trust, **ownership**

**STEP 1:  
BE  
SUPPORTIVE**

**5 quick tips to show support:**

- Sit at a round table or in another area
- Make communication interactive
- Convey empathy and understanding
- Allow emotions and venting
- Ask if the apprentice is looking for advice

**SPEEDBUMPS**

- Focus on negative consequences
- Mistake support for friendly  
*(teens smell BS. Be yourself)*
- Expecting trust too soon
- Having all the answers

A problem well-defined  
is half solved.



## Group Work

*Tyler is venting about a co-worker “not pulling their weight” so his supervisor gives him more work and more complicated work. Tyler feels like his own development is falling behind because he has so many assignments.*

1. How will you be supportive?
2. How will you focus this conversation?

### 3. Establish Impact

#### **5 quick tips to focus:**

- Allow time for the real issue to surface
- Don't make assumptions
- Focus means a mutual understanding for the discussion (not an answer)
- Avoid "jumping into their nightmare"

#### **SPEEDBUMPS**

- When emotion takes over
- Focus is stuck on the negative
- Victimization
- Blaming others

### 3. Establish Impact



**WHAT'S IN IT  
FOR ME?**

What is the motivation for the apprentice to GROW?

This is the most commonly  
skipped step.

WHY?

3 questions...

?

?

?

### **5 quick tips to establish impact:**

- Remember this is the most skipped step
- Restate the focus
- Ask questions
- Use what motivates
- Look at the impact from all perspectives

### **SPEEDBUMPS**

- Justification for issue or behavior
- Actions that have been ignored
- Actions that have been rewarded
- Avoidance of ownership





#### 4. Make a Plan

*\*\*I'm more apt  
to do  
something  
when it's my  
idea*

*Why SMART?*  
Maintains focus.

Do-able activities + jointly developed =  
positive results

## 4. Make a Plan

### 5 quick tips to make a plan:

- Use the SMART model
- Don't give the answer
- Be creative
- Encourage ownership of the plan
- Keep it simple

### SPEEDBUMPS

- Plans that are too general
- Plans that are too complex
- Excuses for why it can't be done

6. Confirm  
Commitment

WELCOME TO  
COMMITMENT - Phobes  
ANONYMOUS



NEXT MEETING:

WEDNESDAY OR THURSDAY

FOR MORE INFO PLEASE CALL  
1-800-FAR-FROM-HOME... OR DON'T.

*The success  
or failure  
tipping point  
of the plan...*

## *Back to Tyler...*

- You have a focus.
- You have established impact.
- You have a plan.

*How will you encourage and support ownership?*

## 5 quick tips to gain commitment:

- ASK
- Be willing to tweak the plan
- Accept one step to work the plan
- Listen for a verbal signature
- Be encouraging

## SPEEDBUMPS

- Assuming commitment
- Weak commitment
- Resistant to tweak plan
- You doing the work

6. Confront  
Excuses

YOU CAN HAVE

**RESULTS**

- OR -

**EXCUSES**

NOT BOTH.

# Excuses can be a great opportunity to explore contingency plans!

## Excuse

Others not doing work  
I do more work  
I don't know how  
Afraid to fail  
Tech/tools not good  
Instructions confusing

## What If...



## 5 quick tips to confront excuses:

- Focus on action over obstacles
- Try to anticipate excuses
- Recognize obstacle behaviors: quiet, passive, avoiding, anger
- Listen
- Remember, some “excuses” are valid reasons

## SPEEDBUMPS

- Not getting to root of excuse (time, fear)
- Avoiding discussion of excuses
- Always changing the plan due to excuse

