

Managing-Leading **MENTORING** IN THE WORKPLACE

Stephen Hobbs, EdD



**Explore and Discover the Arrangement
Between Mentor and Mentee**

WELLthMovement.com

9+1
series

Managing-Leading Mentoring

Explore and Deliver the Arrangement Between Mentor and Mentee

By Dr. Stephen Hobbs

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Introduction

This e-book is about YOU, for YOU and eventually realized by YOU.

The word *YOU* is an awesome word in the English language. It refers to you as a singular person and you as a group of people.

Therefore...in reading this e-book:

1. You are a person implementing your LEARN | DECIDE | ACT requirements.
2. You are a manager-leader involved with the group of people.
3. You are a group of people who are learning together.

Always and in all ways-YOU are involved!

It's YOU who decides to:

Before moving on, whatever actions you take after reading this book indicate those ideas you determine are most important to you. Therefore, choose your thoughts wisely, act in service to others, critically reflect in and on your actions, document your learning, and celebrate.

Enjoy the read!

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## Managing-Leading the Well-Living Workplace™

The well-living workplace is a place of work where people work well together. For people to work well together, everyone has to be mindful of how and why managing-leading is important. For some, they must be overtly practical and disciplined in how and why they manage-lead.

In support of managing-leading the well-living workplace, I've written a series of e-books to breathe life into the concept and its practices based on truth, trust, and transparency.

These e-books serve as guides to establish and sustain the concepts and methods for individual well-being, and when combined, improve the well-living of all staff, no matter their level, and the clients they serve.

~

## **9+1 Characteristics of the Well-Living Workplace**

Whenever people gather to organize work, it's important to do so through the well-living workplace concepts and practices.

The 9+1 characteristics of the well-living workplace found below were framed during two years of work in Eastern Africa in the late 80s. The characteristics were shared throughout the 90s while working on wellness in the workplace programs for businesses, government departments, and non-profit workplaces. In 2004, they were further refined and included in the book, *Creating the Well-Living Workplace*.

They still apply today!

Possibly, they are more relevant today—and for the next twenty plus years.

The characteristics that follow were modified from the 2010 version of the book. Instead of focusing on the role of manager leader, the 10 insights guide everyone's actions in the workplace.

Whatever the position, there is a measure of managing leading involved, the degree of which is described and explained in a job profile. For example, the front receptionist leads people to the workplace by giving directions. The CEO manages the use of the phone system to respond to queries.

~

## 9+1 Key Characteristics of the Well-Living Workplace

The well-living workplace involves the creation of a workplace community where everyone practices the following 9+1 key characteristics:

1. **Lead from the vision.** With an expressed and inspiring vision, people guide others along the path as everyone works from the vision.
2. **Listening-based leadership.** People inspire and motivate others in their work; they are listening how to best advance and sustain engagement.
3. **Network-based management.** When all people know they manage lead at one time or another, they will realize they work in a network that has no center.
4. **People bring their uniqueness to their jobs.** As people bring who they are to work, there is a shared agreement to create safe and original interactions.
5. **Balance among people, producing and profit.** People are the mainstay of the workplace; through their performance, they collectively produce the required outcome.
6. **Ethical and supportive behavior.** As people go about doing their great work, they do so through practiced workplace values and to support each other.
7. **Movement of lifelong learning.** This is where formal, informal and incidental lifelong learning is encouraged to the benefit of each person personally and collectively.
8. **Contribution to society.** As the workplace draws its resources from the wider community, the workplace gives back in some form.
9. **Balance among risk, fun, and creativity.** People work through freedom and flexibility to find the best path to complete their tasks and assignments.
- +1. **People work in service to others.** In fulfilling one's work, consider how one serves others, both internally and externally, in the workplace.

If you were to add characteristics, what would they be?

I suggest you pause here and reread the characteristics again so you can be sure the characteristics have a meaning for you.

