



## **The Benefits of Mentorship: Empower, Lead, Succeed in Organizations Serving Survivors of Violence**

December, 15 2017 1.5 hrs.

### **Webinar Captioning Transcript**

*Presented by Futures Without Violence in partnership with the U. S. Department of Justice, Office on Violence Against Women*

Presenters:

- Jenn Labin, T.E.R.P. Associates LLC
- Vivian Huelgo, JD, American Bar Association Commission on Domestic & Sexual Violence
- Jennifer White, Futures Without Violence (Moderator)

>> Welcome to our webinar today, my name is Jennifer White and I'm from Futures without Violence. And we're excited to begin our webinar, titled "the benefits of mentorship."

This is part of an ongoing webinar series on organizational sustainability, which is supported by the department of justice office on violence against women, and part of a training institute we host called the supporting organizational sustainability to address violence against women institute. Previous topics and recording links will be listed at the end of the power point presentation. Today's webinar will run from 11:00 a.m. to 12:30 Pacific time. During the webinar, your phone line will be muted. I want to point out a couple of the features we will be using today. Closed captioning is provided in today's presentation. Captions will appear in the box on the bottom of your screen. You have the ability to scroll up and down in this box. Please note that when you manually scroll through the text, the auto scroll will be disabled. To re-enable the feature, please click on the auto scroll box located on the upper right corner of the captioning box. At the end of the presentation, we will have a question and answer session. Please feel free to type questions into the chat box throughout the presentation. The box is located on the right-hand side of your screen. We will do our best to answer all questions by the end of the presentation. Please be aware that the chat box is public, so as you type, everyone will be able to see your questions. The power point handout and list of resources is found in the file box below the chat box. At the end of the webinar, you will be prompted to answer a short evaluation. Please take a moment to give us feedback on today's presentation and also make suggestions for future topics. You may also request a certificate of participation through the evaluation form. Also, as a reminder, a recording of today's webinar and a PDF version of the slides will be available on our website after the presentation. As I mentioned earlier, today's webinar is part of a series that we're providing under the

umbrella of the SOS Institute. This institute was created in 2010, and offers an interactive 2½-day training and ongoing technical assistance for OBW grantees to enhance their organizational infrastructure. Participation for the training institute is built around teams of three to four individuals from the same organization, these individuals can include professionals such as the executive director, board member, and program staff. We cover a broad range of topics, from aligning your mission and core values to effective board and staff development. I'm really excited today to introduce you to our wonderful presenters. We are pleased to welcome two women who will share their experience and expertise on mentoring.

We have with us Jenn Labin, who is the owner of TERP associates, a team who seeks to grow talent and ignite potential. For over 15 years, Jen has had success working with a wide spectrum of organizations, including large private sector businesses, government military operations, and higher education institutions. Jenn specializes in implementing high-impact and high-value employee development solutions. Jenn is the author of mentor -- of "Mentoring Programs that Work," a unique approach to building scalable sustainable mentoring programs. And is also the author of several other publications.

We are joined by Vivian Huelgo from the American bar association, commission on domestic and sexual violence. Vivian has worked at the intersection of law and gender-based violence for nearly 20 years. She started her legal career as a prosecutor in the New York county district attorney's office, she served as director of legal services at Verizon, as community law project director at sanctuary for families, and she managed staff attorneys and pro bono lawyers representing domestic violence and human trafficking victims from marginalized populations, including immigrant and LGBT communities.

I'm going to share with you our learning objectives for today.

As a result of this webinar, you will be better able to identify the value of work-related mentorships, especially within the community of professionals who work with survivors of gender-based violence. Explore the different types of mentoring relationships in order to discern the best fit for your work and style, and discuss strategies for locating, sustaining, and enhancing mentoring relationships. We're going to start today with a poll to find out a little bit more about all of you on the phone here on the webinar. And your experience with mentorship and mentoring. So you should see a poll question on the slide. As you just take a moment to review it and check the box that most fits your experience. The options are I am or have been a mentor in the workplace. I have or had a mentor in the workplace. A natural informal mentorship, a formal mentorship, and no experience. So if you can take a moment to check the boxes that apply to you, and we will see the range of experience. I'm not seeing the poll results yet. Just give us a moment to pull up the poll. So I see the poll now. So if folks can go ahead and take a moment to answer the poll question. On the gray box that should appear.

>> Is the poll on the screen? I have the poll on the screen, but I'm not sure if it's showing. Apologies for that.

>> Mine -- my computer is just saying connecting, and not actively connecting to the webinar. So I don't know if that's a universal issue or not.

>> I see people on the chat box are saying that they don't see the poll question.

>> I apologize for that. It's on my screen.

>> Why don't we do this? Folks, on the chat box, if you could write down in the chat box just for this question, I have been a mentor in the workplace, yes or no? I have served as a mentor. Folks can just go ahead --

>> It seems to be working now. Apologies for that. I'm not sure what happened.

>> It seems like -- this is Vivian -- like we're getting results on mentors in the workplace as well as people who have had mentors in the workplace. And then we have a few folks who have no experience of mentorship. So the results are slowly coming in.

>> Great. Thank you, everybody, for your patience. We see the numbers building now. Okay. So it looks like what I'm seeing right here, it's still fully changing, but about a little over 40% of participants have checked that they are or have been a mentor with about a quarter saying that they have a mentor currently or have had a American terror in the workplace. So this is good to know for us as we proceed today. Talking about the experience of being a mentor, having a mentor, and I'm going to turn it over to Vivian now to begin our conversation. Thank you, Vivian.

>> Great. This is Vivian. Thank you so much, Jen, I appreciate your introduction and opening everything up for us, and I'm happy to be with all of you. So why don't we talk about what we mean by mentorship. And so mentoring and mentorship is either an informal or formal relationship, and that was kind of cited in the polls, and some of you mentioned you had a natural or informal mentorship. But it's a relationship between two people and a more senior person and a more junior person, and I'm not talking about age, but in terms of career. And it's usually outside of your supervisor. And it might be that your supervisor is the person that checks on your time sheets, lets you go on vacation, gives you feedback on reports that you're submitting or on the work you're doing on our -- or on your case load, but it might be your mentor is someone you're having different kinds of conversations with.

Is it possible to have some mentoring happen with your supervisor? Some of us are lucky to have that happen. But that's not always the case. And we're going to discuss more during this session why you definitely want to invest in having mentorship happen outside of that line of supervision. You might also have situational mentoring, which is something more short-term, so you're working on a particular project or you're involved in something that's not long-term, and there's someone who is providing guidance or advice on that particular project or issue. You might also have something like virtual mentoring, someone who is at a distance or who you used to work with who is providing that strategic guidance and advice. We have an expert here, and I want to hear from Jen n right now, I'm going to ask you a question, on the difference between mentoring and coaching, those terms are sometimes used interchangeably but they're two different things. Jen, could you chime in on that?

