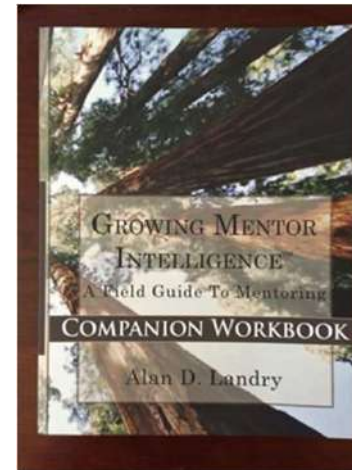
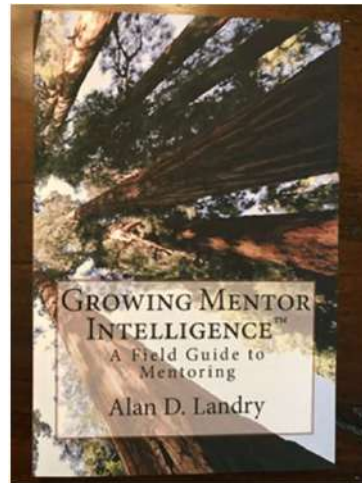


# Growing Mentor Intelligence™ ANSO Workshop 7 December 2023

COL (RET) Alan D. Landry



# Caveats

- This is original work
- It is my intellectual property
- Use it freely
- Please respect my rights

**”All human progress is marked by one human being going where no one else has ever been before” John Stallworth, WR, Pittsburgh Steelers**





# My Goals

- Change how you think and act about mentoring
- Introduce the concept of Mentor Intelligence™
- Describe why and how it is different
- Provide an overview of the process and tools
- Answer all your questions and serve as a resource to you



**If you build a strong foundation the house will stand**



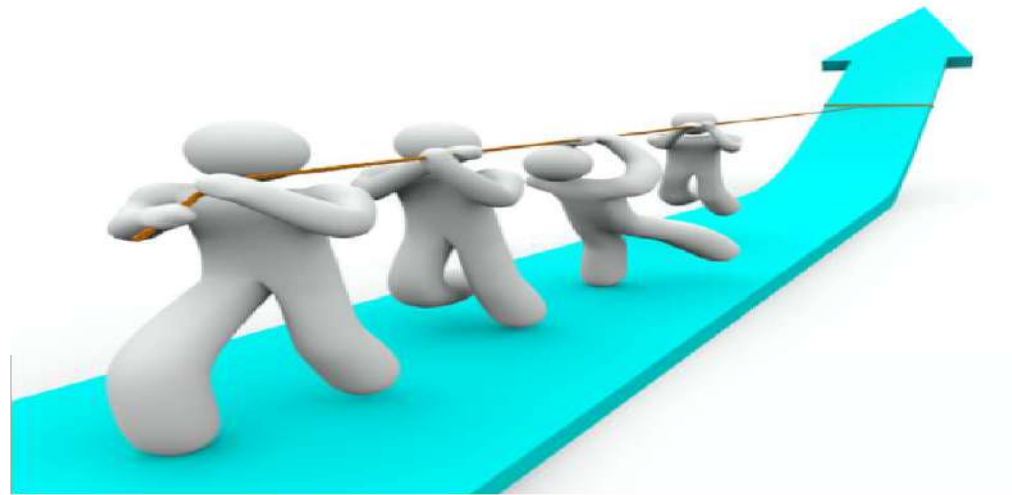
# What is Mentoring

- Mentoring is a ***dynamic process*** involving ***dedicated time and energy*** from both mentor and mentee
- Good mentoring is focused on creating and sustaining ***authentic, intentional relationship*** for ***mutual growth***
- It can provide valuable ***access, support, knowledge and opportunity to grow*** that did not exist before the relationship

**Mentoring is not about telling a mentee what she/he should do**

# Why Is Mentoring Important?

- Maximize human capital:
  - Create more competent, diverse work force
  - Address knowledge transfer & continuity
  - Build organic leader pipeline
- Grow more effective teams
- Create a healthy work environment
- Manage cross-generational expectations
- Give new leaders the chance to make mistakes and grow



**Investing in your most important resource**

# Role of the Mentor

- Help mentees navigate challenges
- Create authentic relationship
- Share story and listen
- Expand mentee opportunities
- Advocate and sponsor your mentees
- Teach, learn and grow



**No one succeeds alone**



# Mentoring Center of Gravity

Trust is earned by your actions



Without trust you have nothing

# The Rise of Anti-Mentors

- Tear down rather than build up
- Focus on deficiencies and inadequacies
- Belittle, embarrass and humiliate
- Often play at levels below senior leadership
- Always have their own internal “support group”
- Erode organizational trust
- Thrive in virtual environment



**Anti-mentors diminish our purpose and rob us of our light**

# Mentoring For Effect

Good intent does not equal good effect

## Supportive Mentor

- Optimistic
- Sincere
- Transparent
- Empathic
- Authentic
- Consistent
- Courageous
- Serves others
- Humble
- Open Minded



**GOOD MENTORS  
BUILD UP**

OUR ACTIONS CAN  
CREATING LOSS OF  
TRUST

## Destructive Mentor

- Pessimistic
- Disingenuous
- Opaque
- Apathetic
- Fake
- Inconsistent
- Cowardly
- Serves self
- Arrogant
- Close Minded



**TOXIC MENTORS  
TEAR DOWN**

Not all anti-mentors are intentional



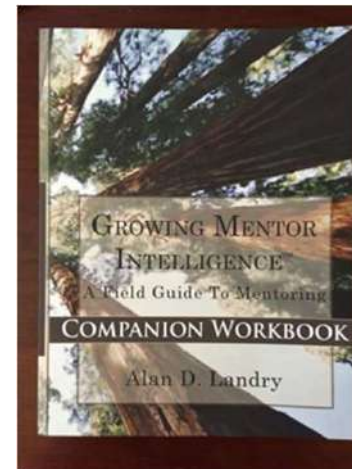
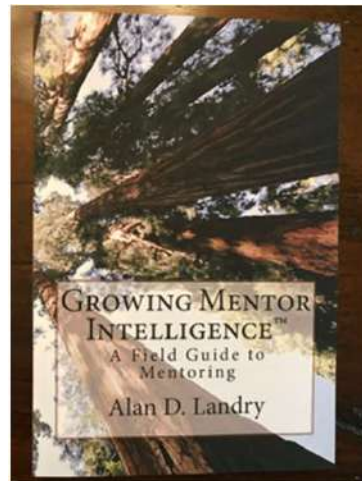
# Why Do Mentor Relationships Fail?

- Selective mentoring
- Bad pairing
- Limited training
- Lack of commitment
- Failure to listen/too much direction
- Too much ego
- Too tactical/transactional
- No structure or process
- Unmet expectations
- No value to mentee
- Loss of trust or respect
- Other?



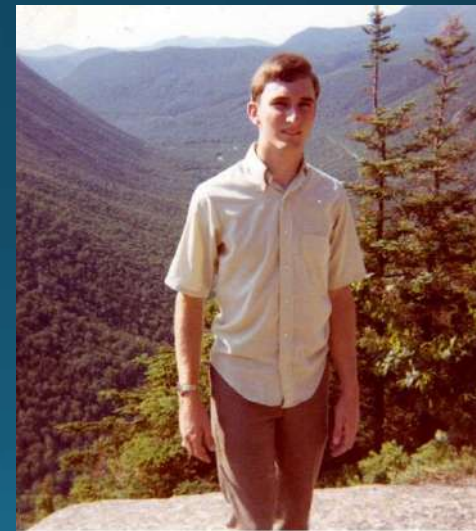
**I had to make a difference**

# The Foundations of Mentor Intelligence™ Mentoring For Life



# My Story: Chapter 1

## The Early Years



The Greatest Sin...  
Power of Advocacy...  
New Opportunities...