Edit the statements. By editing, you add, alter and delete the statement(s) so the statement(s) has/have the richest and deepest meaning for you.



Paraphrasing Nelson Mandela, ex-prime minister of South Africa: When you use your words in conversation, you connect with the heads of others.

When you use their words in conversation, you connect with the hearts of others.

Therefore, make the words of this e-book yours in whatever way makes sense to you to encourage engagement, retention, performance improvement and personal development.

Let's continue and bridge the characteristics listed above with the contributions you'll make in *Managing-Leading your Well-Living Workplace*.

~\*~

## As You Manage-Lead

When you manage lead, you hold the systems together and encourage the heads, hearts, and hands of those involved. Therefore, it's particularly important you have more managing-leading tips, tools, and techniques available for the situations you will encounter.

As a jumping off point, you are encouraged to work fromward and forward. That is:

\* To lead “fromward” is to lead from the imagined/ideal future, as expressed in the mission, vision, values, and result.

If your department is working on a new project with tight timelines, then the result is the project completed before the stated time and above project standards.

**Fromward:** Educating *from* the future you've imagined about manifestation.

You are working “fromward” with an intention (working from the ideal state.)

\* To manage “forward” is to manage for participation among people as they interact with the workplace systems.

As the manager of a new project, you help the group get the work done according to the project standards.

**Forward:** Navigating systems in which people work through being their best for the workplace regarding their LEARN | DECIDE | ACT about materialization.

You are working “forward” with attention (working the current state forward.)

When you take these two actions, leading “fromward” with intention and managing forward with attention, you have the possibility to create the well-living workplace. In such a workplace,

people experience living their great lives while co-creating the well-living world via productive contributions.

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Meaning of 9+1

The use of the 9+1 designation is meaningful to the e-book series, as evident in the 9+1 list mentioned above and what follows as the core subject matter in this e-book. As a result, it's important to give meaning to this designation.

9+1 is a naming convention used to theme conceptual and practical insights drawn from years of experience in creating well-living workplaces.