>> Sure. The way we usually talk about mentoring and coaching is coaching is usually a skill set that we can use in a relationship where we're asking really great questions of the person we're working with and

we call that a coaching skill set, because the questions that we're asking, the way we're active listening, help that person really do independent problem solving and come to their own conclusions and take ownership over that conversation. Which is a fantastic skill set to use within mentorship, which we think of as a more directed relationship. So in short, we think of coaching as the skill set and mentoring as a relationship. But in practical use, what I like to tell everyone is if that's -- if that's a hang-up, people use it interchangeably. If you do a Google search for mentoring and coaching, the first 12 responses will be, you know, kind of all over the place between how they define it. And so that's how I think of it and how a lot of folks in the talent industry think of it. But what's most important is that the language that's used resonates. So if coaching is what really resonates with you, then I say it's okay to continue to use that term as long as the work is there.

>> Thanks so much, Jenn. You know, mentoring is something that's discussed in the field in terms of folks who work with survivors of domestic violence and sexual assault, both in the context of mentoring for our staff for the professionals who are working with those folks, as well as mentoring for survivors. And so this webinar is going to focus on mentoring for our staff, how we can set up -- mentoring systems within our organization, and not necessarily the mentoring programs that have existed across the country for survivors. There are a number of programs across the country, two that I am familiar with that are very strong and have been operating for a long time.

One is that sanctuary for families in New York City and the second is in Los Angeles, and they work with survivors of human trafficking.

And I know we had received questions in anticipation of the webinar regarding specifically mentoring survivors, so those are two programs to look at as models, and if folks are interested in having more information on setting up those kinds of mentoring programs, let us know in the chat box and we can consider and think about doing a separate webinar on that issue.

So mentoring is a mutually beneficial social learning relationship like we said, between a more senior person and a more junior person.

It's a trusted relationship, it's not with your direct supervisor who might be doing your performance review, but it's with someone who can provide guidance, advice, and who can hopefully have some of the coaching skills that Jenn described, which can be really helpful.

And some of the positives of mentoring, and some of the things that folks might want to think about in terms of mentoring is, since this is a person who is providing kind of strategic and professional growth advice and guidance, they can -- they are outside of your direct supervisor, they might also be perhaps outside of your direct profession or discipline.

So for myself, coming up as a young prosecutor and as a young attorney, I definitely had informal mentoring relationships with more senior leaders in the movement and in the field who were non-lawyers, who were social workers by training and by expertise and by experience, but who had been working with the organizations within which I was also working with and who were able to provide

support, guidance, and also just able to think through the strategies of how to build coalitions and how to build relationships.

So much of the work that we're doing in combating gender-based violence is across discipline and it's multidisciplinary, so there was a lot that I received in terms of mentorship from someone who was outside of my direct line of being a legal director or a legal supervisor, and that was incredibly helpful.

I want to think through, for those of you running units or projects or teams, some of the value in mentorships and in setting aside and creating space for mentorships, more formally within organizations, we talk often in this field about vicarious trauma and about burnout, and about staff feeling overwhelmed, and staff who are carrying too many cases or have too many clients, so how do we curb that burnout, what do we do to support our staff, and sometimes we see self-care sessions that talk about taking a break, or taking a vacation or going to get a massage or something, which all have their own benefits, but really providing additional support and resources within the team, within the unit outside of that supervisory line.

That can be incredibly helpful for folks to have a place to vent, to ask questions, to get feedback on their performance outside of that direct supervisory line can be incredibly bone official.

And it can make for a situation in which staff really enjoys coming to work and coming to the office, because they have that support.

And for those of you who are thinking about how to staff your offices, certainly if negotiation are not burning out, it certainly assists in terms of retention, to have that environment where staff feel supported, and that more than just supervisors have their backs, so to speak, in terms of the work they're doing.

And it means that there are multiple people to turn to when you do have questions or when you do need some kind of support or resources.

So it's really important to think of it in terms of your team and supporting your group and the group that you're managing to create space, time for such mentorships.

For mentors, I know for me as I transitioned and moved through my career and went from the being the mentee to the mentor, to have that kind of mentoring relationship with a more junior person helped me to think through the issues that I had been working on and knew in -- in new and fresh and different ways to approach my cases, or the issue of combating gender-based violence from different perspectives, and it certainly was a huge benefit to me.

But also it kept in the same way, it kept me from burning out in a lot of ways in terms of keeping me invested in this issue, invested in a new generation of advocates who are supporting and working with survivors and able to see how the movement is growing and progressing.

So that's something that's very rewarding and fulfilling for me personally, and so I got a lot out of the mentoring relationships, and I think that people who are being mentored, the mentees often have a

hard time imagining what the mentor might receive out of a relationship, but it's incredibly fulfilling and rewarding to serve as a mentor and to know that you're helping to expand the group of people who are combating gender-based violence and who are continuing to do this important and critical work.

Especially for me as I was transitioning from being a more junior attorney to a more senior attorney or someone who was more of a director or a leader of a group, having those mentoring relationships provided an additional opportunity to expand my skill set as a supervisor, as a leader.

But to expand and refine some of the coaching skills that Jenn described earlier, and some of the other skills that I might be employing as a new supervisor, I could also employ as a mentor, and it offered an opportunity to kind of stretch and use those new skills as a rather new or junior supervisor, and so having those mentor relationships really was both rewarding but also very directly tied to my career advancement and to my career work.

Now, we obviously also know that there are benefits for the person that's being mentored.

That's much more obvious, which is the strategic advice and the guidance and that support you're receiving.

And for so many of our staff who are doing work in this field, this work can be very overwhelming.

So to have that support to more gently introduce junior staff to this work, whether you're a lawyer or an advocate, whether you're court-based or shelter-based, no matter what the work is that you're doing to have more than just that one supervisor providing guidance, providing support to a newer staff person is really critical in how you introduce them to the movement and keep them connected to this movement and keep them invested in the work that they're doing.

>> Jenn, do you want to chime in on anything we've been talking about in terms of the values to organizations, mentors or mentees, anything that I've left out as I've been chatting?

>> Yeah. Thanks for the invitation.

So this is a topic that's really important to me and the work I do, because we -- my team, we really think about mentoring as sort of this three-legged stool of mentors, mentees in the organization.

Particularly when you're talking about more what we call formal programs or sort of more organization-based programs.

And I think out there when we decide that we need more mentoring in our space, we tend to think of how the why behind it being for mentees.

So mentees will learn more -- they'll feel support and mentees less have champions or learn from people who are experienced, and that's all true, but what Vivian was talking about as far as how the mentor less benefit, that's extremely important and often overlooked.

Some great examples there of how mentors will benefit, but what's kind of underlining this for me, or reinforcing this idea is that we are wired for connection.

Humans, we want connection with others, we want to know that people understand what we're going through, we want to talk things out, we want to learn from each other, help have -- help navigating situations, and mentoring is one of the best ways to do that, because it provides connection, it provides community, in all of these important ways.

