



# SSE Mentor Training

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“Colleagues are a wonderful thing – but mentors, that’s where the real work gets done.”

—Junot Diaz

## The Ideal Mentor, as defined by H&P

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**“My mentor said, ‘Let’s go  
do it,’ not ‘You go do it.’  
How powerful when  
someone says, ‘Let’s!’”**

**—*Jim Rohn***

# The Ideal Mentor

## Subject Matter Expert (SME):

An individual with a deep understanding of a particular job, process, department, function, technology, machine, material, or type of equipment.

- ▶ Trained and experienced in the Floorhand position
- ▶ A prior SSE
- ▶ At least 6 months experience post-SSE graduation
- ▶ Demonstrates commitment to controlling and removing exposures
- ▶ Actively participates in the Rewards and Recognition Program
- ▶ Learns from mistakes; from self as well as others





# The Ideal Mentor

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## High Emotional Intelligence (EQ):

**Interpersonal Sensitivity (IS) and Patience** – The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships thoughtfully and compassionately; the ability to accurately assess others' abilities, states, and traits from nonverbal cues.

- ▶ **Hearing:** Understanding what is being communicated, while not necessarily paying attention to the message.
- ▶ **Listening:** To take notice of, and act on, what someone says; responding to questions, advice, or requests.

**Active Listening:** A technique that is used in counseling, training, and solving disputes or conflicts requiring the listener to fully concentrate, understand, and respond to what had been communicated, while also retaining the information provided and delivered.

# The Ideal Mentor

## Provides real-time, constructive feedback:

Feedback should be made up of useful comments and suggestions that contribute to a positive outcome, process, or improved behaviors; providing encouragement, support, corrective measures, and direction to the person receiving it.

- ▶ Promotes hands-on learning
- ▶ Allows for safe failures
- ▶ Positive reinforcement of continued success
- ▶ **C.O.A.C.H.:**
  - ▶ Care
  - ▶ Observe
  - ▶ Approach
  - ▶ Converse
  - ▶ Help



# The Ideal Mentor

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## Accountable and Reliable:

Accountability is about delivering on a commitment. It's a responsibility to an outcome, not just a set of tasks. It's taking initiative with thoughtful, strategic follow-through despite circumstances. A mentor may be relied upon or trusted; dependable in achievement; accurate and honest.

- ▶ **Self-You** are honest with yourself and are responsible for what you say and do. You to assemble a realistic, accurate assessment of yourself (strengths and weaknesses) with the goal of crafting your 'ideal self' to heighten job performance, career progression, or personal ambitions.
- ▶ **SSE/Mentee** -A two-way street where mentors provide honest guidance and mentees hold themselves responsible for meeting established goals. Preparation helps immensely with accountability.
- ▶ **Team** -“Once we achieve clarity and buy-in, it is then that we have to hold each other accountable for what we sign up to do, for high standards of performance and behavior...” -Patrick Lencioni

# The Ideal Mentor

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## Constant and Consistent Training:

Self-motivation is, in its simplest form, the force that drives you to do things; to keep going even in the face of setbacks, to take up opportunities, and to show commitment to what you want to achieve.

- ▶ **Personal drive to achieve:** the desire to improve or to meet certain standards
- ▶ **Commitment:** to personal and organizational goals
- ▶ **Initiative:** readiness to act on opportunities
- ▶ **Optimism:** the ability to keep going and pursue goals in the face of setbacks; resilience

Mentors actively seek new ways to improve and grow, while encouraging others to continue developing through knowledge and experience sharing.



# Mentoring At H&P

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“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”  
—*Steven Spielberg*



# Mentoring at H&P

A mentorship is a relationship between two people where the individual with more experience, knowledge, and connections is fit to pass along what they have learned to a more junior individual within a certain field. The more senior individual is the mentor, and the more junior individual is the mentee.

Mentoring is a great opportunity to deliver a rewarding and potentially life-changing experience for both the mentor and the mentee. It is one of the most important things a person can do to enhance their career and professional life.



# The Mentoring Relationship

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A mentoring relationship must be managed and nurtured. It is a joint venture that requires both parties to actively attend to its care and feeding.

Both parties need to have a shared understanding of the relationship process. This means discussing and articulating things like:

- ▶ **Contact and response times:** Who contacts whom? How? What are acceptable response times?
- ▶ **Meetings:** Where, when, and how often? Are you meeting in person? On the phone? Virtually?
- ▶ **Confidentiality:** What's shareable and what isn't?
- ▶ **Focus:** What are the parameters of the mentoring? What's in and out of bounds?
- ▶ **Feedback:** What are the expectations around giving and receiving feedback?
- ▶ **Goals and accountability:** What would each party want from this experience? How does the mentee want the mentor to hold her accountable? How does the mentor want the mentee to hold her accountable?

# The Mentoring Relationship

## Get To Know Each Other

A mentoring relationship is like any other relationship—it takes time to develop. And like other relationships, it will grow faster and stronger if both parties take the time to get to know each other as people. Resist the temptation to dive headfirst into career problem solving and advising. Build trust by learning about each other.

## Set The Agenda

Both parties need to be clear about the purpose and focus of the mentoring. Additionally, the mentor and mentee should articulate what they hope to get out of the experience.

## Reflect And Evaluate

Every few meetings, one (or both) of the parties should ask:

- ▶ How is this going for you?
- ▶ What's been helpful? What hasn't?
- ▶ What could I do differently to make this a more rewarding experience?

As awkward as it may feel, initiating evaluative conversations will keep the relationship working for both of you.

## Closeout

If you are part of a formal mentoring relationship or have negotiated a specific number of mentoring meetings, take the time to close out. This is when each party should reflect and appreciate.

- ▶ What was most rewarding?
- ▶ What did you find the most valuable?
- ▶ What are you most grateful for?

Mentees and mentors should clearly articulate their appreciation for the other. Be specific about what you learned and gained from the experience.

# Creating Mentorship Accountability

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Try these 4 tips to help you improve accountability within your mentorship:

1. Establish clear expectations from the start
  - ▶ A lot of accountability issues stem from failing to clearly define what success looks like
2. Provide the necessary resources
  - ▶ If mentees do not feel that they are set up for success, they are more likely to place blame on outside sources to explain why they were not successful rather than holding themselves accountable
3. Foster connection
  - ▶ Connect their work to the goals of the organization
  - ▶ Connect their work to their personal and professional goals
  - ▶ Connect them to the problem and to the solution
  - ▶ Connect them with their team members
4. Give feedback, even when it's difficult
  - ▶ In order to hold themselves accountable, your mentee needs to know where they stand – it's up to you, as their mentor, to keep that communication transparent and frequent.



# Mentoring at H&P

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## **Mentees are encouraged to:**

- ▶ Commit to expanding their capabilities and focused on achieving professional results.
- ▶ Identify career goals, needs, and wants.
- ▶ Be willing to ask for help, show vulnerability, and explore different paths and perspectives.
- ▶ Mentees must be open and receptive to learning and trying new ideas.
- ▶ Seek and accept both positive and constructive feedback, then act upon it.
- ▶ Be responsible and accountable; Mentors want to see movement and growth.
- ▶ Be ready, willing, and able to meet on a regular basis.
- ▶ Relationships take time to develop, so mentees must also be committed to upholding their end of the bargain.

# Five Signs Your Mentorship Is Working

These five signs point to a successful partnership. They're also a strong indication that an early partnership is on the right track.

1. You're meeting consistently
2. You're both thinking outside the box
3. You're both reaching your goals
4. You're both holding each other accountable
5. You're both truly, actively listening





**DELIVERING  
BETTER  
OUTCOMES.**