

The Positive Psychology Of Mentoring: How To Find A Good Mentor, How To Be A Good Mentor

Before We Get Started...



Recording

A link to the recording and slides will be emailed to all registrants.



Questions

Type in the question box and we will try to answer any technical issues or things to be clarified in real time and any other questions or comments during the Q&A at the end.



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David's expertise is the psychology of business. David is an Australian living in the US since 2001 and a trained psychologist with international experience as an executive, consultant and speaker.

David works with senior executives, management teams and leaders as an executive coach and consultant helping lead them and their organizations through significant change. The paybacks for his clients regularly have broad strategic impact exceeding millions of dollars.

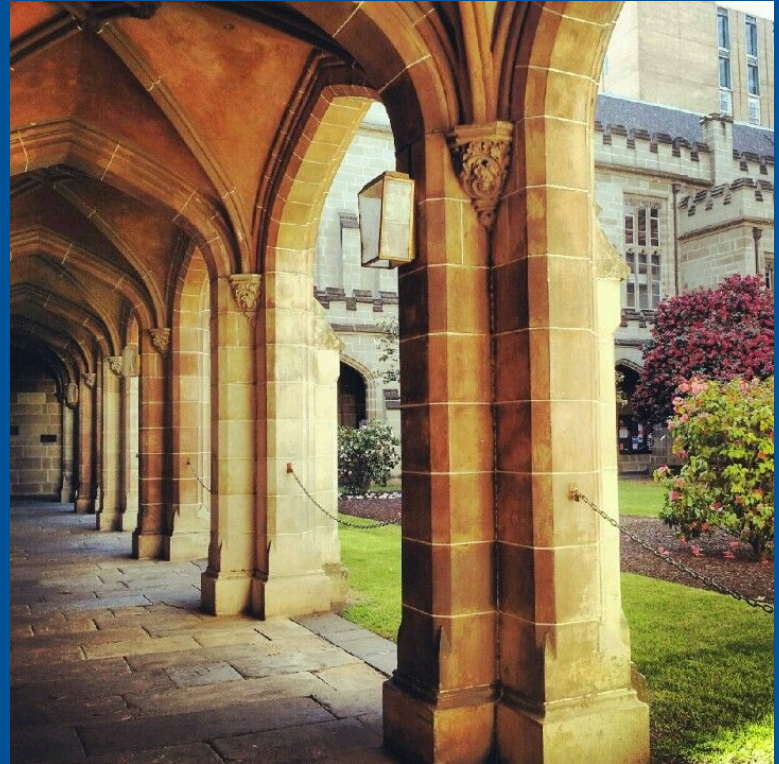


Episode Overview

- A tale of mentorship missed
- What makes a good mentor relationship
- Where to find a mentor, how to ask, how to offer
- Why it matters



I started
Law School at
18...





I started Law School at 18

How well do you think I did...
...I did OK but...

- No one in my family was a lawyer
- No one in my family had ever graduated from college
- No one in my family had ever graduated from high school
- I didn't know anyone going to college with me
- I'd never met a lawyer, let alone had any kind of relationship with one

For “academic rehabilitation” I transferred to psychology

- They assigned us to “study groups”
- They mixed the straight-from-high-school students with ‘mature age’ students
- Each group was assigned a tutor and there were fixed tutorial sessions every week
- The professors were available for questions on a walk in basis
- Part of professional registration as a psychologist in Australia was two years post graduation supervised practice signed off by a registered psychologist

In The Odyssey,
Mentor is a person.

A mentor is **someone who instills a heroic mentality in somebody.**

What is mentoring?



The story of Mentor comes from Homer's Odyssey. Odysseus, king of Ithaca, fights in the Trojan War and entrusts the care of his household to Mentor, who serves as teacher and overseer of Odysseus' son, **Telemachus.**

"It was my first job in a law office and an experienced legal assistant acted as my mentor for a few months helping me understand how things got done and how to prepare essential documents.

Later one of the partners mentored me in doing my first depositions and establishing relationships with the firm's clients."



Young Associate

Most attorneys begin work with little real experience of how things get done

"The mentoring relationship should foster the development of the new lawyer's practical skills and increase his or her knowledge of legal customs; should create a sense of pride and integrity in the legal profession; should promote collegial relationships among legal professionals and involvement in the organized bar; should improve legal ability and professional judgment; and should encourage the use of best practices and highest ideals in the practice of law."