And it's through that healthy connection and through that -- what I'm going to talk about in a few minutes of powerful mentoring relationships that the organization then benefits.

So three different sides to this, three different ways that benefits show up, and they're all sort of interdependent on each other, if you have a mentoring experience where the mentors aren't clear on what they're getting out of it, the organization isn't likely to see as many benefits out of it either.

>> I think it really is important for the -- as you said for the mentors to see there's so much they then get out of it, and I think all of the questions that the mentees have, the act of answering those questions and thinking through solutions, it isn't always a clearance.

And so it really does help as a mentor refine your own kind of strategic skills, your own kind of political skills in terms of engaging in that process with your mentee.

And I just remember being a more junior person and the person who was mentoring me was a former law professor, and her kind of saying to me, well, you know, this isn't a one-way street.

I get a lot out of this as well.

And I was shocked at the time to think about all that she was getting out of it, out of that mentoring relationship.

And now that I've been engaging in more mentoring with either law students or more junior attorneys over the years, I really see how it's helpful to me to think through those challenges and problems as well.

There are obviously problems that they have come to me with that are things I've handled dozens or hundreds of times, and it's an easy answer, but there are times I'm challenged, and it helps me to stretch and grow to think through the politics or the policies behind a question that I'm confronted with.

And so it's incredibly helpful.

I think on the slide we've listed some real concrete skills that folks use in terms of navigating careers, whether you're a mentee or mentor, and having that relationship really enhances all of these skills from both sides.

>> I'm going to turn it over to you, Jenn, and we're going to get to dig in a little bit deeper on how to society up the mentoring relationship.

>> Great. Thank you. Super helpful to hear that side of things, and I really appreciate that.

So I want to take a little bit of a closer look with that great set-up and foundation on some of the specific ways that you can think about mentoring when it comes to the organizations where you all are doing your great work, and your own education, your own development, your own mentoring experiences.

Let's start off with hearing from you in chat. I'd like you to finish this sentence. The best mentor I ever had, blank. So however you would finish that sentence, go ahead and add that to chat, let's see what some of you would like to share on that. I'm not sure, we might have a slight delay on chat. I'm not totally sure. We'll give that a few seconds and see if we have some answers coming in.

>> I know we have audio issues, hopefully everyone is muted and we no longer have echoing.

We will have access I think to -- we'll have someone answer that question. I know there was a question about whether we would have access to power point after. Jenn, did you have a question for me?

>> Yeah.

How would you finish this sentence?

>> The best mentor I ever had allowed me to shadow her for different kinds of work-related events.

And so whereas a supervisor might follow me to something like court and make sure that I performed well, the best mentor I had allowed me to go with her to different kinds of meetings that involved fund-raising, that involved client interviews, that involved court appearances, and so it really spanned the range of skills that a nonprofit attorney working at a domestic violence agency needed to be good at.

And so just allowing me that opportunity to shadow her and accompany her allowed me to see how an expert, a leader handled those different kinds of situations.

And she, for me, it was outside the box, because I wasn't just following her to court, I got to see her in other kinds of situations.

Meetings with judges, or meetings with funders, or meetings with our board of directors and things like that.

>> Fantastic. Thanks for sharing that. So I think we're getting a few coming in, the best mentor I had gave me some real critical feedback when I needed to hear it. That probably saved my career in a couple of ways. I'll always be grateful for that.

>> I saw some of the answers that we had, we had someone who said the best mentor was patient, the best mentor opened up -- opened them up to new opportunities. So we do have folks answering and we welcome to keep answering.

>> Thank you. Yes. Thanks for sharing those answers. And that's what we like to see. We can really reflect on mentoring experiences we've had, whether they're formal or not, and what we gained from

that. And often when we see that, we hear things like, they trusted me, they challenged me, and they inspired me. These wonderful behaviors that really promote growth and development. And even the behaviors that are giving me critical feedback are challenged me, even the negative behaviors in theory, negative, can actually help strengthen that mentoring relationship in so many ways.

Mentors are really not just to provide those positive experiences, but also to be there as a support and an honest mirror when we need them when we need them the most.

Thank you all for continuing to answer that question.

I know we'll have some more chat here coming up.

>> I think a critical issue, Jenn, that we should mention is that having those negative conversations with your supervisor is rife with anxiety, because they're the ones who might be doing your performance review, and they might have something to say about your salary and your raise for the next year, whereas with a mentor who is not in that supervisory position, you can have a more honest discussion about that negative feedback and thinking through how to do things differently.

Because that aspect of supervision might not necessarily be present.

>> Thank you for bringing that up.

I think that's really important.

We really want a network of course of support and so you're right, there can be that concern about asking for really honest or open feedback, to get that feedback you really want to get it from someone who you -- who has established a lot of positive intent with you.

Someone who has established that they have your best interests in mind.

And so hopefully a lot of you have that with your supervisors, but even -- but these mentor relationships are going to be deeper in a lot of ways, because of that ongoing work on trust that we're going to talk about in a minute.

So speaking of that, I want to start talking about this concept of powerful mentoring.

This is what I and my team talked about often.

Because a lot of people have had mentoring experiences, but not all of those mentoring experiences have always been positive ones or even effective.

And so we want to differentiate just sort of mentoring with a lower case M with powerful mentoring.

Which is capital letters.

Because powerful mentoring can achieve incredible results.

We think about powerful mentoring as that definition Vivian shared earlier, which is a sustained social learning relationship built between two or more individuals, built on mutual trust and respect.

And there's several different pieces to this definition here that I'd like to go into.

The first is, that we call it a sustained social learning relationship.

Sustained of course meaning created over time and kept up with over time.

And I want to talk about that in a couple different ways.

First I want to compare mentoring with other -- the most common form of development.

The most common way that we think of as, well, I have an area I want to grow in, I'll go attend some training, whether that training is in a classroom or in person, or online in some way.

The problem is that when we think about other developmental experiences, particularly like training or reading a book, or going to a conference, for example, these are all great ways to develop, but they are learning events.

They're one-time limited experiences.

They might last a day, they might last a couple of days, but it's still a very contained short-term event.

Now, really great training and really great developmental experiences will also have pre-work components and post-work components, which we know from the studies that it's really enhances the ability of training and conferences and the like to help us grow and develop.

But even with these pieces in place, it's still an event.

Something that lasts over the course of maybe several days, or maybe with some communication several weeks, but at the end of the day, it's very much captured in a single event, and our brains just don't translate that learning event into behavior very well.

It's very difficult for us to change the way we approach something, to experiment, to think about things differently, if we are really just experiencing a learning event.

And so by contrast, mentoring is a sustained learning process.

These mentoring relationships that we're talking about are going to be lasting six, 12 months in most cases, and so in that case, individuals within those relationships, I'm going to talk about both mentee and mentors, are able to participate in an ongoing sustained learning process, they're able to act on something, experiment, see how it goes, debrief how it happened, and then try something new.

Slightly adjust it and start the process all over again.

This is really important, because that's how we change behavior over time.