# My Story: Chapter 2

## West Point and The Army



**30 Year Leadership Laboratory...  
The Gift of Time & Resilience...  
Dignity and Respect For All...**

# My Story: Chapter 3

## The Raytheon Years



**Universal Hunger For Mentoring...  
Bringing Whole Self To Work...  
Leading Toward the Differences...**



# My Story: Chapter 4

## Author and Consultant

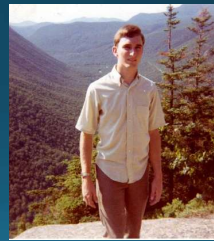


**Give Your Story A Voice...  
Elegant Power of Intersections..  
Make It Count...Enduring Legacy**



# A Lifetime of Learning

## The Early Years



The Greatest Sin...  
Power of Advocacy..

## West Point and The Army



Whole Person Concept...  
The Gift of Time...  
Dignity and Respect For All...

## The Raytheon Years



Universal Hunger For Mentoring...  
Bring Whole Self To Work...  
Run Toward the Differences...

## Author and Consultant



Give Your Story A Voice...  
Elegant Power of Intersections..  
Make It Count...

The seeds of a different approach to mentoring

# Whole Person Concept\*

Alignment in mind, body and spirit...



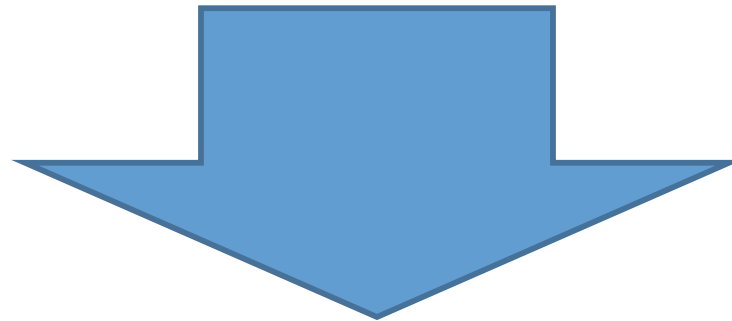
The foundational concept for effective life mentoring

\* First encountered as a cadet at West Point in 1970

# The Betsy Holden Story

## The Power of the Brilliant Question

- Answers are about the mentor's life, questions are about the mentee's life
- Living with the consequences?
- Life decisions defy simple answers – context matters
- Questions build trusting relationship
- Paves the way for more effective solutions

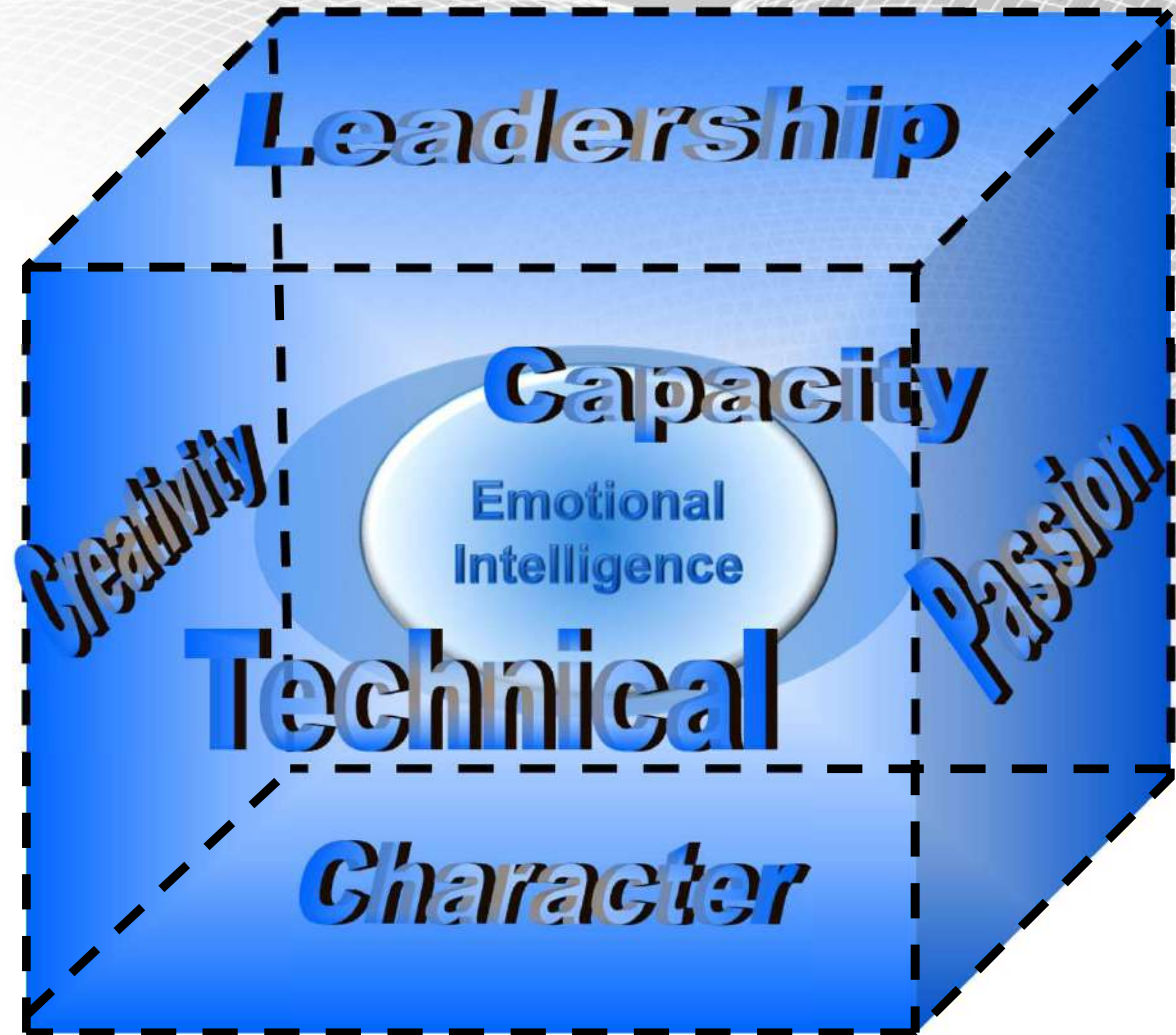


**Inquiry-based mentoring is core concept**



# An Expanded View of Talent

- **Character:**
  - Values
  - Integrity
- **Leadership:**
  - Courage and power to influence
  - Action coefficient
  - Team builder
- **Passion:**
  - Internal motivation
  - Driving force
- **Creativity:**
  - Open-minded
  - “Sees” concepts at intersections
- **Capacity:**
  - Potential
  - Breadth and depth
- **Technical Ability:**
  - Education
  - Experiential



TALENT CUBE



# Coaching and Mentoring

Mentor Intelligence™ principles and tools can be applied to both

## Coaching

- Informal, daily interaction
- Typically within work teams
- Focus is on information exchange / knowledge transfer vs. relationship building
- Emphasis on technical / common tasks
- End state is effective performance of tasks
- More directive than questions-based
- Basic responsibility of any team leader

## Mentoring

- Formal investment of time and energy for both mentor and mentee
- Best practiced outside normal work team
- Focus on relationship not information
- Emphasis on creating life strategies
- End state is self-awareness, alignment and expanded opportunities
- Questions vs. answers
- Basic responsibility of any good leader

