

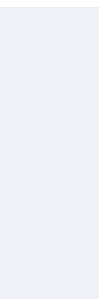
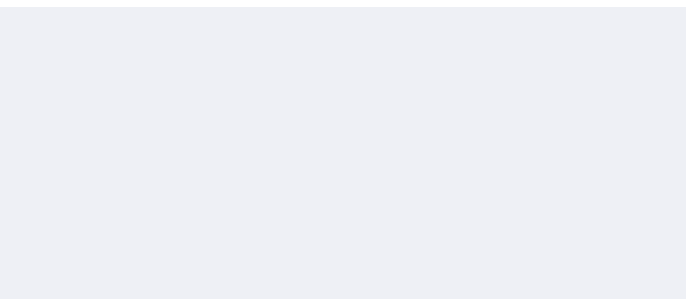
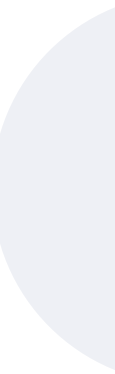
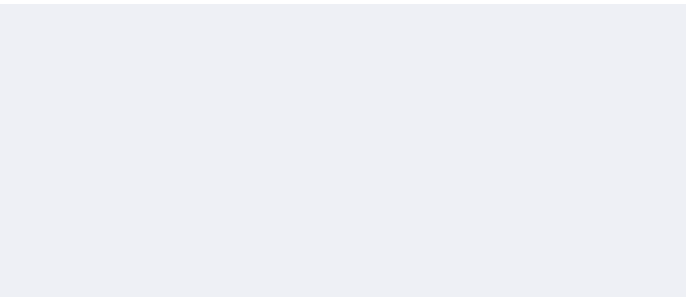


DanishShipping



# High Impact **Mentoring**

March 2020



# Introduction

Being a Mentor to new employees, or other people in their careers, can be extremely satisfying and a great opportunity to develop oneself. While it does require work and regular communication, it doesn't have to take up all one's time to be an effective Mentor! The most successful Mentoring relationships are more a two-way dialogue than they are of just the Mentor asking the questions. However, being a good Mentor takes time and is more a journey in developing the right skills.

This handout is intended to help you on the journey.

## The Power of Insightful questions

One of the most important characteristics of a good Mentor (or Coach or Teacher) is to ask insightful questions. Here are a few good questions to ask as a Mentor. These questions develop great insights and learnings for the Mentee.

### Here are just a few examples of Questions Mentors should ask their Mentees

- **What does success look like to you?**

This question is powerful because it can be adapted for big-picture situations or specific situations. Asking what success looks like can refer to long time goals and planning or it can be used for specific situations. This will help determine what the priorities are for the project or situation.

- **Why is this goal important to you, your team and the company?**

In asking this question, the Mentor is helping the Mentee assess if the goal is worth the effort needed to make it happen.

- **What obstacles are you facing?**

As a Mentor you can be invaluable in providing different insights to overcome obstacles. However, we often see that Mentees, particularly where there is no real trust in the relationship, may be reluctant to share the challenges they are facing, or may not have really thought them through. Asking about obstacles outright allows you, the Mentor to explore the challenges with which the Mentee is struggling and also discuss the Mentee's strengths and weaknesses in addressing them.

- **What can you control?**

This question shifts the focus from thinking and focusing on factors that are beyond the Mentee's control and onto what they can actually do about the situation.

- **What Options have you come up with?**

When faced with obstacles or challenges it's reasonable to expect that the Mentee has thought of some ideas of how they'll address them. Even if the Mentee is struggling with what the right answers are, having at least a few ideas ensures that the Mentee has given the matter some thought and isn't just relying on you for an answer.

## Questions **Mentors** should ask **Themselves**

Too often, the typical Mentor-Mentee relationship tends to be focused on the Mentor telling the Mentee what to do. In our experience, these are the least successful relationships, as they tend to be short-lived and disappointing and often the Mentor runs out of ideas.