Another reason that the idea of being a sustained relationship is important is that in contrast with training, or any other kind of focused learning event, those learning events are designed to say, we're going to assume where you are in this skill or this competency that we want you to have, and we have a really big audience, then we're going to assume that the lowest common denominator for that.

Wore going to pinpoint the audience at a certain place, where we think you're starting, and by the end of the training or other learning event, we're going to get you to where we think you should be.

It's very much content driven, it's very much driven by assumptions of groups, whereas mentoring over the course of a sustained relationship, what you're seeing is mentoring relationships take you, the mentees, wherever you believe you are, starting from wherever you are, to wherever you think you need to be.

And so we have a complete reversal that instead of being content driven or dictated, the learning experience is very much learner driven based on the needs of the mentee or mentees at that time.

So Vivian, as I talk about mentoring being a sustained process, does that ring any bells for you, or anything that you think you'd want to add to that as far as experience here?

>> Hi.

I know you mentioned longer time period of six to 12 years, so beyond the training event, I know for me I have mentoring relationships that have lasted many, many, many years.

But -- and now they've evolved into friendships, which is one of the questions we got asked, which is could mentoring relationships evolve into friendships?

They might, they might not.

I have other mentoring relationships that have lasted many, than years but still are more explicitly professional.

Like have not veered into the personal -- where both relationships were the ones that became friendships and the ones more strictly mentoring professional relationships, have evolved along as I've evolved.

So they've moved from me being a law student to being a young prosecutor, to a junior attorney, and then moving myself into more aspiring roles, and so at some point my classroom had to do with my work performance and at some point the advice that I sought out had to do with how to give feedback and advice to other people.

And so these relationships, they definitely evolve and have evolved and grown and moved with me.

And so when you say sustained, it could really be sustained over a long period of time.

But it might not necessarily be.

It can be a very individual thing.

>> Thank you for adding that.

Yeah.

A number of people who I consider informal mentors I'll still working about 10 years later.

So absolutely, these relationships may start off a little bit more formal and then evolve into what needs to happen.

I know that one of my mentors, I was at a conference with her this past May, and I'd been working with her for a long time, and we were both about to give a presentation in the same time slot, and we were both getting ready and the speaker ready room and she was having such a hard time with some technology.

And so I spent about 20 minutes helping her, and we both kind of laughed about this role reversal after a decade of working together and being able to mentor her in a specific area.

And that was very rewarding for both of us to experience that.

So the next part of this definition we talked about social learning relationships.

Again, it comes back to sort of how we're wired as Humane Society.

-- wired as humans.

There are a lot of people we can learn from who are very good at what they do, they might have a certain skill that we may want to emulate or learn from, but to have a truly powerful mentoring relationship, and the relationship has to be balanced.

It has to be both social and learning in nature.

Meaning, if you have someone who is more senior to you in the organization, and they just do great work, and you go out to coffee with them and chat about how your weekends went and where you're going on vacation next or things like that, that's a great social relationship.

But it's not a mentoring relationship if you're not learning and it's not targeted around learning.

Likewise, if you have someone in the organization who you just are learning so much from, you're observing what they're working on and how they're doing it, and you're trying to recreate some of that, that's great, you can learn from them, but that's not a true mentoring relationship because there's no social aspect to it.

So it really has to be both.

And when it comes to that, the first thing I think about in establishing a social learning relationship is make sure you're starting off on the right foot.

And one way to do that is in that first conversation where you agree, hey, we're going to move into a mentoring relationship here, in that first mentoring relationship conversation, having a targeted way to create focus.

If you are new to each other, you don't know each other very well, it can feel like an awkward first date.

The way we usually think about it.

Right?

So I'm not really sure what to say or what we should be doing, and it could feel a little bit unfocused.

And that could create some nerves on both sides of the table.

So one process we suggest people follow is sharing your story, and you can use a story map like this one to share your story.

This is just a small checklist to make sure that every person in that mentoring relationship is able to share some really important key aspects about what got them to this point right here, and why they're in the mentoring relationship.

Without going overboard.

So we know that people might fall into two categories when you're starting off a brand-new mentoring relationship.

One are people that we call auto biographers.

Right?

So you get into your first mentoring conversation, and the mentor starts to talk and the mentor starts sharing, I was born in this year, and this town, and I have this many brothers and sisters, you know, tells their whole story.

And all of a sudden it's an hour and a half later and everybody has to go back to work.

Those are autobiographers.

The problem with that is, it just takes up so much time trying to dump a whole lot of personal information out there, and it's not really returning any sort of strong connection on that relationship.

The other category are folks we call resume readers.

Who may have a harder time sharing some of those more personal bits, and so they talk about what would be on their resume.

And while it is more brief and to the point, it also doesn't help to serve and create that connection between both.

And so to get to that social learning connection that we're looking for, this share your story checklist, if you will, may be a good way to help you do that.

So in brief, what this says is to start off with each member of that relationship has an opportunity to speak for a few minutes, and cover these pieces.

First of all, an early shaping.

So this is something that happened early usually early in the career, it may be even earlier, it may be say during formative years or something, if that's relevant.

And it usually talks about something that happened that was sort of an aha moment for them that really created a pivot point or a focal point for them.

And because of that early shaping, there is usually an early learning.

The early learning is important, because this shares that as mentors and mentees that we're both focused on learning and growing.

And so we want to keep our conversations also focused on these points.

Next we share a mistake or misstep that's happened.

This is also important in a mentoring relationship, because occasionally -- I should say often in a mentoring relationship there's sort of a natural power dynamic, where the mentor in that relationship may be seen to have a little bit more power, depending on how you define that, they may be looked up to significantly, or to use a phrase, they're kind of put on a pedestal.

Whether or not the mentor wants to be there, that can often happen in a new mentoring relationship.

So making sure that mentors are able to share their mistakes, share the things they learn from early on, helps level the playing field a little bit and reduce any power dynamic that may exist.

Then, share a success or accomplishment.

Of course we want you to share mistakes you've made, but there's also a reason that you're being a mentor or that you are ready for growth and development, and that's because you have accomplished some amazing things.

So being able to share at least one of those.

And then going to a recent learning, which again keeps the emphasis on learning, eventually leading to the conclusion of why I'm here.

And that's a purposely vague statement.

Why I'm here could be, why I'm working with this organization.

Or why I'm doing the kind of work I'm doing.

Or why I'm living in this city, or it can be, and what I suggest it can be is why I'm here in this mentoring relationship with you.

In other words, what do I hope to get out of this?

And this series of checkpoints is not set in stone, there's a whole lot of variation and flexibility, so you can use it however it's going to work for you in that first discussion.

But it is intended to be somewhat concise and to the point, sharing some really important pieces of your history so that the other person can start to get to know you very well, and then over the course of the rest of that mentoring relationship, more details, more personal accomplishments or terrible mistakes, or learnings can start to come up over the course of the relationship naturally.

But this at least creates a nice early foundational point.

>> This is Vivian.