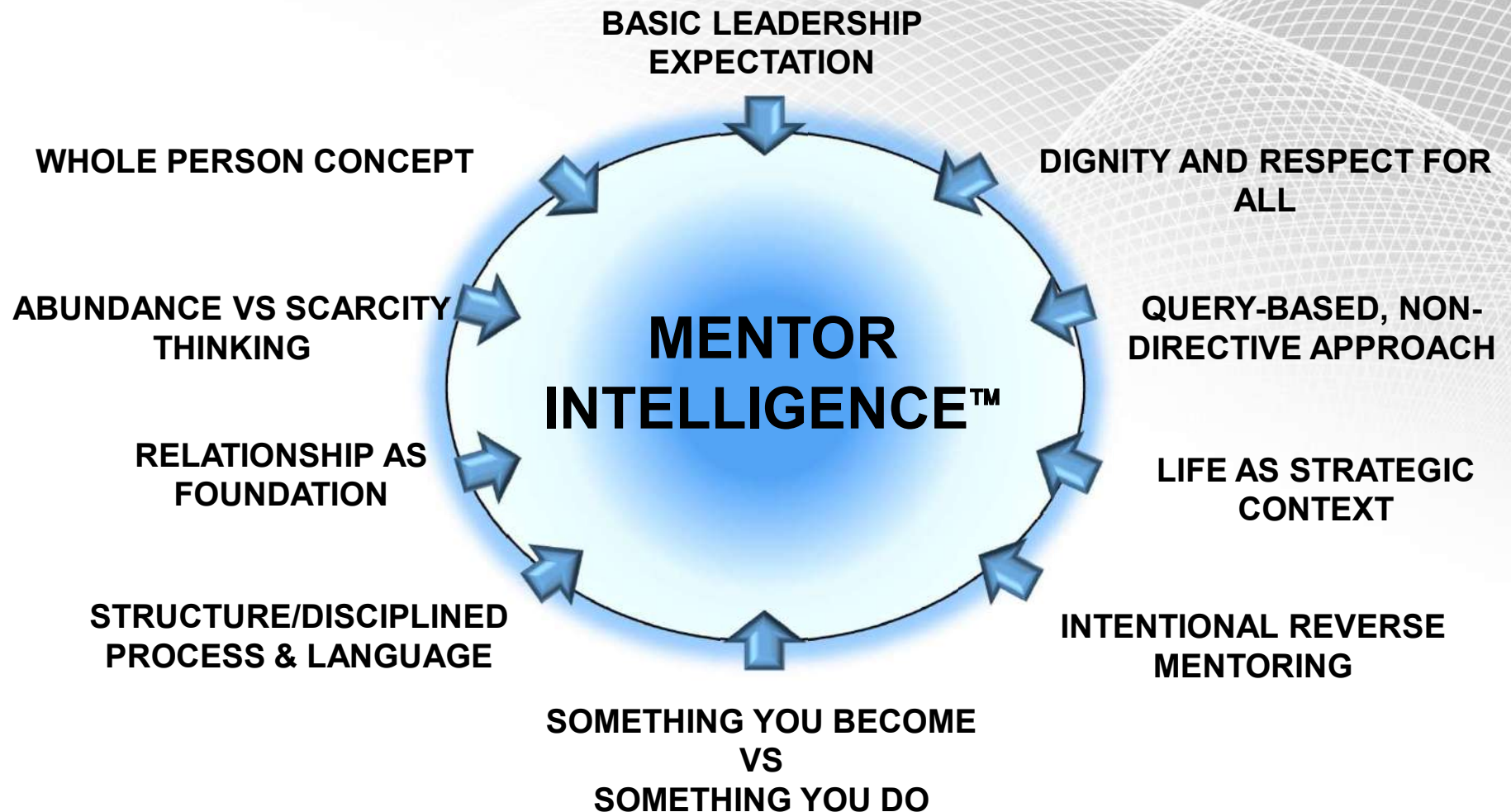
Collaborative Mutually Supportive Disciplines

# Changing the Mentor Leader Conversation

- **From: Mentoring as an optional additional duty**  
To: Mentoring as a core leader responsibility
- **From: Separating your personal life from your professional life**  
To: Bringing your authentic whole self to work and to your mentor relationships
- **From: Only those rated “highest potential” deserve to be formally mentored**  
To: Offering Mentorship to anyone who wants it
- **From: Mentoring focused on tactical situations with no strategic outcome**  
To: Mentoring designed to create intentional life strategies
- **From: Mentoring that is more transactional and based on answers**  
To: Mentoring based on trusting, authentic relationship and questions
- **From: Mentoring is best reserved to certain leaders/personalities**  
To: Valuing the mentor potential in everyone and developing it; introverts and extroverts
- **From: Mentoring is all art and can't be taught**  
To: Creating a mentor process with tools that can be learned and taught

**An Intelligent Approach to Mentoring**

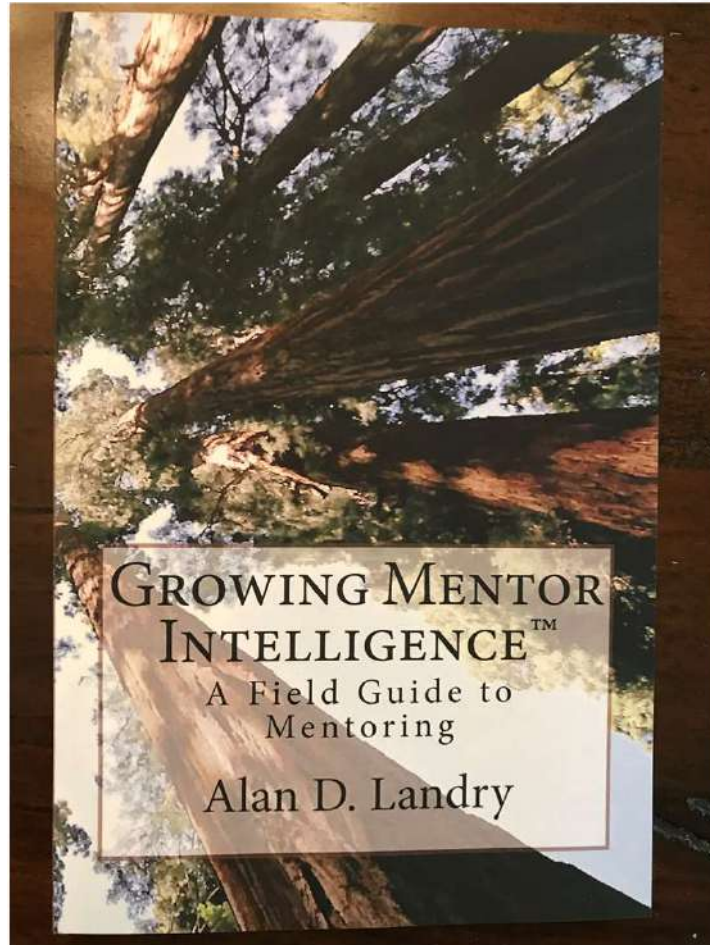
# Putting the Pieces Together: Mentor Intelligence™



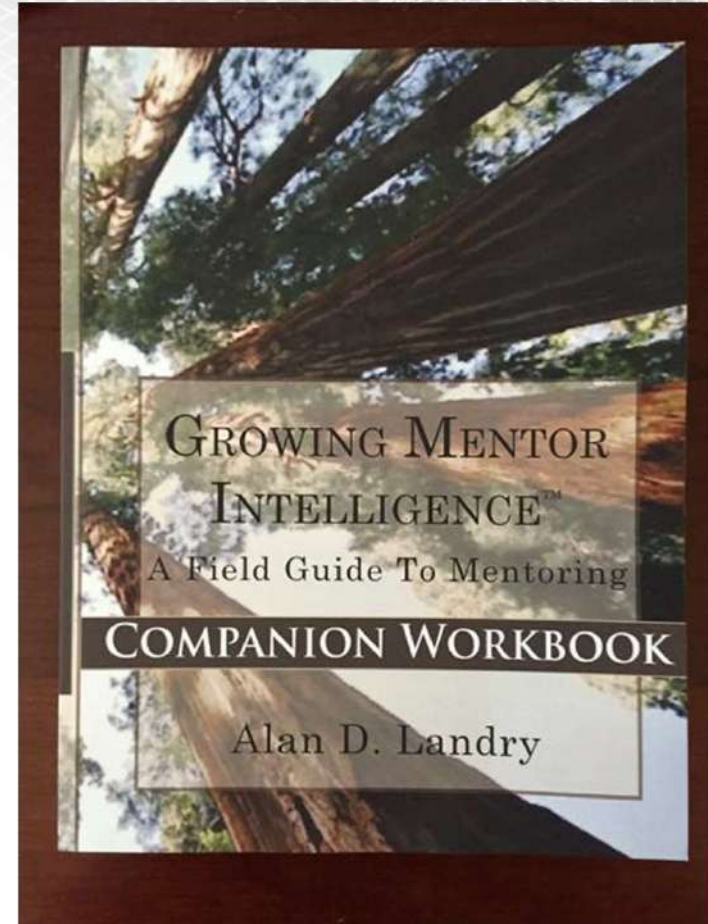
**A new approach...for different outcomes**