For best results, Mentors need to think of themselves as listeners and sounding boards, helping their Mentees broaden their horizons. Asking themselves questions like these will help Mentors successfully fill those roles:

- **How can I help my Mentee think differently and see things differently?**
- **Am I listening for what isn't being said?**
- **How can I help my Mentee clarify his or her thinking?**

## For Mentees

### Questions **Mentees** should ask their **Mentors**

- **How can I use my skills and expertise differently?**

By asking this question, the Mentee is tapping into the Mentor's knowledge and experience and applying them specifically to his or her own skill set. It's a major step toward dovetailing the Mentee's individual talents with corporate needs.

- **How do I develop key relationships with decision makers?**

Early-career Mentees often believe doing a good job is enough. This all-important question gets them past that misconception and helps them learn how to get noticed in the right ways by those who matter for their career advancement.

- **How do I know if I am working on things that matter and that will move my career forward?**

By asking this question early on, the Mentee, like the Mentor, is doing a reality check about the importance and relevance of the Mentee's goals to the organization. The Mentee is making sure to receive honest feedback that will keep him or her from exerting effort in the wrong direction.

## Questions Mentees should ask Themselves

Research shows that the most successful Mentoring relationships are ones in which the Mentee takes an active and intentional role. Asking themselves these questions will help Mentees ensure that success:

- **Am I considering how my near-term opportunities can set the stage for longer-term career goals?**
- **What worked when I applied the insights gained from my Mentor conversations? What's different from what I anticipated?**
- **How truly invested am I in my growth and development?**

There are numerous benefits from Mentors and Mentees asking each other and themselves questions like the ones outlined.

Mentees stay focused on goals, gain insights into achieving and fine-tuning their goals, learn what skills and behaviour patterns need adjusting, and discover pathways for interacting with key decision-makers. Additionally, Mentors gain new insights into successful interactions not just with their Mentees, but also with their team members, colleagues and senior leadership.

Like so many other professional and personal interactions, successful Mentoring relationships aren't just about having the right answers. **They're about asking the right questions.**

# The GROW Model

## Overview

The GROW Model is a coaching framework used in conversations, meetings and everyday leadership to unlock potential and possibilities. GROW was created by Sir John Whitmore and colleagues and it has since become the world's most popular coaching model for problem solving, goal setting and performance improvement. It can be adjusted to also be used in Mentoring and Teaching.

## The GROW Coaching Model

GROW is an acronym for the four stages of this model:

<b>G:</b>	<b>Goal</b>	<b>Defining short- and long-term goals</b>
<b>R:</b>	<b>Reality</b>	<b>Exploring the current situation</b>
<b>O:</b>	<b>Options</b>	<b>Identify and evaluate possible options</b>
<b>W:</b>	<b>Will</b>	<b>Define what you will be doing and by when</b>

John Whitmore described these phases in his book *Performance Coaching* as the four key elements of every coaching session. But the coaching doesn't have to start with this exact order. Your Mentee could describe their current problem (**Reality**) or that they have to decide between various **Options** as well.

The four stages are a great framework to get the most out of each session. They increase your Mentee's awareness and strengthens their commitment.

### Stage 1 of the GROW Model: G for Goal

Every session and coaching has to have a specific goal or result the Mentee wants to achieve. The goal should be as specific as possible and it needs to be measurable. A famous technique to define a goal is **SMART**:

**Specific**  
**Measurable**  
**Attainable**  
**Realistic**  
**Timely**

These steps ensure clarity instead of vagueness in your Mentee's goals.

## Grow Coaching Questions for the Goal stage:

- What is your goal?
- Why do you want to achieve this goal?
- What would be the benefits once you accomplished this goal?
- What do you want to achieve?
- What do you really want?
- What is your goal for this coaching session?
- What do you want to change?
- What does success look like?
- Can we achieve your goal in the given time frame?
- Is that outcome realistic?
- How will you know you achieved your goal?
- How much control do you have over your goal?
- What would happen if you don't achieve your goal?

## Stage 2 of the GROW Model: R for Reality

This step is helping you and your Mentee to gain awareness of the current situation. It is important that your Mentee tries to describe the situation as objectively as possible. This phase shouldn't be about assumptions and thoughts but more about facts. The Mentee describes his or her current reality and not the imagination of a situation. This is often a big AHA-moment where the next steps become obvious.