I just really love this story map, but I had a kind of a different experience, which is it was a very -- I had this information unfold informally and organically and got very lucky with a lot of different mentoring relationships.

If I'm the executive director of a large group and I want to set up kind of a mentor-mentee meet-up, would you suggest using this story map as a facilitative guide for an initial conversation if we're pairing people up?

>> Yeah.

Absolutely.

Great question.

I think this is a great way to hold those initial conversations.

So if you're doing sort of a mentor -- mentoring event and you're pairing people up and you're getting people introduced to each other in that kind of relationship for the first time, this is a great first conversation.

And it works equally well for both individuals who know each other within the organization, and those who don't.

So for getting to know someone who you don't know already, the advantages are clear.

Now I'm starting to get to know some really important parts about that person really quickly.

But it also is very helpful for a new kind of relationship with someone you already know.

So if you're matched up to be mentored by someone you had coffee with or you've been on projects with, and now all of a sudden they're going to be your mentor, this is a different kind of relationship.

And this helps get to the core of what that mentoring relationship is all about very quickly.

So I think it's a win-win.

>> Great.

Thank you for the question.

That's a great point.

So I know we're having some problems with chat.

I apologize about that.

One thing I would like to know, we're going to skip the chat exercise, because I'm not sure it's working for everyone.

If you do have the ability to answer this question, I'll keep an eye on that for the next few minutes.

If you were going to be entering into a mentor relationship as a mentor or a mentee, it doesn't really matter, what is one thing you would want to share during your story map conversation?

What's one thing that you think would be really important for another person in that mentoring relationship to know?

If you want to put that into chat, and I'll keep an eye on that and we'll see if we can comment on that as we're going through.

Also don't forget that we really welcome any questions as we're going through here, whether we're answering them in line as they come up, or towards the end as well, we'll have time for Q and A.

>> Jenn, if I could just answer your question, just to get us kicked off, I can say for me as a child of Latino immigrants to this country, it was critical serving mainly survivors who were mono lingual Spanish speaking to find mentor who's were also women of color in my organizations.

So for me working within systems that were often oppressive, and that were systemically racist in terms of working with criminal justice systems and working even within the family courtesies item, for me it was really critical to have someone else with whom I could vent, with whom I could share frustrations, and with whom I could talk about why I'm here, like why I'm doing this work, right?

In a way that was very inclusive.

And I know that's something that folks are interested in also discussing in terms of how you find mentors when the fields or organization or even coalition you're working in is not very diverse.

And I know that's something that can be challenging, and one idea that I would just share from my background and life is that sometimes you do want to look for mentors outside of your O.

So you might find someone who is a more senior person within your organization, and then you might also need to look for a more informal mentoring relationship outside of that exact organization, but maybe doing parallel or similar work.

>> Wonderful.

Thank you for sharing that.

I see some other individuals starting to share some answers as well as far as the why I'm here piece, and what you want to get out of the experience.

I agree, it's fantastic.

It's important for them to know my interest values, goals, and expectations, thank you for sharing that.

I think that's important as well.

It's interesting that you share that, because if you had clarity on what those are and you can articulate those well and in a concise way, then you should absolutely add those on.

Some of us haven't, you know, maybe gained enough clarity to sum that up in a very clear way.

And so one way to think about sharing those types of ideas as far as core values and things like that, is through a story.

We call this the story map because it's your own ever own personal story, it's your journey.

In sharing your story and your journey, this could be a way to highlight those values and those things that you hold important through these various checkpoints.

So if you don't have sort of your immediate response to what are your core values, what has shaped you, this is one way to point that out.

We also say -- see in the chat window obstacles in and around the cause, who in the community are allies and what the mentee expects out of the relationship, I think that's an amazing answer, thank you for sharing that.

Ability to make choices.

>> I see folks are raising the issue of clarity of role and expectations.

I feel like that might also be coming up for folks because we often don't have great supervisors that provide such clarity, so we're probably looking for that clarity within our mentoring relationships.

Ideally we would have real clarity and expectations and roles with both, but where that doesn't happen we might find it easier because of the story map guide and framework to very explicitly say hearings what I expect and here's what I'm looking for.

>> Yeah.

Absolutely.

It's helpful for that, it's really important to set expectations, whether you do it during this sort of very initial part of the conversation, or you wait maybe until the later part of the first conversation.

The second conversation, you know, people can't be disappointed unless their expectations aren't met.

If you don't set expectations clearly, then everyone is going to have a different set of expectations and then they will be disappointed much more easily.

And so setting those expectations is really important, setting roles, I agree with, and often -- I should say ideally that it will happen collaboratively.

So a mentor isn't necessarily charged with saying to the mentee, here's the role I expect you to play and here's the expectations for you, it is even better if that can be part of the conversation to say, what are some of our ground rules together, who is going to own what parts of this relationship, who is going to drive things, and what are some non-negotiables that each of us have?

And your point about moving outside of the organization is so important.

It can be either/or, and also you don't have to have just one mentor.

I sometimes talk about the myth of a single mentor.

I personally have a couple of professional mentors.

I have a business owner mentor, a training and development mentor, so those are my professional mentors right now.

I have a parenting mentor, I have a gardening mentor.

So I have people who just are really incredible in different ways, and I'm so honored that I get to learn from them in various different ways.

And any given point I might have four or five informal mentors.

And that's really important to keep in mind.

And you don't have to work with just one mentor, you don't have to work with a lot, you don't even have to work with a single mentor continuously when you're talking about an informal relationship as long as the conversations are powerful and productive for you, they certainly can -- there can be several of them.

>> And they can come from outside of your discipline.

I think I mentioned earlier, even though I was an attorney, because we do such multidisciplinary work, I received a lot of support, feedback, and guidance from some incredible leaders in the field who had a clinical social work and advocate -- advocacy background and who were not lawyers themselves.

So for me it was really helpful to have lawyer mentors, and then folks who were policy mentors, and then folks who were more advocate, slash, leader mentors, and they provided different things that if you are working in a rural area, it might be that you have what -- you might think of as a nontraditional mentor in your local rural area, because there aren't a lot of people doing the work you're doing.

And then there might be a different kind of virtual mentor, like someone you email with or connect with by phone, who is at a distance, because they aren't available to you locally.

So you might have to think creatively about how to create some mentoring relationships if you are working in a more rural area, for example.

>> Thank you.

Wonderful points.

So it's interesting we were talking about working with a mentor and having several mentors, and the next point I wanted to make is that in our definition of powerful mentoring, you can have a relationship between more than just two individuals.

A lot of different ways mentoring can show up.

Most of what we've discussed so far has been a one-on-one relationship, the most common type of mentorship.

Most informal relationships are this one-on-one type of format where you have a mentee and a mentor.

This is of course the most common because it tends to be the most powerful.

You have individual attention, you have sort of single sponsor or champion, if you will, and you can establish trust very quickly and very deeply in a one-on-one relationship.

So there's a lot of up sides to this.