# Concept to Publication



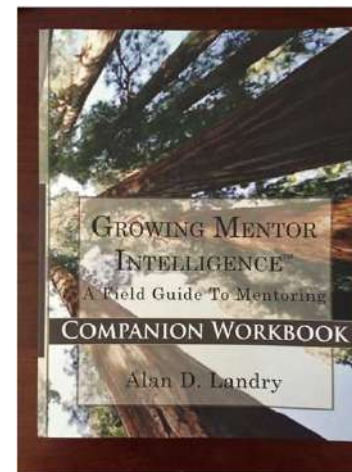
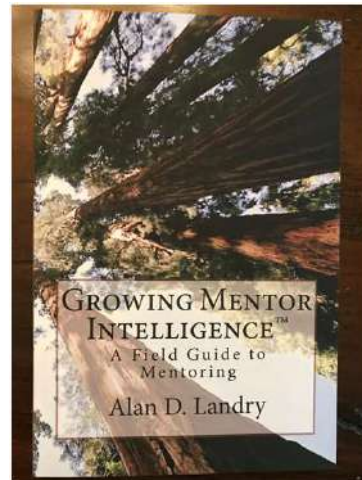
**Published 2013**



**Published 2014**



# Putting Mentor Intelligence™ To Work



# Mentor Intelligence™ 5-Step Framework\*

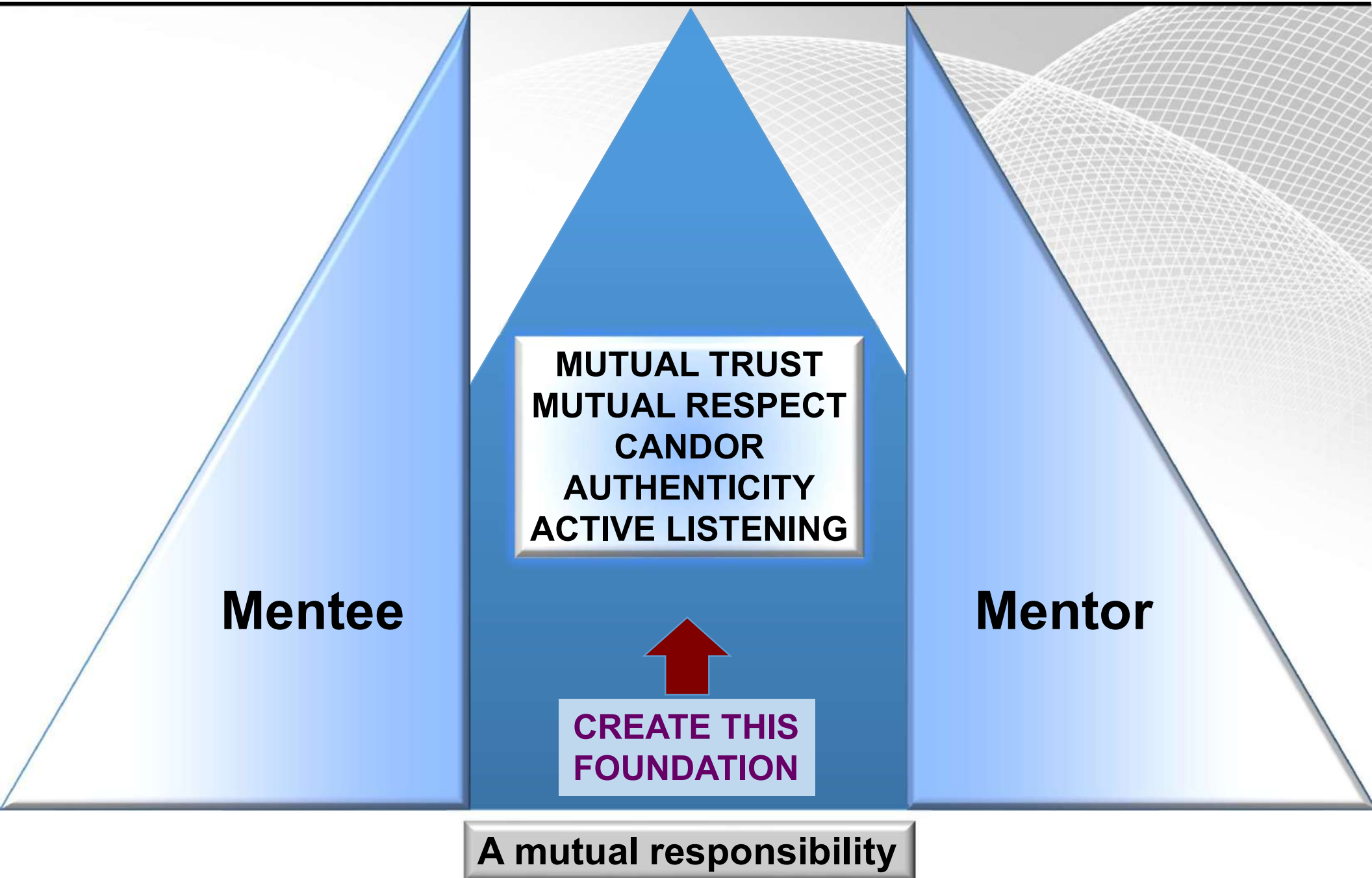
**Mentors use this framework to add structure and drive outcomes**

- **Step 1: Create Relationship and Define Expectations**
- **Step 2: Know Yourself (Mentor and Mentee)**
- **Step 3: Know Where You Are Going**
- **Step 4: Develop Personal Life Strategies**
- **Step 5: Execute the Discipline and Track Progress**

**Covered in the book and companion workbook**

**A simple strategic planning process to guide mentee growth**

# Step 1: Create Relationship & Define Expectations



# How To Begin?

- **Define Expectations:**
  - Set up initial intro session
  - Mentor and mentee share desired outcomes
  - Commit them to writing – living contract
  - Review alignment regularly
- **Build Relationship:**
  - Starts with your attitude
  - Investment is measured in time
  - Be authentic
  - Walk into the discomfort zone together
  - Listen, then ask, don't tell
  - Share your resources

