

Mentoring Tools

for developing a **Good Mentoring Relationship**

[Custom-designed by *Mentoring Solutions*]

To discuss discounts, contact: wgray@mentoring-solutions.com

Mentoring Style Indicator [MSI]

First mentoring assessment to appear in O.K. Buros' *Mental Measurements Yearbook*. [1984]

MSI enhances development of good mentoring relationships and outcomes. Indicates the **Preferred Mentoring Style** a Mentor likes to provide & a Protege likes to receive, so appropriate assistance is provided and utilized.

Two Mentoring Styles **equip** Proteges with what Mentors know.

Two Mentoring Styles **empower** what Proteges want to learn, do and become.

MSI Leader's Guide Topics: Why Mentoring Style Flexibility is important; 4 Mentoring Styles and 25 related behaviors; Negative consequences from "getting stuck" on a preferred Mentoring Style; 5 ways to use this tool.

MSI is available in **Generic Version** and customized versions for different kinds of proteges (described below.)

Gray's Situational Mentoring Model

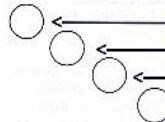


Each Mentoring Style has 5-8 mentoring behaviors that define it. There is NO best Style or behavior; ALL are helpful. Flexibility must be developed.

MSI • Mentoring Style Indicator - Generic Version™

Write 4, 3, 2, 1 inside each circle below to indicate your ranking (=preference) for each Mentoring Style:

S1 S2 S3 S4



Situation 4

The Protege likes to get involved in the details of a task and methodically complete it before tackling anything new. Recently, the Protege was appointed to oversee and coordinate several team projects which must be completed quickly — on schedule and on budget. Failure to do this will result in the loss of the largest customer as well as future profits for several years. How might a Mentor help?

- S1. Mentor self-discloses how s/he shifted focus from details to oversee and coordinate the "big picture."
- S2. Mentor coaches Protege in essential coordination skills (goal setting, delegation, motivation, etc.)
- S3. Mentor and Protege discuss the Coordinator's roles the Protege must fulfill for success.
- S4. Mentor listens to Protege's ideas for overseeing and coordinating several team projects.

MSI for New Hires Mentor helps Protege fit in, manage time, work on teams, meet performance standards, and more.

MSI for Career Development Mentor helps Protege solve problems, lead projects, overcome cultural barriers, and more.

MSI for Developing Leaders Mentor helps Protege learn emotional intelligence, paradigm shifting, and more.

MSI for College Students Mentor helps Protege succeed academically, overcome procrastination, handle other common situations – to remain in college.

MSI for New Teachers Mentor helps Protege use appropriate teaching methods, handle disruptive students, plan lessons, transition from student teacher to effective professional.

6-Step Mentoring Pocket Card

Mentor helps Protege resolve Challenging Situations (e.g., complex problems; time management; transitions to new positions). Enhances their relationship.

Side 1 displays a **6-Step Mentoring Process** and 4 Mentoring Styles [S1,S2,S3,S4] with associated mentoring behaviors, which help a Protege handle especially difficult situations.

Side 2 shows Gray's **Situational Mentoring Model**. [shown above]

6-Step Mentoring Process™ for Complex, Challenging Situations

Step 1. Understand Protege's Needs, Goals, Attitudes, Perception

- S4 Sounding Board
- S4 Clarify P's ideas/feelings
- S4 Be non-threatening
- S4 Summarize ideas
- S4 Paraphrase ideas/feelings
- S4 Encourage open talk

Step 2. Review Protege's Actions & their Consequences

- S4 Clarify P's actions & their consequences
- S4 Paraphrase P's comments
- S4 Summarize action-consequence patterns
- S4 Probe for deeper realizations