But for those of you who are really looking at mentoring as an organizational initiative, then you should know that there's different ways that you can bring mentoring into your organization, it doesn't have to just be one-on-one.

Because the down side of one-on-one relationships when you're talking about formal programs is that there's a lot of Omar Thornton or rather -- a lot much effort or resources that go into a one-on-one system.

So if you had, say, 50 mentees in your organization or 50 people who you're looking to match with mentors, you need at minimum 60 to 70 mentors to properly match up with these 50 mentees.

So now you're talking about a New Jersey potential mentor pool for a one-on-one relationship.

Anything less than that and you start to run into constraints about having really good matches between mentee and mentors.

The other thing to keep in mind is you may have a limited pool of people who are willing to be mentors who have time to be mentors, or who have skill at being mentors, because mentoring does require another set of skills which we'll talk about in a minute.

So there's a resource cost.

The other thing for formal programs specifically, and when I say formal programs, I'm talking about organizations who are creating mentoring programs as a learning initiative, the other thing about formal programs in a one-on-one structure, if we have 50 mentees, we're talking about 50 different relationships to keep track of in some way or another.

And that's quite work intensive for any individual at an organization.

There are other options to keep in mind if that is going to be a constraint for you.

One option is to do a mentor-led group.

It's sort of the opposite of what we talked about with a one-on-one.

A mentor-led group, instead of having one mentor and one mentee, you have one mentor and several mentees assigned to them to meet on a frequent consistent basis as a group.

On the screen you'll see five mentees.

This is very purposeful, because the ideal group size is between four and six according to social dynamics studies.

If you have more than five mentees in a group assigned to a mentor, you start to run into some problems.

So ideally you have four or five mentees assigned to one mentor.

The up side of this is you need far fewer mentors to serve as mentors as champions, as sponsors and support for these mentees.

The down side is there isn't that same amount of individual attention that you have in the previous set-up.

Now, there's ways that you can combine them, there's ways that you can have some mentor-led group events, and then an ongoing one-on-one relationship.

But first I want to share with you a third option.

A third option which is really popular and becoming more and more popular is peer mentoring.

This is where you have a group of four to six mentees who are looking to grow in the same developmental area.

There's some reason they want to establish a community or that they are looking to grow in a common developmental area, and they work together to grow in this area.

What this does is it creates community, it creates strong learning relationships between each of the peers, which is fantastic.

The down side is, of course you don't have a single mentor who is there to help create some direction and guidance for the group.

In talking about these three options, I want to show you that each one of them has pros and cons associated with those choices if you're looking to build a formal relationship or formal program in your organization.

But there's ways that you can overcome those down sides.

And one way is to create more of a hybrid approach.

And if you are really interested in informal relationships, you can still take some of those ideas and build some informal groups as well.

This is an example of a hybrid mentoring program.

So formal program for an organization that uses different kinds of relationships.

I should say that the three that I showed you are three of the most common ways that mentoring relationships show up.

But there are many that we're not talking about.

Vivian referenced virtual mentoring, there's speed mentoring, there's several other different versions, but these are the three most common.

And you can see in this hybrid version how we use all three.

So this is a six-month program, and -- that we built a couple years ago.

And they have what they call leader mentoring, so this is a mentor-led group that meets at the beginning of each six-month Decatur expiation meets two more times during that six months.

And then monthly the peer group who had met with the mentor, the peer group continues to meet at least once per month over that course of that six months to continue that learning.

And then optionally each of those peer mentees may be assigned to a mentor to really create a robust learning and development option.

So not that you would have to go to the -- build the same level of structure for a mentor program in your organization, but just to give you an idea that there's a lot of flexibility in creating powerful mentoring experiences.

So I would actually at this point ask Vivian if you have any examples of mentoring programs that you've seen that have been particularly powerful or impactful.

>> I've seen a lot of informal mentoring relationships take place.

And if you look at the mentor with five mentees, I was thinking the version that I often saw was one mentor with two mentees or three mentees, and by capping it at that smaller number you get a little bit more individual attention.

But then you do have the issue of meeting more senior people to serve in that role.

And looking at all of these, I just want to kind of emphasize and highlight that you can be flexible.

I know many of the folks on the line are working at nonprofits, and they're trying to serve as many clients as possible, and they're often understaffed and under resourced.

But really when you think about the benefits to the mentees, the benefits to the mentors and the benefits to the organization, it really is critical for the leaders, for executive directors, or the directors of teams to commit to this.

And to create the time and the space for it.

You don't always need to have financial resources to do, to set up some of these programs the way they have been described.

But you do need to carve out some space and some time and to really emphasize to the staff that this is important.

And that you view this as important and that you see the incredible benefit that will be coming from these relationships to the mentors to the mentees, and ultimately also to the clients that you're serving.

If people feel supported in their work, if people feel like they have a safe space in which to vent, or talk, or seek out guidance, then they're going to perform better and do better work and provide better services to the clients that we all are prioritizing.

And so that's just something that I wanted to raise and flag, that there really needs to be a commitment from leadership to creating the time and space for this.

>> Thank you so much.

Yeah.

Such a good point.

Sometimes when I'm working with folks I really like to remind them when it comes to creating a mentoring program in your organization, no matter how formal or informal it is, there is sort of a threshold for getting it right.

If you try and build mentoring into the organization's culture and say, we're going to foster a culture of mentoring, we want everyone to have a mentor, but it's a false start, and it doesn't really get off the ground because there wasn't a little bit of sort of time invested into it that needed to get it done correctly, that kind of lives in the organizational memory for a while to say, yeah, that didn't really go anywhere.

And the next time you try it, no, no, this time we're going to put mentoring into place, it's a steeper hill to climb.

And so I really encourage people if they want to build mentoring into the culture of their organization, to do it right the first time as much as they can and put the effort into it to get it right.

So you don't kind of make it harder for yourself in the future if this needs to kind of happen again.

>> So, yeah, thank you for that.

The last piece of our powerful mentoring definition talks about built on mutual trust and respect.

Given the work done in this community and just the amazing things that happen, I'm sure that this isn't a concept that's strange or unheard of here.

So one thing I would look for in chat is, what type of behaviors do you think would build mutual trust and respect within a mentoring relationship?

So what are the behaviors from the mentors, or the mentees in that relationship, what's going to help build mutual trust and respect?

As I kind of look for your answers in chat and see if anyone has to say anything about that, I'll share that one of the most important things that I really want to emphasize is that being nice is not necessarily one of the most important things you can -- especially as a mentor.

So we want to do things that will build trust and not erode trust, and certainly that means being respectful and certainly not being mean, but at the same time, we have the obligation to give critical feedback or to reflect what we're seeing honestly -- reflect back what we're seeing honestly and make sure we're being a champion in every sense of the work.

And a champion doesn't have blind adherence to saying whatever that person wants to hear.

They say here's what I see that will help make you successful, good, bad, or ugly.

And so we're starting to get some answers in here.

Thank you.

