



TrailMarke Mentoring

Course Handbook



Table of Contents

<u>OVERVIEW.....</u>	<u>3</u>
<u>WHY MENTOR?</u>	<u>4</u>
<u>ORIGINS.....</u>	<u>5</u>
<u>OUR PARADIGM.....</u>	<u>6</u>
<u>THE WHO.....</u>	<u>7</u>
<u>THE PROTÉGÉ.....</u>	<u>8</u>
<u>THE MENTOR</u>	<u>9</u>
<u>ENCOURAGE.....</u>	<u>10</u>
<u>EXPERIENCE</u>	<u>11</u>
<u>GROWTH & CHARACTER.....</u>	<u>12</u>



Overview

Take a moment to remember a time when a person in your life has:

- Taken you under their wing
- Shown you the ropes
- Had your back
- Taken the time to shepherd you
- Given you a shot in the arm

Most likely, you could qualify that person as a Mentor.

Many have defined their views on Mentoring. We hold distinct, passionate beliefs about the act of mentoring. These beliefs form the fundamentals of our approach:

Cultural: Our approach is not formal, not algorithmically-matched pairs of people. It's a social "way of doing things" that people reinforce to each other. Relationships emerge and flourish.

Experiential: It is a relationship based on a differential of experience between two people. Less about skills & knowledge—more about a basis of experience...and sharing it from one person to another.

Developmental: Progress, improvement, growth over time. More about character growth, less about training & education. Change from today's person to tomorrow's.

Generational: Good Mentors beget good Mentors. Grandparent/Parent/Child. A person should seek to be an active Mentor and Protégé at the same time. One generation creates the next.

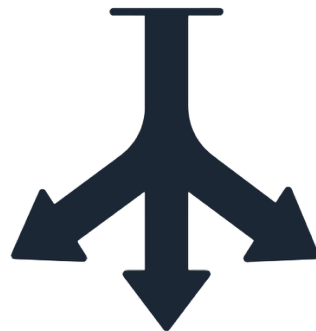


Why Mentor?

Why do you want a Mentor?

Why do you want to be a Mentor? (Why do you want a Protégé)?

Mentoring's Tri-directional Benefits:



Protégé	Mentor	Organization/Family
Higher Satisfaction	Fresh Perspective	Cultural Replication
Higher Pay	Access to Talent	Retains Employees
Promotion	Legacy	Performance
Mobility	Refreshed Energy	ID/Prevent Issue
Development	Responsibility	Attracts Talent
Support	Service/Duty	Unity



Origins

Who are these guys?



Make a list of notable Mentor-Protégé relationships in history:

Mentor	Protégé

Can you recall a “chain” of mentors spanning multiple generations?



Our Paradigm

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
Training	The "How/What"	Trainee	Trainer	Train	Tasks	Results	Skills
Education	The "Why"	Student	Teacher	Teach	Concepts	Understanding	Knowledge
Development	The "Who"	Protege	Mentor	Encourage	Experience	Growth	Character

List a few people in your life who have served you in each category:

My trainers	My teachers	My mentors

Now list a couple of people whom you have served in each category:

My trainees	My students	My protégés



The Who

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
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Who are you today?

Who do you want to be tomorrow?

5 Stories every leader should tell:

1. Who I am (Values)
2. Why I'm here (Purpose)
3. Where I'm going (Vision)
4. Why I'm going there (Motivation)
5. How I'll get there (Direction)



The Protégé

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
Training	The "How/What"	Trainee	Trainer	Train	Tasks	Results	Skills
Education	The "Why"	Student	Teacher	Teach	Concepts	Understanding	Knowledge
Development	The "Who"	Protege	Mentor	Encourage	Experience	Growth	Character

Make a list of good protégé qualities based on your experience:

5 mistakes protégés make

1. Not being open to growth
2. Looking for favors instead of development
3. Lack of gratitude
4. No reflecting before engaging
5. Not telling their stories



The Mentor

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
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Education	The "Why"	Student	Teacher	Teach	Concepts	Understanding	Knowledge
Development	The "Who"	Protege	Mentor	Encourage	Experience	Growth	Character

Make a list of good mentor qualities based on your experience:

5 Mistakes mentors make

1. Not developing a relationship
2. Telling their protégé what to do
3. Not balancing challenge with support
4. Asking poor questions
5. The don't tell their stories



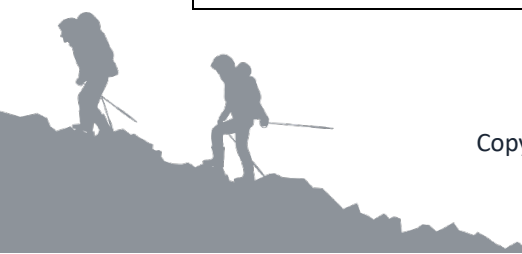
Encourage

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
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Encouragement = Challenge + Support

Top 10 Mentor Questions

Looking at the problems
1. What problem are you trying to solve?
2. Will this interfere with other priorities?
3. When is the best time to decide?
Option evaluation
4. What are you not thinking of right now?
5. What are the outcomes of this decision?
6. What are you afraid will happen in this situation?
Follow-thru
7. What is your next step?
8. When do you think you'll have that done?
9. How do you think it's going?
Bonus Question
10. Does this help you become the person you want to be?



Experience

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
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What is tacit knowledge?

- Based in action
- Not explicitly or formally trained
- Highly personal
- Learned intuition

Parable Pitfalls (Over valuing your story's solution)

1. Thinking your story is the best solution
2. Simply to save you and your protégé time
3. To protect them from mistakes

Learning story structure

1. Attention
2. Tension
3. Comprehension
4. Retention



Growth & Character

Realm	Focus	Follower	Guide	Actions	Medium	Measure	Outcome
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What is character?

3 tips for mentors to measure growth

1. Remind protégé of what they've said to showcase their growth
2. Gather insights and feedback from others
3. Affirm the protégé's development of skills, knowledge, and character

What's in a legacy?