Of the ten listed insights, the +1 idea suggests more noticeable impact. However, the final decision regarding your +1 idea is yours. Maybe the suggested +1 is not your idea. Maybe one of the other nine insights is your +1 idea, or you write your +1 statement.

~~~

## **Moving into this E-book with Awareness about Mentoring, Mentor, and Mentee**

**Mentoring ... is an arrangement between a mentor and mentee.**

That is, to mentor is to provide trusted advice during the mentee's adventure

... Is the mentee gaining self-reflective insights from the dialogue with the mentor through question and answer?

... Is the mentee advancing *excellence* borne of the mentor sharing insights from her/his lived experiences and the mentee's implementation of ideas she/he deems appropriate?

**Mentor ... the person who is the educator.**

Mentors are wise enough to learn from mentees; they frame their experiences through the lens of the mentees' questions. Therefore, the mentor remains open to possibilities and opportunities.

... Speak the truth of her/his experience when the mentee is most likely ready to listen.

... Share lived experiences in causal and casual ways.

... Focus on the mentee gaining insight about herself/himself from which the mentee makes decisions about moving forward. The mentee might think/say: "I know I am stuck. With your experience, you can advise me to see my learning-for-action."

### **Mentee ... the person who is the learner.**

So much learning occurs through doing. Who better to learn from than someone who is constantly doing the work? Therefore, asking a mentor to guide your journey is a respectful way to achieve personal ambitions and accomplish group goals.

... Pull the required (must know and do) and requested (might learn and do) insights from the mentors.

... Tap into the mentor's lived experience about what works and doesn't work.

... Connect with others through sponsorship of the mentor.

... Ask yourself, "In what way(s) do you benefit from your mentoring arrangement?"

- Improved access to data, information, and knowledge
- Improved opportunities to stay and participate in the workplace
- Increased confidence
- Improved opportunity to practice new skills
- Increased relevant and protective feedback
- Increased ways to vent frustration for learning
- Increased internal and external motivation
- Increased networking
- Improved critical reflection
- And what you would you add?

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Mentoring in the Workplace

Consider, to some degree, every person in an organization manages-leads through mentoring in the workplace.

The following 9+1 Insights about managing-leading mentoring in the workplace are worded as though you are establishing and sustaining a mentoring arrangement.

Therefore, in reading the insights:

1. As a mentor or mentee, determine how best to establish and sustain a remarkable mentoring arrangement according to the actions suggested herein.

And yet, if you are someone who:

2. Knows and practices managing-leading with limited insight into mentoring in the workplace, continue to read how best to help your potential mentees according to the actions below.

3. Is managed-lead by another and seeks to improve learning or career aspirations, continue to read how best to help your mentor use these actions in support of a mentoring arrangement with you.

Moving Forward with 9+1 Insights about Managing-Leading Mentoring in the Workplace

These 10 insights further expand on the *9+1 Characteristics of the Well-Living Workplace* outlined above.

- The 9+1 insights focus on managing-leading mentoring in the workplace on a day-to-day basis.
- Each insight begins with an action verb followed by two additional action verbs.
- These three actions highlight the movement you can take to manage-lead a mentoring arrangement.
- There is an additional short summary to add more meaning to each insight.
- In addition, there are three questions to LEARN | DECIDE | ACTION each insight.

9+1 Insights about Managing-Leading Mentoring in the Workplace

- 1. Clarify your purpose of the mentoring arrangement from the outset.** Investigate together what each person seeks to learn, starting with the mentee. Listen to each other's words and watch each other's actions to clarify what each person seeks from the connection.
- 2. Strengthen your trust in the mentoring relationship from start to finish.** Know that trust is shared from within because trust is a commitment to self-concept awareness while engaged in a relationship with another where mutual recognition thrives. Grow the mentoring relationship from the perspective of *know thyself* so that you will be able to better understand (know) others in the current situation.
- 3. Convey delight in supporting each other's development and growth.** Celebrate the willingness to expand the concepts and improve the practices of your expertise. Appreciate the time and effort necessary to ensure an extraordinary mentoring arrangement.
- 4. Utilize problem inquiry and appreciative inquiry to guide your conversations.** Remain open to the decision-making process instead of narrowing to an impulsive response. Explore the various angles of suggested responses in favor of co-creating wise practices.
- 5. Interpret the requirements and requests each of you have during your time together.** Recognize truthfulness develops from access to adequate or total information that both parties can use to assist each other. Formulate inquiries of each other in action-based statements that allow for measurement.
- 6. Organize the boundary of your topic dialogue.** Prioritize the issues open for review and reinvention without initial direction; frame the informal and incidental learning activities thought useful to stimulate experience-based learning.