**All you need is desire and commitment to mentor**



## Step 2: Grow Mentor and Mentee Self-Awareness

Know Who You Are

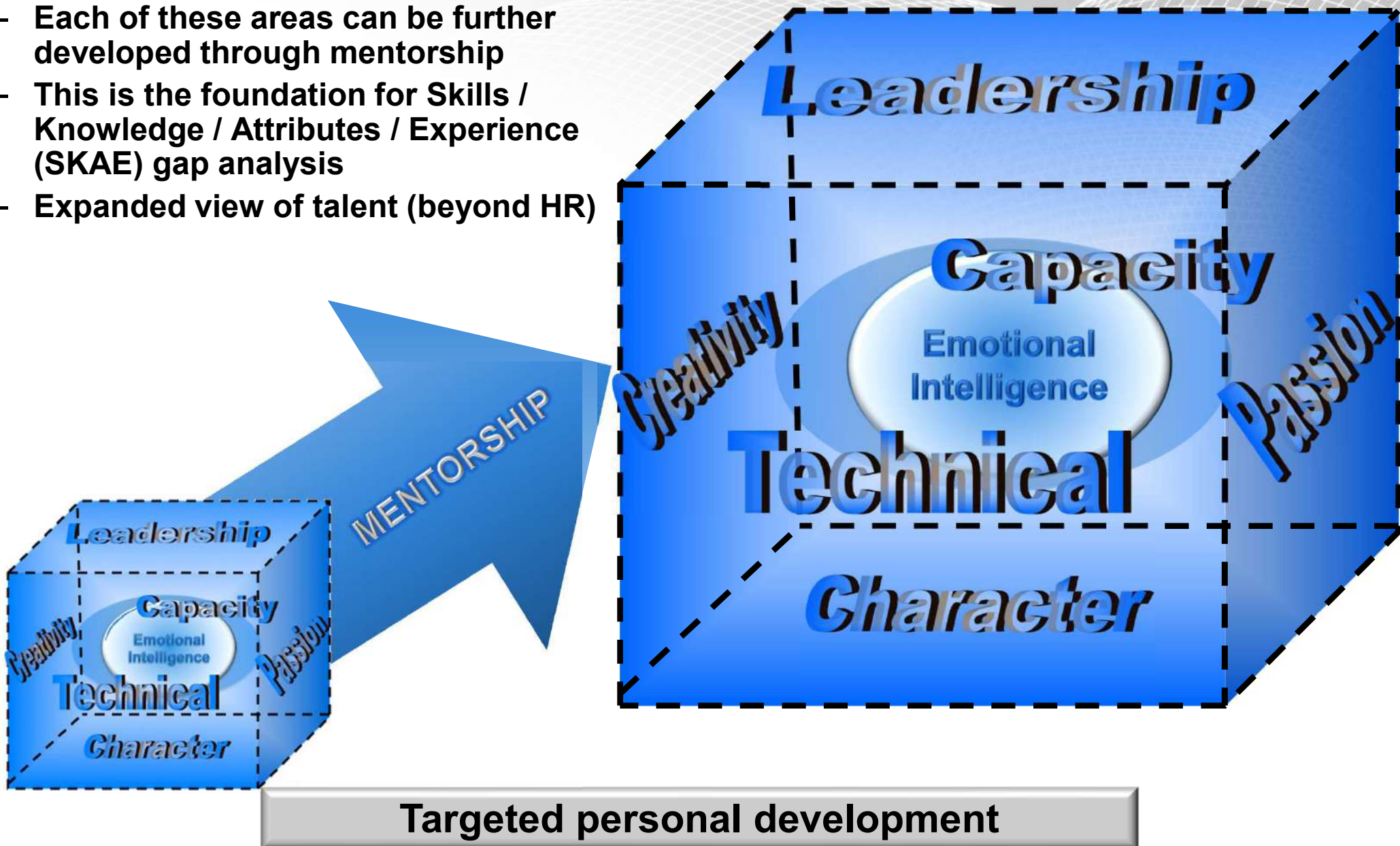


Bring Your Whole Self Into Mentor Relationships

# Grow Your Mentees

## HUMAN CAPITAL

- Each of these areas can be further developed through mentorship
- This is the foundation for Skills / Knowledge / Attributes / Experience (SKAE) gap analysis
- Expanded view of talent (beyond HR)



# Personal Asset Inventory (PAI) Tool

- **Strengths, Skills, Experiences, Desires, Preferences, Personality Attributes, Style, Dreams**

- **Developmental Opportunities, Experience Gaps, Dislikes, Weaknesses, Fears, Insecurities**

**Mentor and Mentee work this together  
Develop with discerning questions**

## **Mentor Intent**

- Create a “living” base piece for self-awareness
- Build relationship
- Provide laser focus on personal uniqueness and gifts
- Create context for working through life-work decisions
- End state: Identify mentee’s passion and unique purpose in life





# Step 3: Know Where You Are Going

What will you be in 5 years...25-30 years?

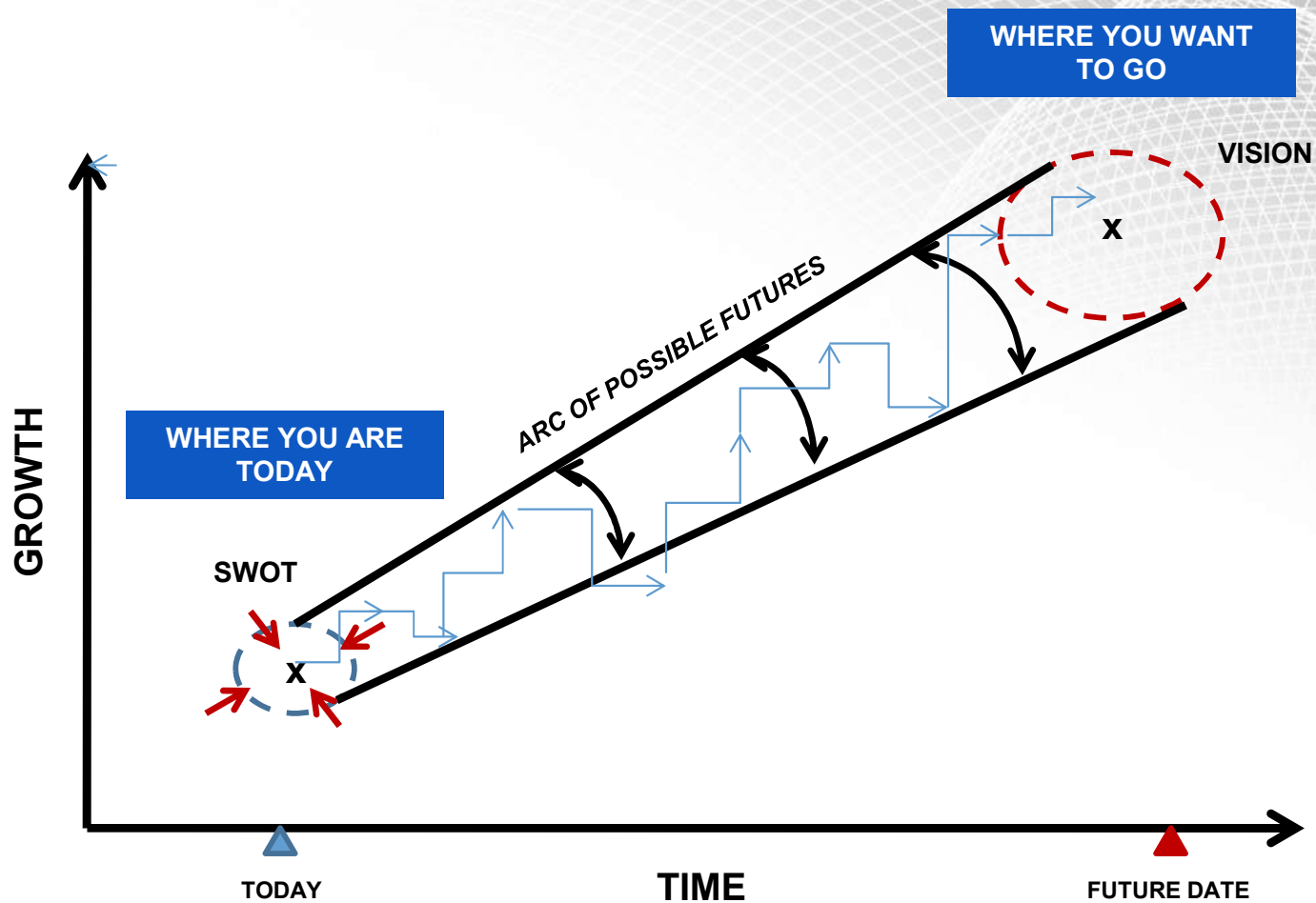


How will you get there?

Life/work strategies don't happen by accident



# Step 4: Learn How To Get There



**A series of connected life decisions**

# Learn How To Make Complex Life Decisions

**Mentor and Mentee work this together**

## **Modified Course Of Action (COA) Analysis**

- **Step 1: Define the problem to be solved**
- **Step 2: Define Evaluation Criteria (EC) that you will use to compare each possible option**
- **Step 3: Identify the alternative solutions called Courses of Action (COA)**
- **Step 4: Build a COA matrix**
- **Step 5: Analyze each COA against each of the Evaluation Criteria (EC); assign numerical values across the matrix**
- **Step 6: Compare advantages and disadvantages**
- **Step 7: Pick the best option**

**A Personal Deliberate Planning Process**



# Defining Evaluation Criteria: Notional List

## What is most important to you in your life right now?

- Financial security
- Position and title
- Job Flexibility
- Job satisfaction
- Organizational reputation
- Life-work balance
- Compensation (salary plus benefits)
- Inclusive culture
- Organizational values
- Growth potential / advancement opportunities
- Leadership development / Employee engagement programs
- Quality of mentoring
- Education opportunities
- Family stability
- Location(s)
- Responsibilities
- Other???