## 7. Discuss Outcomes



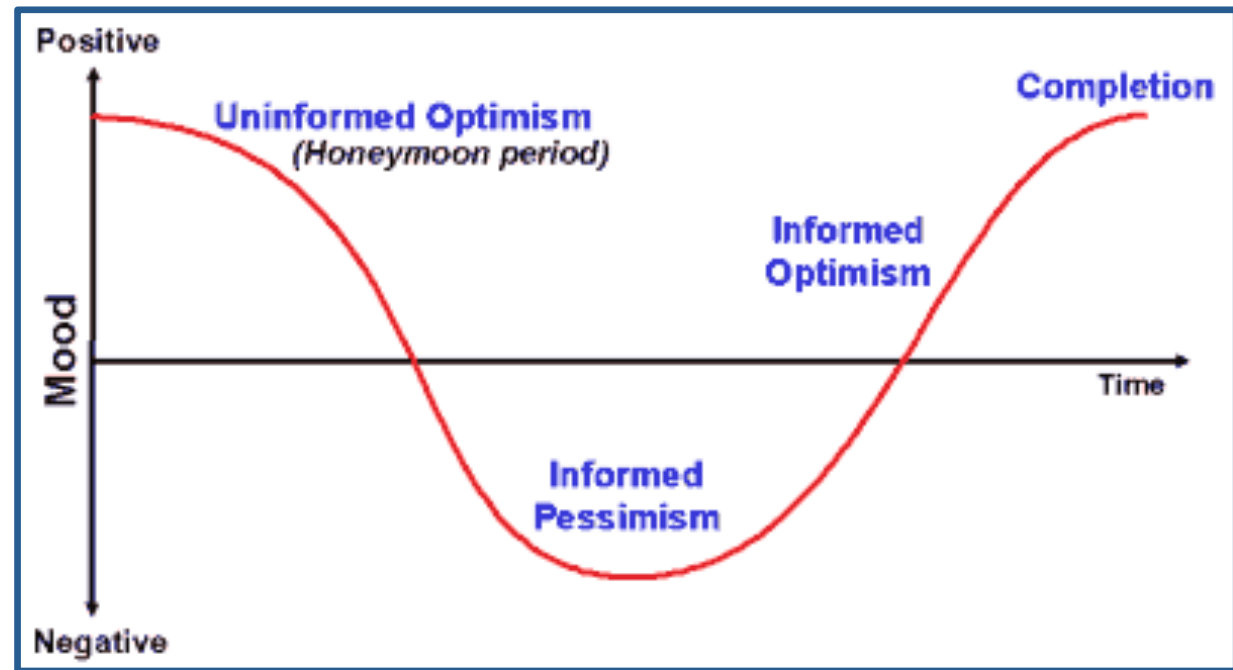
**Step 7 is about  
personal  
consequences**

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*What will happen if  
the goals of the  
plan are not met?*

Every apprentice will go through a change cycle with each new experience and skill challenge

*The mentor's job is to help them find the **WIIFM***



## 5 quick tips to discuss outcomes:

- Link current actions to the future
- Point out opportunities for growth
- Stay positive
- Always go back to the plan
- Outcome clarity will drive change

## SPEEDBUMPS

- Apprentice feels no ownership
- Focusing on negatives
- Falling back to excuses

“I want you to know that I am willing to work with you as far as you would like to make this plan succeed.”

*PS: everyone, even the highest performer, can benefit from mentoring*



**DISCUSSION:**

*What is the most memorable thing someone has said to you when you have felt like giving up?*

## 5 quick tips to persevere:

- BREATHE
- Seek out your own mentor
- Highlight key wins already attained
- Stick to your meeting schedule
- Go back to the commitment

## SPEEDBUMPS

- Frustration
- Avoidance
- Expecting a revelation rather than an evolution





# Understanding Boundaries

*“In order to be a mentor, and an effective one, one must care. You must care. You don’t have to know how many square miles are in Idaho, you don’t need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know, care about what you know, and care about the person you’re sharing with.”*

-Maya Angelou

# As a workplace mentor – is it possible to care too much?

- *I will read 2 stories as samples*
- *You will place on our continuum what is “too much”*

**Is it OK to talk about values with an apprentice?**

**How can you avoid imposing your values on a young person?**

# The Trusted 10 Exercise



# MOTIVIS

“Do not train a person to learn by force or harshness; but direct them to it by what amuses their minds, so that you may be better able to discover with accuracy the peculiar bent of the genius of each individual.”

- Plato