- 7. Outline your realistic outcomes.** Establish intentions for the conversation and ensuing results; share stories and directives that lead to crafting goals to guide the mentoring arrangement.
- 8. Collaborate in the fulfillment of each other's commitments.** Demonstrate assertiveness and cooperation in all interactions; keep promises to improve, focus, and strengthen the mentoring arrangement during and in-between meetings.
- 9. Navigate experiences through learning for action.** Customize experiences to highlight the learning objective, and customize activities to formulate the mentee's questions and the mentor's answers. Determine which actions are appropriate to move learning forward, according to the joint decisions.

+1 **Model honesty and fairness in nurturing a caring relationship.** Communicate ways that foster conversations, which encourage diversity without judgment. Further what each person brings to the mentoring arrangement.

Insight #1: Clarify your purpose of the mentoring arrangement from the outset.

Investigate together what each person seeks to learn, starting with the mentee.

Listen to each other's words and watch each other's actions to clarify what each person seeks from the connection.

Every step with each other is open to translation. The tighter the parameters of the mentoring arrangement, the less likely you are to experience rabbit holes. The time taken upfront to define and agree on the concepts and practices pertinent to the mentoring arrangement will establish a solid foundation to move forward.

Having read the main statement, its two secondary statements, and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

What are YOUR immediate thoughts/feelings about **clarifying your purpose of the mentoring arrangement from the outset?**

What do you need to continue, stop and start doing to **clarify your purpose of the mentoring arrangement from the outset?**

Continue

Stop

Start

For this statement, **"Clarify your purpose of the mentoring arrangement from the outset,"** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #2: Strengthen your trust in the mentoring relationship from start to finish.

Know that trust is shared from within because trust is a commitment to self-concept awareness while engaged in a relationship with another where mutual recognition thrives.

Grow the mentoring relationship from the perspective of *know thyself* so that you will be able to better understand (know) others in the current situation.

Trust is borne of contract, competence, intentionality, time and effort. When you integrate trust into the mentoring relationship, it allows both the mentor and the mentee to accept dissent and ride through the turbulence of the mentoring arrangement. Let trust be the mutual guide of your ride together.

Action: Having read the main statement, its two secondary statements, and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

What are YOUR immediate thoughts/feelings about **strengthening your trust in the mentoring relationship from start to finish?**

What do you need to continue, stop and start doing to **strengthen your trust in the mentoring relationship from start to finish?**

Continue

Stop

Start

For this statement, **“Strengthen your trust in the mentoring relationship from start to finish,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #3: Convey delight in supporting each other's development and growth.

Celebrate the willingness to expand the concepts and improve the practices of your expertise. Appreciate the time and effort necessary to ensure an extraordinary mentoring arrangement.

Both the mentor and mentee are influenced by the arrangement. The mentor is prompted by the mentee's questions to review and share insights that might otherwise go unnoticed. The mentee is given insights based on the quality of questions; each person stimulates learning and personal growth.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **conveying delight in supporting each other's development and growth?**

B. What do you need to continue, stop and start doing to **convey delight in supporting each other's development and growth?**

Continue

Stop

Start

For this statement, **"Convey delight in supporting each other's development and growth,"** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #4: Use problem inquiry and appreciative inquiry to guide your conversations.

Remain open to the decision-making process instead of narrowing to an impulsive response.

Explore the various angles of suggested responses in favor of co-creating wise practices.

Issues framed as questions are at the forefront of the mentoring arrangement. These issues are both problems that require resolution and appreciation that requires expansion. Within the mentoring arrangement, the discovery and dialogue processes used to deal with these issues highlight the importance of the creative process when given the opportunity to unfold.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **using problem inquiry and appreciative inquiry to guide your conversations?**

B. What do you need to continue, stop and start doing to **using problem inquiry and appreciative inquiry to guide your conversations?**

Continue

Stop

Start

For this statement, **“Use problem inquiry and appreciative inquiry to guide your conversations,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #5: Interpret the requirements and requests each of you have during your time together.

Recognize that truthfulness develops from access to adequate or total information that both parties can use to assist each other.

Formulate inquiries of each other in action-based statements that allow for measurement.