## Grow Coaching Questions for the Reality stage:

- What's happening now?
- Which steps have you already taken to achieve your goal?
- What were the outcomes?
- How would you describe what you did/tried?
- What kept you from trying different things?
- Where are you now in relation to your goal?
- What is working well right now and what isn't?
- Who is involved?
- What is missing towards your goal?
- What do you think is stopping you?
- How are things going today?

## Stage 3 of the GROW Model: O for Options

Once you and your Mentee know where he or she is and where he or she wants to go, it's time to explore and evaluate the options. The next step is to find out which of the options is feasible and will have the highest possibility of being successful. Options could be behavior, actions or decisions that lead the Mentee towards his or her goal. Let your Mentee brainstorm and create a long list of ideas that come to mind. This is also a great

homework. Ask the Mentee to sit down for exactly 15 minutes, grab a cup of coffee or tea and just write down any ideas that come to mind.

### **Grow Coaching Questions for the Options phase:**

- What are possible options?
- What has been working well in the past?
- What could be the first step?
- What else could you do?
- Who might be able to support you?
- What are the benefits of this option?
- What are the costs of this option?
- What alternatives do you have?
- Which option do you feel ready to act on?
- If anything is possible, what would you do?
- What's the risk of choosing this option?
- How do you feel about this option?
- Which options do you like most?

### **Stage 4 of the GROW Model: W for Will**

This is the final stage of the GROW model. After defining a goal, describing the situation and weighing the options it's time to take action! No matter if the W stands for Will, Wrap-up, Way forward it all comes down to action and commitment of the Mentee, because without that the three prior stages have no value. You and your Mentee establish a clear plan for the next steps.

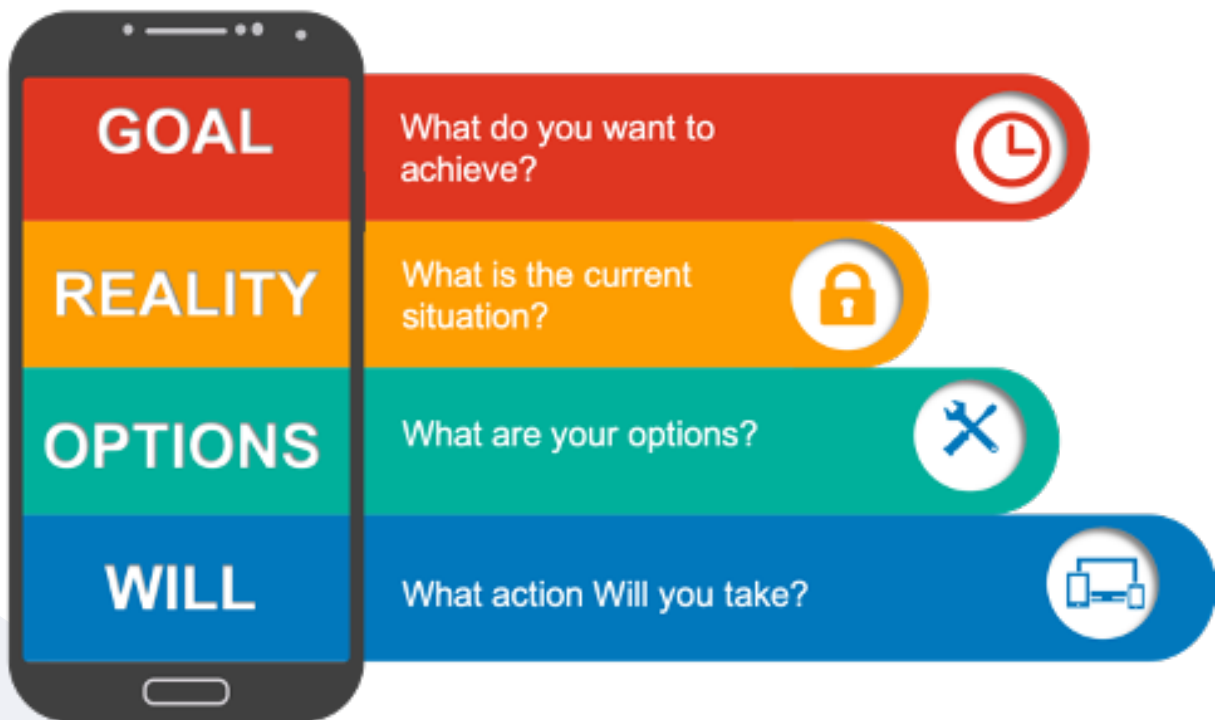
To ensure your Mentees' success and to help them stay motivated you'll have to prepare them for upcoming obstacles. Some of them will be predictable and others won't. You should use this stage to agree on the nature of support you provide along the way to their goal.