**Share it with your significant other**

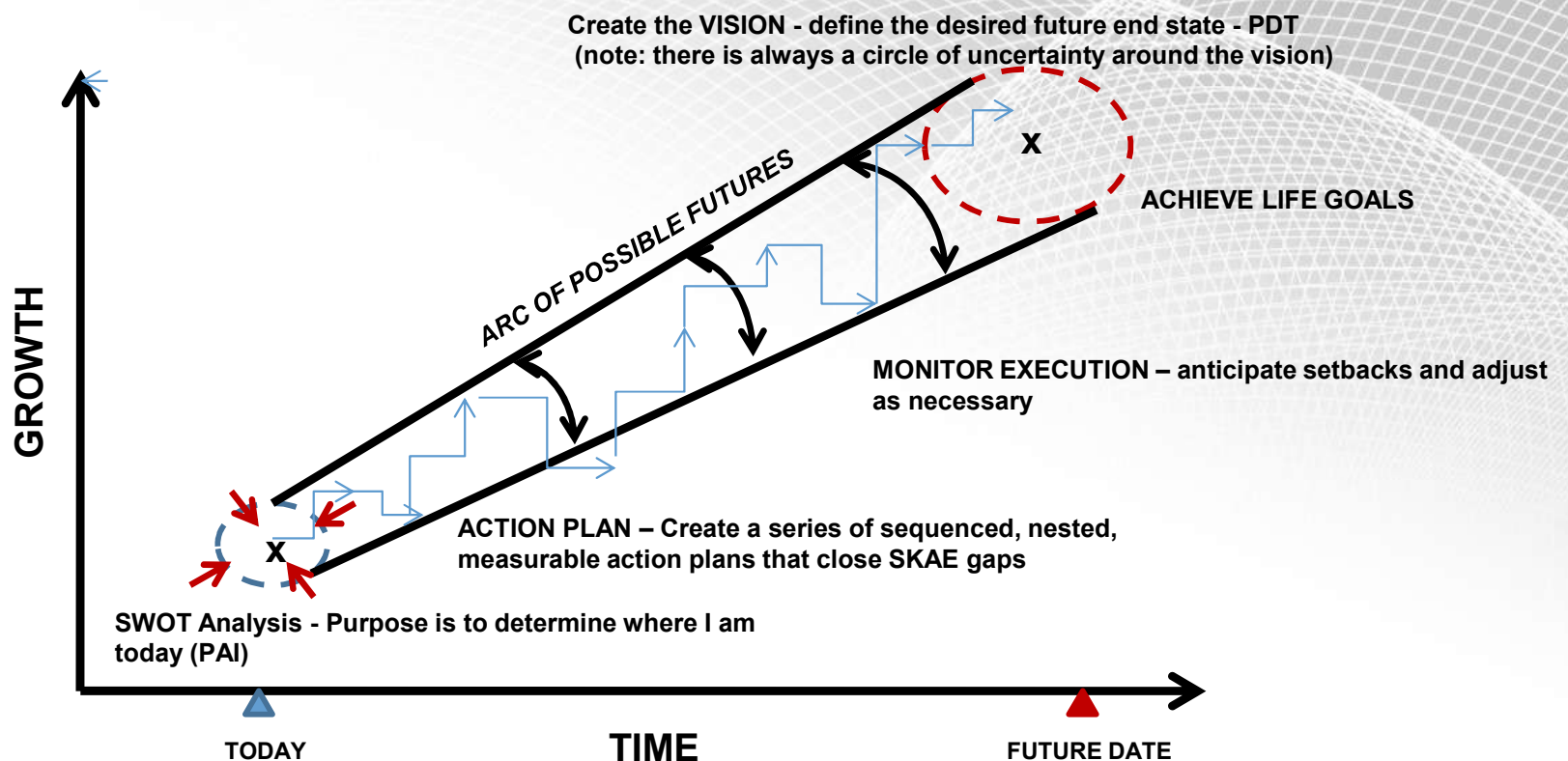
# Course of Action (COA) Matrix\*

COURSE OF ACTION EVALUATION CRITERIA	COA 1 _____ _____	COA 2 _____ _____	COA 3 _____ _____
1.			
2.			
3.			
4.			
5.			
<b>TOTAL</b>	_____	_____	_____

**Use the Companion Workbook!**

# Step 5: Execute and Track Progress

## A lifetime of living and learning as a team



## Mentor Intent

- Connect where you are (SWOT) with where you want to be (Vision)
- Leverage PAI, PDT, SKAE Analysis, EC and COA decisions to create a disciplined, incremental approach to strategic goals
- Create strategic context for all other life/work decisions

# Mentor Intelligence™ Tools

ALtuitive Holdings, LLC

## Personal Asset Inventory (PAI) Tool

<ul style="list-style-type: none"> <li>Strengths, Skills, Experiences, Desires, Preferences, Personality Attributes, Style, Dreams</li> </ul>	<ul style="list-style-type: none"> <li>Developmental Opportunities, Experience Gaps, Dislikes, Weaknesses, Fears, Insecurities</li> </ul>
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Mentor and Mentee work this together

**Mentor Intent**

- Increase mentee self-awareness
- Identify blind spots
- Provide laser focus on personal uniqueness and gifts
- Create context for working through life/work decisions

ALtuitive Holdings, LLC

## Personal Development Timeline (PDT) Tool

Mentor and Mentee work this together

**Mentor Intent**

- Look at mentee's life in three dimensions – current (PAI), past, and future
- Create a personal vision – desired end state at 20-30 year future mark
- Review life decisions and motivations since entering work force
- Begin gap analysis based on skills, knowledge, attributes and experiences (SKAE) to connect current state to future state
- Set the stage for building meaningful life/work strategies

ALtuitive Holdings, LLC

## Making Aligned Life Decisions

**Mentor and mentee create opportunity space**

ALtuitive Holdings, LLC

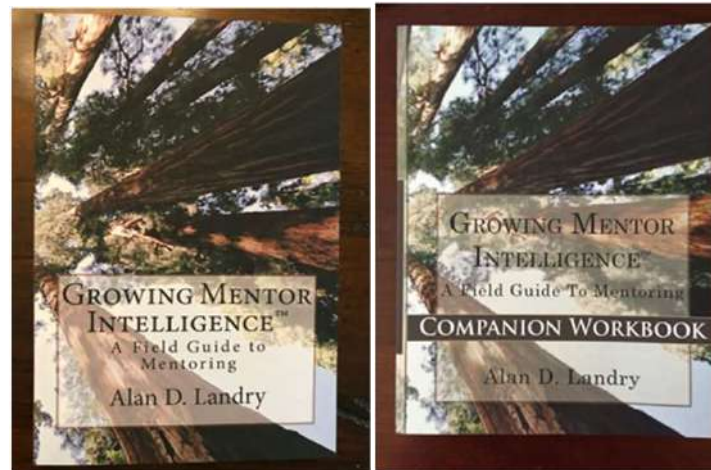
## Learn How To Make Complex Life Decisions

Mentor and Mentee work this together

**Modified Course Of Action (COA) Analysis**

- Define the problem to be solved
- Define Evaluation Criteria (EC) that you will use to compare each possible option
- Identify the alternative solutions called Courses of Action (COA)
- Build a COA matrix
- Analyze each COA against each of the Evaluation Criteria (EC); assign numerical values across the matrix
- Compare advantages and disadvantages
- Pick the best option

A Personal Deliberate Planning Process



ALtuitive Holdings, LLC

## Execute and Track Progress

Mentor and Mentee work this together

**Mentor Intent**

- Connect where you are (SWOT) with where you want to be (Vision)
- Leverage PAI, PDT, SKAE Analysis, EC and COA decisions to create a disciplined, incremental approach to strategic goals
- Create strategic context for all other life/work decisions

Designed to empower and enable the journey



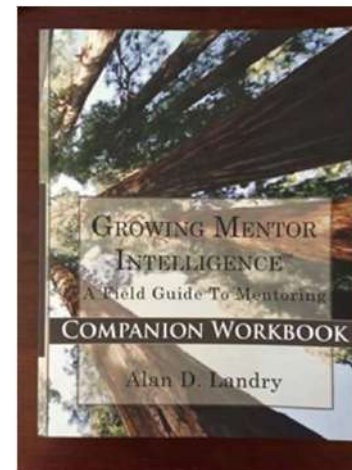
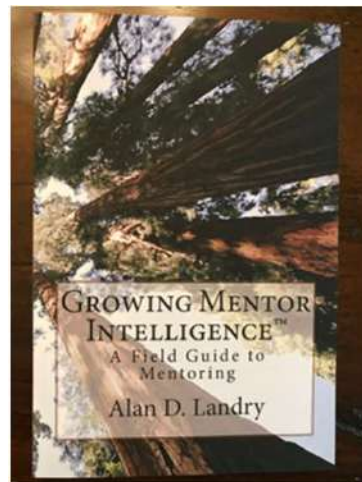
# Some Thoughts on the Process