To feel safe within the mentoring arrangement it's important that the mentor and mentee describe what is essential to the dialogue ahead. Some topics and processes are non-negotiable whereas other topics and processes may be open to change. For example, the action-based statements found in this book are critical and non-negotiable to have a great mentoring arrangement/relationship.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then make it so.

A. What are YOUR immediate thoughts/feelings about **interpreting the requirements (must do) and requests (might do) each of you have during your time together?**

B. What do you need to continue, stop and start doing to educate to **interpret the requirements and requests each of you have during your time together?**

Continue

Stop

Start

For this statement, **"Interpret the requirements and requests each of you have during your time together,"** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #6: Organize the boundary of your topic dialogue.

Prioritize the issues open for review and reinvention without initial direction.

Frame the informal and incidental learning activities thought useful to stimulate experience-based learning.

In every mentoring situation, problems and appreciation abound. Sorting out the priority issues is first on the agenda once introductions are completed. Knowing the priorities guides mutual mapping of the pending conversation. Also, through this prioritization you might realize that the first may be the incorrect experience from which to start.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **organizing the boundary of your topic dialogue**?

B. What do you need to continue, stop and start doing to **organize the boundary of your topic dialogue**?

Continue

Stop

Start

For this statement, **“Organize the boundary of your topic dialogue,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #7: Outline your realistic outcomes.

Establish intentions for the conversation and ensuing results.

Share stories and directives that lead to crafting goals to guide the mentoring arrangement.

Agreeing on an imagined future (stated intention) for the mentoring arrangement guides awareness of what you are working from (the future state) through mentoring. This intention hints at the anticipated journey as being straightforward, like climbing up a ladder. However, it may weave like crisscrossing handholds on a climbing wall. Either way, articulate the anticipated result to establish measure markers for formative and summative evaluation.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **outlining your realistic outcomes?**

B. What do you need to continue, stop and start doing to **outline your realistic outcomes?**

Continue

Stop

Start

For this statement, **“Outline your realistic outcomes,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #8: Collaborate in the fulfillment of each other's commitments.

Demonstrate assertiveness and cooperation in all interactions.

Keep promises to improve, focus, and strengthen the mentoring arrangement during and in-between meetings.

Commitments are your gesture of involvement which communicate the contribution you are making to the mentoring relationship. Fulfilling your commitments acknowledges your confidence in your ability to learn while you listen and to educate while you share. The complementarity of learn-listen and educate-share are foundational to accomplishing the mentoring arrangement goals and achieving your personal intentions.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **collaborating in the fulfillment of each other's commitments**?

B. What do you need to continue, stop and start doing to **collaborate in the fulfillment of each other's commitments**?

Continue

Stop

Start

For this statement, **“Collaborate in the fulfillment of each other's commitments,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

Insight #9: Navigate experiences through learning for action.

Customize experiences to highlight the learning objective, and customize activities to formulate the mentee's questions and the mentor's answers.

Determine which actions are appropriate to move learning forward according to the joint decisions.

You must be ready, able, and willing to move information into knowledge through the ideas shared and actions proposed. Select the ideas and actions appropriate to move forward. Examine the remaining ideas and consider why they were not selected. Determine whether the ideas have possible use later or should be removed now. This reflection-on-action confirms that the anticipated outcomes of the mentoring arrangement are still relevant.

Action: Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **navigating experiences through learning for action**?

B. What do you need to continue, stop and start doing to **navigate experiences through learning for action**?

Continue

Stop

Start

For this statement, **"Navigate experiences through learning for action,"** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

+1. Model honesty and fairness in nurturing a caring relationship.

Communicate in ways that foster conversations which encourage diversity without judgment.

Further what each person brings to the mentoring arrangement.

In your mentoring relationship, when thoughts and feelings of being careful (taking care of the other) and being careless (only taking care of yourself) arises, it's important to pause and reframe the direction, arrangement and connection of the mentoring arrangement. These thoughts and feelings are warning signs that something is amiss that will emerge as conflict, stress, dissatisfaction, or unhappiness later on. Taking prompt action in these circumstances strengthens confidence in the mentoring relationship from start to finish.