Ohio Supreme Court's
Commission on
Professionalism, 2006

Successful Mentors Offer

Psychological Safety

“The highest-performing teams have one thing in common: psychological safety — the belief that you won't be punished when you make a mistake. Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off — just the types of behavior that lead to [high performance]”

Harvard Business Review, August 24, 2017

Successful Mentors Offer

Giving
Others the
Benefit Of
the Doubt

**Psychological
Safety**

Open
Sharing

Respecting
Differences

Comfort
with
Mistakes



Open Sharing...

appropriately letting others
into the world as you
experience it.



Benefit of the doubt...

when someone takes a risk,
asks for help, or admits a
mistake, trust that they are
well intentioned and
motivated to do better.



Comfort with mistakes...
as an opportunity to learn
and grow.





Respecting differences...not simply ignoring or tolerating differences. Rather, it is recognizing differences, understanding their significance, and responding with interest, courtesy and positive regard.

Successful Mentors Offer

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**Psychological
Capital**

“A set of resources a person can use to help improve their performance on the job and transfer the things they learn from one context to another. It includes four different resources – self-efficacy, optimism, hope, and resilience.”

Mentor + Mentee

Come Together With

Giving
Others the
Benefit of
the Doubt

**Psychological
Safety**

Open
Sharing

Respecting
Differences

Comfort
with
Mistakes

TO
GROW

Optimism

**Psychological
Capital**

Resilience

Hope

Efficacy

Efficacy...

confidence in the ability to control outcomes and overcome difficult challenges.





Optimism...

a person's expectation of positive outcomes by framing the three Ps: Is it Permanent, Pervasive and Personal



Resilience...

the ability to bounce back from challenges, risks, and failures.



Hope...

people with hope have
Agency (the motivation to
succeed) coupled with a
Pathway to accomplish the
goal.



Why it matters

- A structured way for more senior attorneys to develop relationships with more junior attorneys
- Ensure that institutional knowledge gets passed down
- Passing on skills and relationships is an invaluable way to retain clients as staff move on.
- For people unfamiliar with the landscape mentoring provides navigational guidance.
- Much of the “trade craft” of law is learned through a long process of trial and error...
- ...good people get there eventually, but the problem is the trial and error part.