- The Mentor Intelligence™ process is a guide
- If you have a better one use it!
- Every mentee's needs are different
- Flex to those needs
- Don't rush to failure
- Flexibility is not lack of accountability – if your mentee is not doing the work address it
- Never ask your mentees to do something you are not able or willing to do yourself



**A guide for the journey not a destination**

# Mentor Intelligence™ Best Practices



# Create a Safe and Supportive Space

- Be open, candid and honest
- Invest yourself in the prep work
- Share your story first then ask your mentee to do the same
- Listen with every sense you have; walk in your mentee's shoes
- Don't judge the story or the person
- Thank your mentee(s) for taking a chance on you
- Never betray a confidence



**Fundamental to creating trust**

# Learn How To Ask Discerning Questions

- **What is a discerning question?**
  - *From Dictionary.com:* **Discerning** is an adjective that means able to **discern**—recognize small details, accurately tell the difference between similar things, and make intelligent judgements by using such observations.
- **What are the characteristics?**
  - Focused, relevant, clarifying, nonjudgmental, non-threatening, intentional, open-ended, empathic
- **What does it take in a mentor?**
  - Deep active listening skills and focus
  - Empathy: walk in mentees shoes, abandon self
  - Systems thinking: ability to see the connections, possibilities and outcomes
  - Checks on understanding

**No skill is more important to effective mentoring**



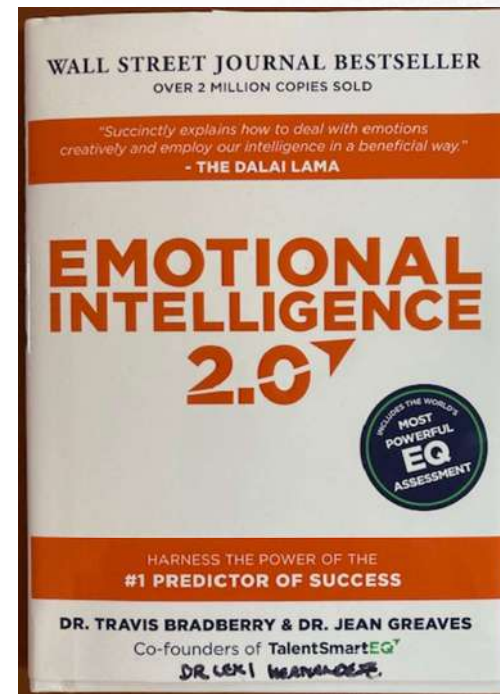
# Examples: Discerning Questions

- Can you help me understand what you mean?
- Is this what you are saying? Am I understanding you correctly?
- Could you please walk me through your thinking?
- What options have you considered?
- As you work through this issue, how would you describe the things that are most important to your life at this time? (Note: these are called Evaluation Criteria in my books)
- Have you shared your thoughts with your significant others, those who will be impacted by your decision?
- What does the win-win look like? Can you help me envision it?
- What short- and long-term goals are impacted by this situation? Which are most important to you?
- Have you ever faced this or a similar problem before? What did you do about it and how did it work out for you?
- Who do you think is in control of this situation and why?

**Grow your list and your skill with practice**

# Learn How To Be Vulnerable

- Read “Emotional Intelligence 2.0” by Travis Bradberry and Jean Greaves and grow your own
- Do the self-awareness exercises in Mentor Intelligence™ Workbook
- Read “Type Talk At Work” by Otto Kroeger; understand your profile
- Get an accountability partner
- Laugh a little more at yourself
- Master the art of forgiveness



**There is no growth in the comfort zone**

# Mentor Myth Busters

## The Myth

- Extroverts make better mentors
- You must have all the answers
- You must appear to be strong
- You must share your successes
- You can't be vulnerable
- You should not share your insecurities
- You can't afford to fail

## The Truth

- Introverts tend to be better mentors
- You should not have any answers
- The appearance is usually a façade
- You need to share your failures
- Being vulnerable is key to trust
- Sharing insecurities is key to creating a safe and secure environment
- You must fail to learn; you can't afford to quit

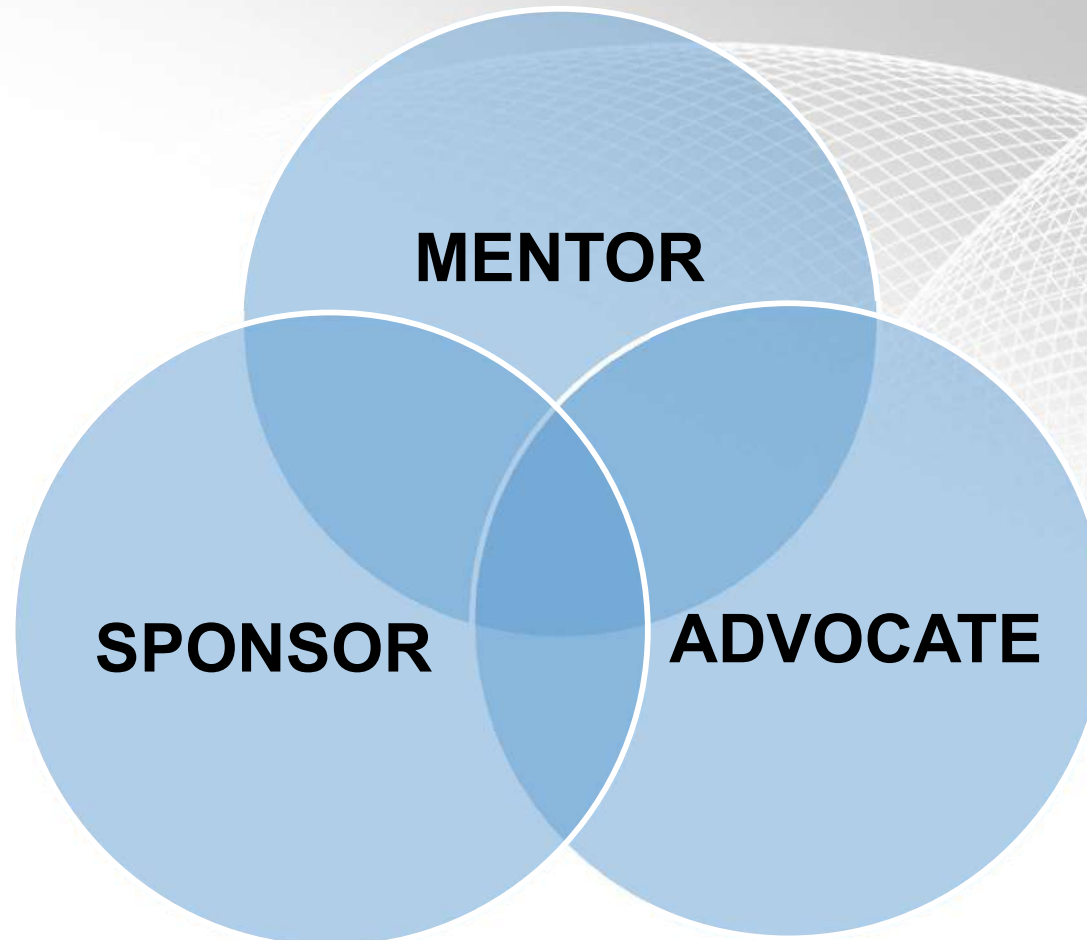
**Don't make excuses**

# Advocacy and Sponsorship

- An **advocate** is anyone who *speaks up on behalf of another person* and seeks to make others have a high opinion of that person. A mentor who offers her or his positive opinion about a mentee to another person is an advocate but a person who is an advocate does not have to be a mentor.
- A **sponsor** is a *senior-level executive member of an organization who uses their position, power and authority to influence, or to directly make, decisions to advance the career of another person*. A sponsor typically also serves as an advocate for that person, sharing positive opinions and information about the person. A **mentor may serve as a sponsor if she/he is at a sufficient level in the organization to directly influence the career of the person being sponsored**. Catalyst, an organization devoted to expanding opportunities for women in business states *“Sponsorship is focused on advancement and predicated on power.”*
- A **mentor** helps their mentees *build a career vision and goals through relationship* and *may serve as both advocate and sponsor* for her/his mentees depending on their position and authority in the organization. Even if the mentor lacks the senior level position to serve as a sponsor, she/he may serve as an influential advocate for a mentee. Mentoring is focused on relationship.



