

MENTORING UNAV

MENTORING WORKSHOP

Estíbalitz Ortiz
Executive Director IESE Coaching Unit
(Filología 93, UNAV)



Objectives of the session



- Learn how to use a powerful mentoring technique: asking effective questions
- Lead a conversation through questioning
- Encourage the mentee to go beyond the obvious and move him/her to action
- Practice to enhance your questioning skills and hence your mentoring skills

■ What's your experience with mentoring so far?

1. Who has had a mentor?
2. Who has been a mentor in the past?

■ Mentoring: some definitions

*"Conversations that create **insight and clarify** direction for career advancement."*

*"A trusting relationship between two people, usually a senior (mentor) and a junior (mentee), engaged in a process where the less experienced individual receives guidance, **advice and support** to enhance their professional and personal **growth**."*

*"Great mentors extend the human activity of care beyond the bounds of family. They see us in ways that we have not seen before, and at their best, they inspire us to reach beyond ourselves; they show us how to make a **positive difference**.
Great mentors are seen as role models."*

■ Why mentoring someone is good for mentors?

Why mentoring someone is good for mentors?



Helps to develop leadership & management skills



Offers the opportunity to engage in volunteering



Enhances your CV



Enlarges and strengthens professional relationships



Gives you the occasion to learn something new

... and injects fresh re-energizing enthusiasm and motivation for work, particularly in moments of “plateauing” and disenchant

■ Mentoring CONVERSATIONS: LISTEN AND ASK QUESTIONS

*"Conversations that create **insight and clarify** direction for career advancement."*

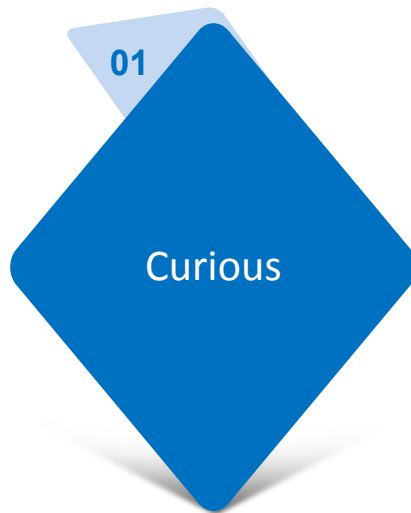




**Effective Questions Are Those
That Lead To
Reflection (Awareness) &
Action (Commitment)**



What mindset is needed to ask different questions?



■ Mentoring questions

Types of questions

- Open-ended questions
- Questions containing WHAT...?, WHICH...? and HOW...? require precision and bring solutions
- Use WHAT FOR? instead of WHY?
- Avoid “orientated”, leading or biased questions
- You don’t need to have the answers.
The mentoree will find them.



Frames

Orientation towards problems

- What is the problem?
- What is it that's wrong?
- Why is that a problem?
- For how long have you had it?
- Who has caused it?
- Who is responsible?
- What was the worst thing that has happened?
- Why did you not solve it?



Frames

Orientation towards results

- What do you want?
- How can you achieve it?
- How will you know that you have achieved it?
- What other things will improve when you achieve this?
- What can you learn from this situation?
- What other advantages does this situation bring?
- Who can help you improve this?
- What will be your next step?



■ The challenge of questions

*The quality of the answers you get
reflects the quality of the questions you ask*



5 rules for effective coaching questions



Crafting your questions

Make a list of effective questions to...

1

Set Goals

Questions that will help define a goal (short, mid and long term), challenge, aspiration, desire...

2

Understand a Situation

Questions that will help to better understand a situation, problem, dilemma, results obtained...

3

Explore Options

Questions that will help to explore options, new ideas, approaches, possible solutions...

4

Provoke Action

Questions that will help to gain commitment to change, to provoke action, define next steps...



Exercise: In-Depth Questioning

In-depth questioning

Instructions 1

- **Only the mentees can talk, the mentors can only communicate** with the corresponding of their group **in writing**. Therefore, only 7 people, the 7 mentees, will be talking in the whole room.
- Each mentee simultaneously starts explaining his/her goal, challenge, problem, dilemma... the want to resolve, or achieve... for a couple of minutes.
- After that, **the mentors will write down one question** they would like to ask the mentee as a first question. **They are not allowed to write it whilst the mentee is talking.**
- The mentee will **read the 4 questions out loud** and will **choose one** question to answer and will need to explain why he/she has chosen that question (relevant, interesting, useful, easy/challenging...)



In-depth questioning

Instructions 2

- The mentee will **answer the question** he/she has chosen. Again, for a couple of minutes. We need therefore elaborated answers.
- After that, again, the mentors will **write down a question** they would like to ask at this moment in the conversation. They are allowed to repeat the questions if they consider it appropriate.
- The mentee, once again, will **read the 4 questions out loud** and will **choose one** question to answer and will explain why he chooses that question.
- We will **repeat this process until the mentoring sessions is finished**: an action plan has been agreed, conclusions are drawn, next steps are clear...
- ***This exercise will last approximately ... minutes.***



Conclusions

**What do you
take away
from the
session(s)?**

Learnings

Insights

Sensations

Confirmations

Commitment

Implementation

Suggestions to keep practicing

- Make a list of effective, interesting, powerful, surprising, creative... questions
- Pay attention to how people ask (journalists, salespeople and other)
- Rephrase questions to make them open or more effective
- During the next days/weeks practice your questioning skills with others (colleagues, team members, friends, etc.)
- Practice other related coaching skills such as listening, empathy, silence, body language...



Thank you very much