Nonjudgmental, super important there.

I just think that's really key.

Transparency is great.

I like to tell new mentors that share and be transparent that you're kind of learning this as you go.

So ask for feedback.

How am I doing as your mentor?

Do you like the way we're approaching this?

Do you want to see anything different?

Not just transparency about what you're thinking and about what you're seeing, but also the process you might be going through as a mentor as well.

Being honest, we have a couple people talking about being honest for sure.

>> And I think Jenn this story map encourages a lot of that transparency and honesty in terms of asking for mistakes and missteps.

I know for me approaching a more junior person as a mentor but with great humility and with great honesty about the mistakes that I've made along the way and what would I have done differently, and hopefully they can learn from some of my mistakes and not repeat them.

I think that helps to build I think mutual trust and respect, and is really helpful.

>> Yeah.

Thank you.

It is really important that we can share that.

And it's a balance I think for mentors to first of all show up as their best selves, so we do want to model the behavior and the skills and the competencies as mentors that we want our mentees to also demonstrate.

But at the same time, we're human.

So we want to show up as that imperfect being, we want to show up as being vulnerable and open and transparent, and it is a balancing act to know when is the right time to show that vulnerability, to share those mistakes and the right time to say, you know, I really need to just button up and get over the fact

that I had a hard day because I'm moving into a mentoring conversation, and that person needs me to be my best self-right now.

So it's so important for mentors to know when either of those skills should be used.

>> And we as a field and as a movement go to such great lengths professionally and just following our own ethical mandate to create confidentiality spaces in which our clients can talk about their trauma and about the gender-based violence they have experienced, and I think we need to be a little -- we need to mirror that a little bit more for each other, and be -- create those safe spaces for our fellow staff or our employees, and create a culture in our offices and in our agencies and in our shelters where staff feel comfortable sharing their doubts, their concerns, and if that can't happen within a supervisory relationship, certainly it should be within the context of the mentoring relationships.

>> That is so incredible.

Thank you so much for sharing that.

It is kind of the curse of a lot of professional roles out there.

I mean, I know in the talent development world, where we build training all the time and leadership development experience and mentoring and things like that, I look around to my colleagues who do the same kind of work I do and they're often the last ones to get their own development.

So it's -- it takes some discipline to make sure that those things that were so great at doing and implementing in our quote unquote real jobs, we're able to apply those and walk the walk in our mentoring relationships as well.

Just some great things coming through in chat.

I really appreciate that.

You know, I know we want to have some time for Q and A, so I want to share one more idea of -- one more slide with you around this idea of effective and ineffective behavior for mentors in particular.

There's a lot of things that can be overused skills.

And I believe you're going -- you have access to the files so you can use this table.

This comes from an organization called corporate executive board, and some research they did around effect Toutle River mentoring.

And I appreciate the chart, it's a little fun, it's a little fun to talk about, but what it does is it helps you as a mentor or mentors in your organization sort of self-identify those behaviors that they're going to feel really comfortable in being effective, and some of those behaviors where they're not so effective, that they may overuse those skills or go a little too far.

Really common one here is, near the top, the advisor and rescuer line.

An effective mentor is able to be a sounding board and listen.

I know a lot of you said active listening.

And facilitating, that's where that coaching comes in.

So facilitating with that mentee around how do you navigate the situation.

But be careful, mentors will often fall into the trap of fixing the problems or assuming responsibility for that problem, and of course we can't do that as mentors.

We have to equip our mentees to fix their problems.

I'm not going to go through every line on this chart, I just want you to know this is available for you to use however it works for you as mentors or as folks fostering mentoring within your culture.

>> I think we need to be mindful of the kind of work we're all doing in terms of, we are advocating for victims who have been victims, people who have been photovoltaic waiting power and control over them.

Let's make sure we are not replicating those behaviors, and I know this is really challenging, especially for junior staff to deal with more senior staff who might be replicating some of that problem fixing or controlling behavior.

If you look at the coach versus -- so having a mentoring relationship is something that can help aid a more junior person where some of the other dysfunctions -- dysfunctional kind of behaviors are taking place within supervisors or other kinds of staff.

So having that mentoring relationship can also be a way of getting assistance, where you can't seek that assistance out from a direct supervisor.

That's some much what we see sometimes in the work that we're doing.

>> Wonderful.

Great.

With that said, I'm going to turn it over to you for this last comment before we take some questions.

>> Sure.

We've already started to touch upon this, which is how are we thinking through prioritizing mentoring relationships, setting them up in a slightly more formal way so they have the space that's necessary to grow, I think some of the examples that Jenn gave us to think about mentoring in a variety of ways, whether it's one-on-one, mentor was small groups, or that hybrid style, we can all working within our agencies, our coalitions, our shelters or these legal aid units, think about how some of those examples might fit into the work that we're doing.

Should we have groups of staff meet together for peer mentoring, should we create opportunities for mentor-mentee meet-ups where we've matched through folks, so there's ways of being creative.

What's critical is prioritizing and creating that space.

Also creating a space for recognizing and acknowledging that a lot of us are working through -- working with systems that are incredibly oppressive and making sure we're not bringing home to our staff and to the work that we're doing some of those oppression and some of those macroaggressions' and how can mentors be really have their eyes open to being watchful of those micro aggression and of the oppressive systems in which people are making sure that is something that we're weaving into the work that we're doing as mentors to help support one another in the work that we're doing.

But again, I think it's really all about prioritizing and making a space for these relationships and then to keep them going.

We have this fantastic facilitation guide in the story map that Jenn shared with us, but now where do we go from there?

And here we have ideas or topics for facilitated follow-up meetings and follow-up discussions that can help move the mentor relationships along.

And here we have what we as mentors need to be thinking about, how we can stretch and expand our coaching skills, our listening skills U. and really be the best motorcycles possible for the mentees that we're working with.

>> And then from a -- you can be at different points of your career and be both a mentor and a mentee, but to have that clarity that we talked about, that people were suggesting was really important, to be honest, and to really be focused in materials of where you want to go and what is the advice that you're speaking on, what are the issues you need more support on.

And that can really be helpful in helping to guide the conversation.

Conversations that take place.

And again, like we mentioned, it really has to have leadership support, creating more informal mentoring relationships, because the informal ones are going to happen at the initiative of either the mentor, the mentee, and those are going to happen more organically, but for there to be a more formal kind of mentoring relationship, there really needs to be support and leadership from the very top, and really kind of a passion for this and a prioritization of this, and clearly seeing how it benefits the mentees and mentors, and the organization.

>> We have some time set aside for questions.

I encourage folks to type into the chat box if you have any questions.

You have some files that you can download and look at, and also the power point transcript and recording will be available on the futures without violence website about a week from today.

And it says here that everyone that registered for the webinar will receive the power point and recording, so thank you for that.

Are there any questions that we have for the group?

I know Jenn that some of the questions that we've got in advance had to do with the challenges of finding a mentorship resources for more mortgage naturalized communities, for folks who might be the single person from a particular community who are working at their organization, and do you have any suggestions for what to do in those situations?