# Mentoring/Advocacy/Sponsorship



- **Not all sponsors are mentors**
- **Not all advocates are mentors**
- **Mentors may be both advocates and sponsors depending on position**
- **Sponsors are critical to advancing the careers of under-represented populations**

# Keeping Your Mentor Relationship On Track

- Don't get lost in the weeds of "doing"
- Let your mentees drive the timeline but hold them accountable
- Keep expectations aligned
- Define and redefine successful outcomes
- Ask for help
- Don't quit



**The ultimate measure of success is a life-long relationship of trust and mutual support**

# The Wealth You Can Create...

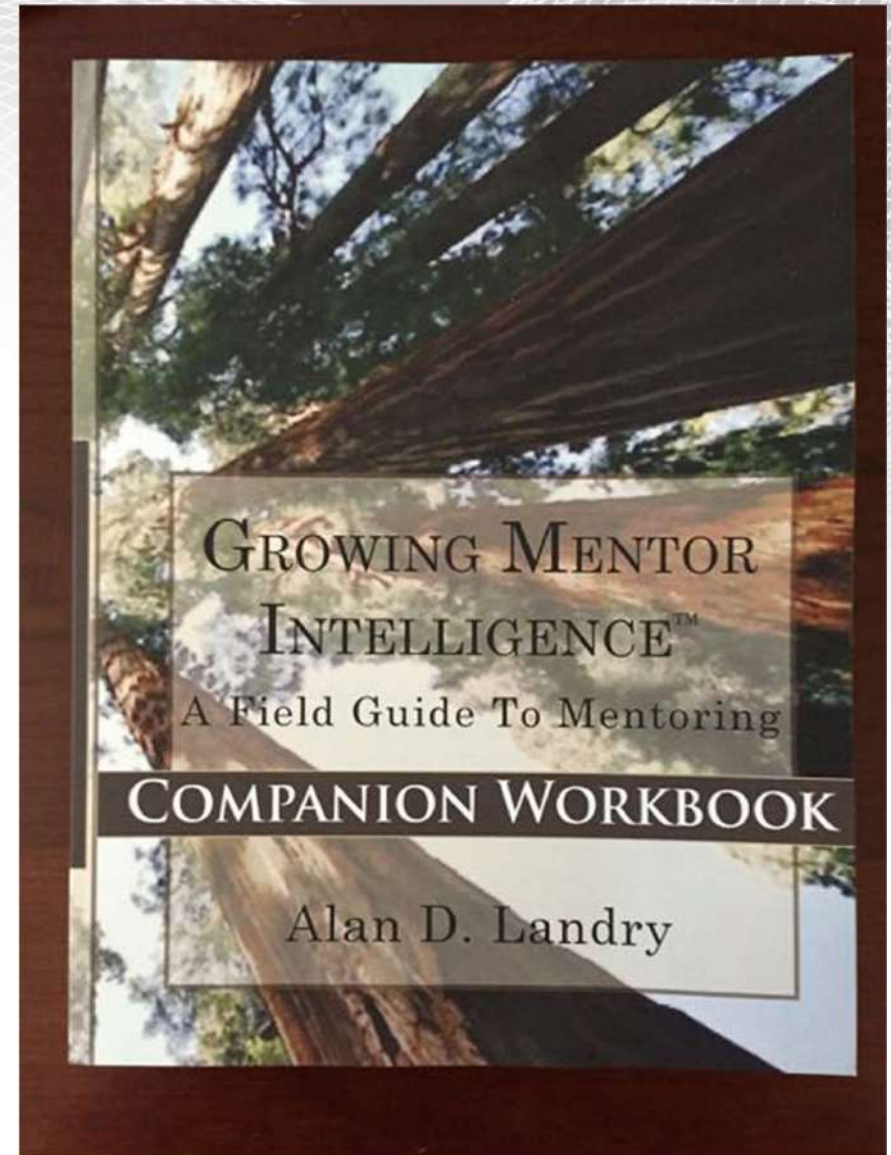
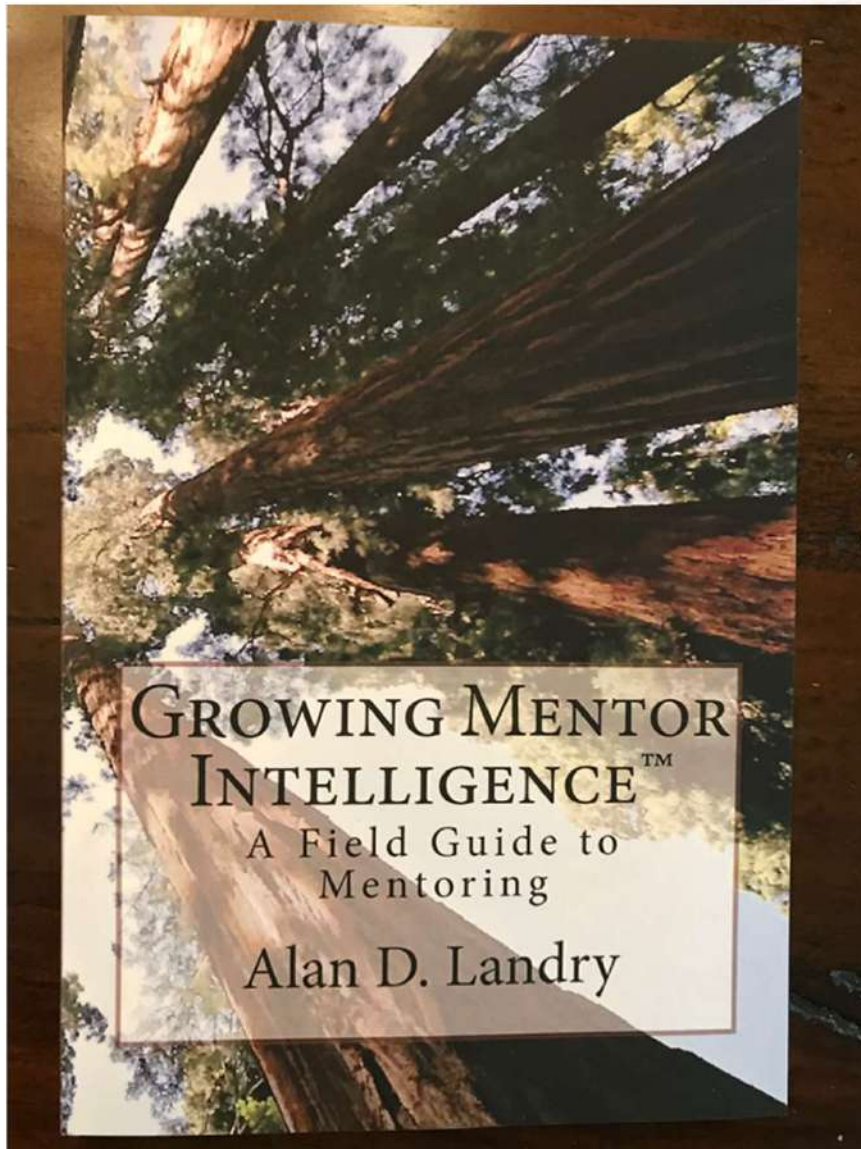
- Mentoring is one of the greatest leader responsibilities – it has the power to change lives
- Mentoring is everybody's business – everyone deserves it, everyone can learn it, we can all be better at it
- Nothing is more powerful in leadership than personal example – walk the talk
- Creating and resourcing a viable and affordable mentor program is an investment in your most expensive resource – your people
- To mentor is to create legacy one person at a time!



**Legacy is not leaving something for people. It's leaving something in people. —Peter Strople**



# The Tools Can Help





# Q&A

**If you want to learn more please come to  
Operationalizing Mentoring Session!**

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**520-878-6074**