### **Grow Coaching Questions for the Will phase:**

- What are you willing to do?
- What is the first step you need to do?
- When are you going to start?
- How will you know that you've achieved your goal?
- What will it take to get moving forward towards your goal?
- What options do you choose?
- What will happen if you don't do it?
- What could prevent you from taking these steps?
- What kind of support do you need and from whom?
- What could I do to support you?
- What resources can help you?



## The GROW Model



### The First 90 Days

*(Article credit Lois Zachary and Lory Fischler, authors of Starting Strong: A Mentoring Fable).*

Where many Mentors go wrong is that they immediately focus on work specific issues before trying to understand a bit more about the Mentee. The first meeting should attempt to explore the personality of the Mentee. Do your personalities match? Do your values match?

Put the personal before the tactical. As Ken Blanchard says: **Essence before form.**

**Engage in conversation.** During the first 90 days it's important to build a trusting relationship, settle into agreements about how to work together (Methods and frequency of Communication and focus on creating and working on SMART goals).

If trust isn't established early on, a Mentee won't be real and honest. He or she may "posture" and try to look successful. When this happens, it hides a Mentee's real challenges and problems. Conversation will remain quite superficial.

- **What questions can you ask your Mentee to get him or her to feel comfortable?**

**Embed structure.** Even when trust is established, partners need to put some structured agreements in place to ensure they stay on track and are productive. Planning, agendas, timelines, confidentiality, deciding how often, where and when to meet all need to be addressed up front. How do you handle a cancelled meeting? How do you make the most of your time? What are the hot buttons each person wants to avoid? Talking about this at the beginning of a relationship increases the likelihood of Mentoring success.

- **What agreements will you and your Mentee need to put in place before you get started?**

**Create smart goals.** Learning is the central focus of the relationship and the Mentee's goals drive that learning. If the goals aren't specific, conversations never have a focus. If goals aren't measurable, Mentoring partners don't know if they are actually making progress. Not all goals are right for Mentoring; they need to be stretch goals; they need to be worthy of the Mentor's time and effort and the energy and commitment of the Mentee. The goals need to make a difference ultimately to the Mentee's career success.

**The first 90 days are critical to Mentoring success.**

Chris Rycroft from Percepti Global has prepared this booklet in collaboration with Danish Shipping.

## Who is Percepti Global?

Percepti Global™ is an innovative and global consulting business that for more than 20 years has been helping leaders, managers, salespeople and employees all over the world improve their results by the way they communicate and influence people.

We accomplish this by means of sharply focused and inspiring workshops in an informal and direct atmosphere that challenge participants and create the much needed “aha” experiences for them.

Our most important success criteria are a real and lasting change in the attitude and behaviour of participants. This is our WHY and what gets us up in the morning!

For more information or to discuss how we might be able to help you, please feel free to contact us on **+45 27 73 50 50** or visit **[www.percepti.com](http://www.percepti.com)**

## For further inspiration

**One Minute Mentoring:** How to find and work with a Mentor - and why you'll benefit from being one. *Ken Blanchard and Claire Diaz-Ortiz.*

**The Mentoring Manual:** Your step by step guide to being a better Mentor. *Julie Starr.*

**The Mentoring Pocketbook:** 3rd Edition. *Geof Alred.*

**Harvard Business Review:** How to Build a Great Relationship with a Mentor. Jan 2020, *Mark Horoszowski.*

**Medium.com:** What it Means to be a Great Mentor. May 2019, *Reed Rawlings.*

**Medium.com:** Mentoring Relationship (Part-1): Why and How to find a Mentor? *Rohan Mishra.*



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