Action: Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **modeling honesty and fairness in nurturing a caring relationship**?

B. What do you need to continue, stop and start doing to breathe, to **model honesty and fairness in nurturing a caring relationship**?

Continue

Stop

Start

For this statement, **“Model honesty and fairness in nurturing a caring relationship,”** to be true in creating a remarkable mentoring arrangement, what needs to be true in your workplace today?

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### **3 Activities to Strengthen Managing-Leading Mentoring in the Workplace Using the 9+1 List**

#### **#1: Cut and Pull**

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips and place them in a bowl.

With your eyes closed, mix the 10 strips of paper.

Pick one statement. Alternately, have a mentee pick the statement.

Act upon it for the next meeting.

Repeat the process.

**Suggestion:** Instead of adding the action of the second statement to the first statement, use the second statement as leverage to get more out of the first one and vice versa.

For each subsequent statement, you select, use it as a lever to multiply the effect of the others.

#### **#2: Cut and Order the Statements in a Sequence for Implementation.**

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips.

Prioritize the statements as the mentor and mentee.

Agree on prioritization.

Assign timelines for implementation.

Act on the first statement.

Repeat the process according to timelines.

Use each statement as leverage on the previous statement(s) to multiply the effect of the action(s).

### #3: Expansion of the Verbs.

Each main action statement starts with an action verb.

Choose another action verb to determine if it strengthens the meaning of the intended action.

Write additional action statements to expand on the intention of the statements listed above.

Then, repeat activities #1 and #2 with the complementary statements.

#### **Example:**

Clarify your purpose of the mentoring arrangement from the outset.

Write the purpose of the mentoring arrangement from three perspectives: mentor entering the arrangement; mentee entering the arrangement and; the outcome of the arrangement.

[NEXT PAGE— PRINT FOR CUTTING]

**1. Clarify your purpose of the mentoring arrangement from the outset.** Investigate together what each person seeks to learn, starting with the mentee. Listen to each other's words and watch each other's actions to clarify what each person seeks from the connection.

**2. Strengthen your trust in the mentoring relationship from start to finish.** Know that trust is shared from within because trust is a commitment to self-concept awareness while engaged in a relationship with another where mutual recognition thrives. Grow the mentoring relationship from the perspective of *know thyself* so that you will be able to better understand (know) others in the current situation.

**3. Convey delight in supporting each other's development and growth.** Celebrate the willingness to expand the concepts and improve the practices of your expertise. Appreciate the time and effort necessary to ensure an extraordinary mentoring arrangement.

**4. Use problem inquiry and appreciative inquiry to guide your conversations.** Remain open to the decision-making process instead of narrowing to an impulsive response. Explore the various angles of suggested responses in favor of co-creating wise practices.

**5. Interpret the requirements and requests each of you have during your time together.** Recognize that truthfulness develops from access to adequate or total information that both parties can use to assist each other. Formulate inquiries of each other in action-based statements that allow for measurement.

**6. Organize the boundary of your topic dialogue.** Prioritize the issues open for review and reinvention without initial direction. Frame the informal and incidental learning activities thought useful to stimulate experience-based learning.

**7. Outline your realistic outcomes.** Establish intentions for the conversation and ensuing results; share stories and directives that lead to crafting goals to guide the mentoring arrangement.

**8. Collaborate in the fulfillment of each other's commitments.** Demonstrate assertiveness and cooperation in all interactions; keep promises to improve, focus, and strengthen the mentoring arrangement during and in-between meetings.

**9. Navigate experiences through learning for action.** Customize experiences to highlight the learning objective(s) and customize activities to formulate the mentee's questions and the mentor's answers. Determine which actions are appropriate in order to move learning forward according to the joint decisions.

**+1. Model honesty and fairness in nurturing a caring relationship.** Communicate in ways that foster conversations which encourage diversity without judgment; further what each person brings to the mentoring arrangement.

## Have you Found this E-book Helpful?

Suggested next actions:

1. Visit [WELLTH Movement](#) to learn more about our products, services, and experiences—one of which may be useful to you now.
2. Request an EX2-Discovery Call to learn more about managing and leading and workplace culture.

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We appreciate you exploring this e-book and look forward to hearing about your progress.

A handwritten signature in black ink that reads "Stephen Hobbs". The script is fluid and cursive, with the first letters of each word being capitalized and prominent.

Stephen Hobbs, EdD

Founder and CEO, WELLthMovement.com