Where to find a mentor

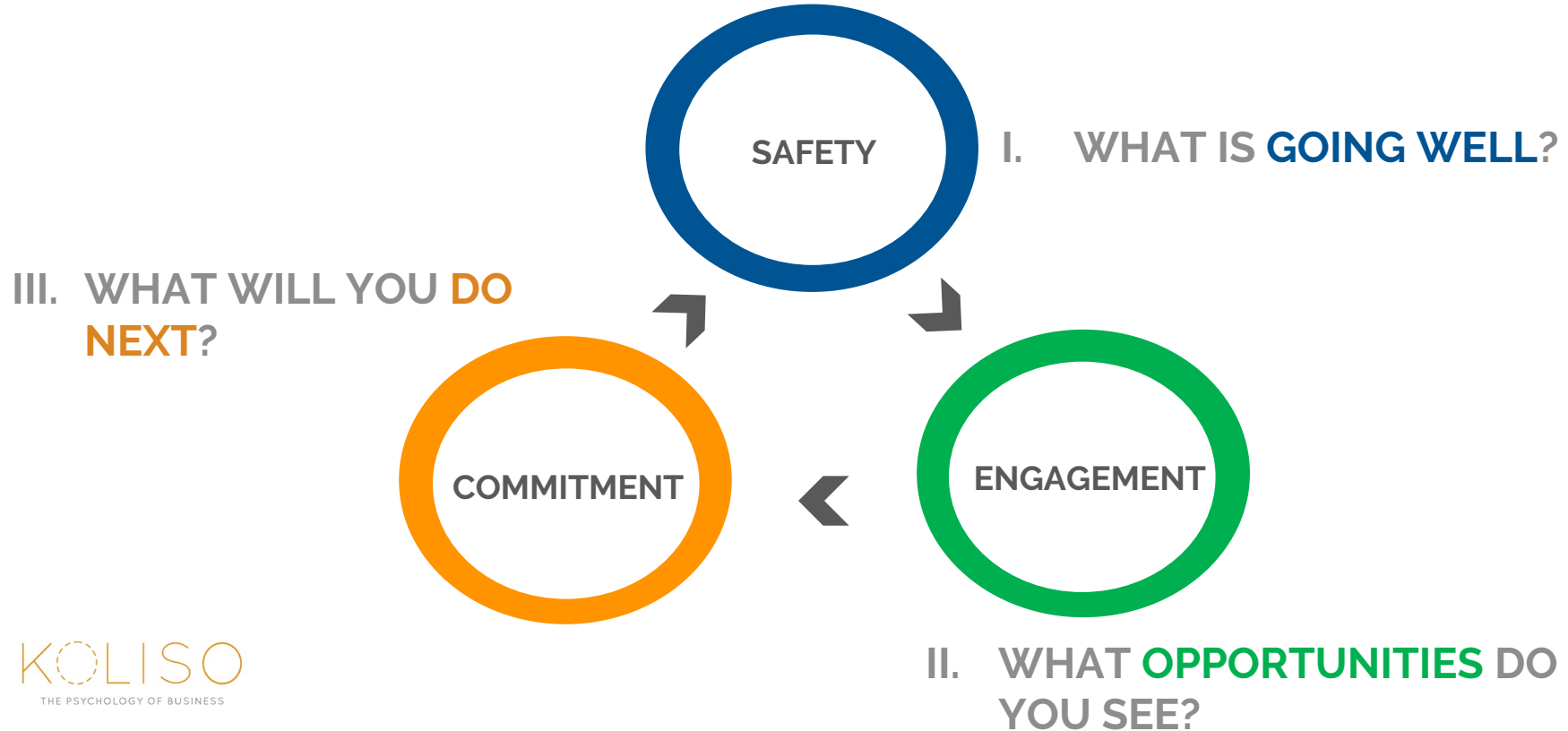
- *Mandatory programs are beneficial in a “forced knowledge transfer” scenario. Voluntary programs are a better fit in an era of increased awareness of diversity, equity, inclusion and employee engagement.*
- *Many law schools, employers and even state bar associations have mentor programs.*
- *However, as business pressures increase on individual attorneys the old expectation of taking a newer associate or colleague under your wing has fallen away...*
- *The Columbus (Ohio) Bar Association surveyed its members in 2003. 88% of the associates who responded believed that mentoring was essential for career development; only 27% said there was a mentor available to them when they needed one.*
- *...so it’s a good idea for every professional to be on the look out for mentors.*



These Are Social Skills



PRODUCTIVE CHECK INS USING THE **S E C** MODEL





How To Make The Ask

- Find an appropriate time and place.
- Use the S E C model
- Safely describe the guidance you're seeking
- Engagingly let them know why you'd ask them, and if this is something they would be willing to do
- Confirm your Commitment to do the necessary work and follow-through while suggesting one small next step

Acknowledge and respect their time.

If you don't hear from them, follow-up, but don't hassle them



How To Make The Offer

- Find an appropriate time and place.
- Use the S E C model
- Safely describe what you see
- Engagingly let them know what you can offer, and if this is something they would like
- Confirm your Commitment to follow-through while suggesting one small next step

Acknowledge and respect their time.

If you don't hear from them, follow-up, but don't hassle them



What Activities Can Be Done During The Relationship

- *Productive check ins using the Safety, Engagement, Commitment model*
- *Informal/semi-social get togethers where you discuss work.*
- *Job shadowing*
- *Doing CLEs together*
- *Attending bar association and other professional events together*



Some Program Guidelines

- *Set clear expectations...not just when, where and how often, but also things like whether or not there will be giving of advice on specific matters, being a direct advocate for career advancement, the mentee's responsibility to check the soundness of advice given, if the mentor is reporting progress to someone...*
- *The person being mentored takes responsibility for the agenda and the relationship. (Mentoring is done with the person being mentored, not to the person being mentored)*
- *People support what they help to create, (the IKEA effect)*
- *It's ok to change, it's ok to move on*

Sources and Further Reading

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Thank You For
Your Interest.

QUESTIONS

COMMENTS

Thoughts



Thank you for your interest.



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