>> That's a great question.

I'm going to have to answer it somewhat generically, because I know there's a lot of different communities represented here.

But you know, I'll share a couple of the ways I have found to be effective in sourcing mentor relationships outside of your own organization.

One thing is to make sure that if you're attending community events like professional association events, conferences, or development opportunities like if you're going to some sort of continuing education sort of environment, be on the active lookout for someone who might be a great learning partner for you, a great mentor for you.

Of course it helps if they have experience in the area that you're looking to grow in, but you might also be on the lookout for a peer mentor.

Take advantage of any sort of opportunities afforded by those events, for example, a lot of conferences provide meet to eat situations, or some sort of lists where they really are encouraging people to connect.

You can certainly use social media to connect with mentors is another one.

One of Meyer mentors I know personally I've found him through his social media work, and I was following his account, and I 79ly reached out and I said -- I let him know the kinds of things I had really appreciated about his body of work, and how they matched up with the things I was looking to grow in, and asked if he would be available for a conversation.

The other thing I'd say here is, be open to those potential mentoring relationships that are virtual.

I know Vivian was talking about this at the beginning of the call.

It's great to have that face-to-face connection.

Certainly it's really helps build a relationship quickly, but we have so much available technology at our fingertips with zoom, and facetime, and duo, and Facebook, I don't even know, remember what their app is called, but lots of ways we can still get video and see each other.

But build mentoring relationships and not be constrained to the people within our geographic area.

>> Jenn, you mentioned how you have multiple mentors, and I think that's critical here.

I think if you're -- I think finding a mentor within the organization where you currently are working is really critical for your own career success at that organization, and then if you don't share community with that mentor, with other folks at that particular organization, you find a mentor outside of the organization.

It might be a peer mentor, it might be a mentor from a different discipline or profession who shares community with you.

And in that way, you kind of cover all bases, so to speak.

But I think that's the challenge.

And -- but those mentoring relationships even outside of your organization can still be incredibly supportive and helpful.

Jenn, do you have a sense of the time commitment for different kinds of mentoring relationships?

One of the questions we got was, there's hesitancy to become a mentor because of the time commitment.

I would venture to say leadership needs to ensure that there's time for folks to prioritize mentoring relationships, but how does the time commitment vary, do you think, would you say?

>> Yeah.

It's going to scale depending on the complex city of the mentoring experience.

Let me give you a couple details around that.

If we start on one end of the spectrum of an informal mentoring relationship, in other words, you go and you see someone speak at a local community event, and they're just amazing and you start talking to them and you ask them to be your mentor and they agree, their time commitment is going to be on the low end because it's informal, and it may be a little bit as needed.

And so it can vary a lot, but if I were to give that a number, I would say that person would probably spend a couple hours a month working with you at first, and then the longer that relationship goes on, that person can expect that to even decrease down to on average a little less than an hour a month.

And that's not very much of a time commitment.

But then if you take an internal mentoring relationship, in other words, an organization with a mentoring program that has structured and we have started to match people up, then for every person you mentor in a one-on-one relationship, you should expect that to be somewhere in the neighborhood of three or four hours a month for one-on-one relationships.

So if you're mentoring two people, you're talking about six to eight hours a month, that's a significant time investment.

And that's why for one-on-one relationships we really don't encourage people to be matched with more than two mentees, because it can start to degrade what they're able to do for the people that they're matched with.

Now, groups are going to be lower, so it's still going to take several hours per month.

But it's not -- it doesn't -- it's not multiplying times the number of mentees in the group, either.

>> That significant time needs to be prioritized.

We're not adding this time on top of your case load and your workload at all, the clients you're serving, and we're saying that these mentoring relationships provide benefits to the organization, to the mentors, to the mentee, ultimately to the clients that we're serving, so we're going to carve out time to prioritize this.

So if you add this on top of everything else that people are doing, it becomes a burden and it isn't seen as providing all of the benefits that we know it does provide.

>> Is there anything else that we haven't touched on that you think that we should touch on in the time that we have?

>> Yeah, you know, one more thought on what you were just saying, I think it's really important.

It's been coming to light more and more that as we look at mentoring relationships internal to an organization, what is naturally happening is that individuals are being matched with mentors who are the best of what they do.

Of course, that makes a lot of sense.

For programs that really have a focus on diversity and inclusion, this often means that we're matching a more junior women with more senior women, and it also often means you see organizations matching more junior people of color with more senior people of color.

The problem is, if we have a focus on diversity and inclusion because there's a lack of it, then we have a lack of people within those confines who qualify to be a mentor, and all of a sudden we're loading up the people who we're really relying on to be super stars and rock stars and doing fantastic jobs, we're loading them up with mentor responsibilities, and they can't possibly continue the level of amazing work they do if they're also juggling all of these mentoring responsibilities.

So we have to be really conscious of spreading out that responsibility, getting more people involved, and being as efficient and effective with that mentoring time and investment like you were talking about, as we can and being very purposeful with the way we do that and approach that.

So we don't inadvertently take the people who are doing just really incredible work and are typically already stretched thin, and asking them to do a whole lot more.

>> The other thing that calls to mind is that you're looking for mentors who bring different talents and skills, and so one person might be really great at fund-raising, another person might be great at legislative advocacy on lobbying, and another person might be great in how they handle client conversations or client discussions.

So you might look for different mentoring relationships based on different skills that people bring to the different kinds of work that we're doing.

So that's also something to think about, so that star performer who might be really good at X function, they might be able to provide some guidance on something, but there might be other folks within an organization who are -- who have other strengths that are worth sharing and exploring in a mentoring relationship.

>> And who really would benefit from that relationship, and would grow themselves.

It is, it's a double benefit.

>> Absolutely.

So we've -- I think we've spent time talking about how much we've benefited from being mentor and from being mentored ourselves.

We hope that you go out there and set up mentoring relationships in all of your organizations that would be ideal.

And as we mentioned, the information related to this webinar will be posted on the Futures without Violence.org website.

Thank you so much.

Here are some links to resources, and thank you to the department of justice for funding this and to Futures without Violence.

>> Thank you so much to Vivian and Jenn for a wonderful presentation for all of this great information and insights on how we can take this work in all of our work around the country, and lead to healthier employees who can really support each other.

Thank you everyone for being with us today, and also for your patience with some of the technology issues that we have had.

We hope that you were still able to get a lot out of our webinar, despite some of the challenges that have come up today.

We will make available the materials to you.

Please remember to fill out your evaluation, which should pop up on your screen when you exit.

You can also access it by clicking on the link.

And you may request a certificate of participation through the evaluation form.

So I did see one of those -- a question about that in the chat box.

So on your evaluation you can request the certificate.

Please do fill out the evaluation, it means a lot to us.

We really take these comments seriously.

Thank you so much for being here, thank you to our presenters, I hope all of you have a great day, and wonderful happy holidays.