

# Mentoring *Future Leaders*

Compiled by Jackie Cohen and Helene H. Waranch

One of the most important mechanisms you can put in place to grow leadership is a mentor, preferably several mentors, to share problems and joys and to help take you through experiences that they have had but that are new to you. They are there to help you learn from your mistakes.

– **Reimagining Leadership in Jewish Organizations**  
Dr. Misha Galperin

# MENTORING FUTURE LEADERS

Get yourself a teacher (mentor), find someone to study with...

- Joshua ben Perachyah, Pirke Avot, 1:6

## GOALS OF MENTORING FUTURE LEADERS

1. Understand the responsibility of leaders to ensure the future leadership of their organizations
2. Learn ways to identify and nurture potential leaders
3. Provide mentoring skills and tools
4. Identify characteristics of mentors
  - a. Distinguish different kinds of helping behaviors
  - b. Avoid negative behaviors
5. Encourage those who receive mentor training to create mentoring programs within their own organizations

## DEFINITIONS

- Mentor:** A wise and trusted counselor and teacher
- Mentee:** One who is being taught and counseled by an experienced individual

## JEWISH EXAMPLES OF MENTORING RELATIONSHIPS

What qualities and behaviors are evident in each mentoring relationship?

a. Yitro ► Moses ► Joshua ► Army

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b. Mordecai ► Esther

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c. Naomi ► Ruth

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## PERSONAL MENTORING EXPERIENCES

With whom have you had a personal mentoring experience?

1. \_\_\_\_\_ \_\_\_As a mentor \_\_\_ As a mentee
2. \_\_\_\_\_ \_\_\_As a mentor \_\_\_ As a mentee
3. \_\_\_\_\_ \_\_\_As a mentor \_\_\_ As a mentee

Pick one relationship when someone was your mentor and you were a mentee, then answer these questions:

• What was the circumstance? How did the mentoring relationship begin?

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• What did the mentor do for you?

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• What behaviors did the mentor exemplify that were helpful to you?

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• What characteristics did the mentor demonstrate?

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• What would you have liked the mentor to do that he/she did not do?

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• Was the relationship formal or informal? If it was a formal relationship, what was its structure?

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## DEVELOPMENT OF A FORMAL MENTORING PROGRAM

Without active mentoring...they [leaders] may never be ready or confident enough for top positions.

- *What Queen Esther Knew* Connie Glaser and Barbara Smalley

What steps will you take to create a formal mentoring program in your organization?

- Who has to agree to implement this program?

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- What criteria needs to be established for selection of mentors and mentees?

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- How will you train the mentors? Who will be responsible for training mentors?

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- Who will be responsible for matching mentors and mentees?

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- How do you encourage and foster the mentoring relationship?

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- How can you provide ongoing support?

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- How can you be sure that the mentoring relationship is ongoing and successful?

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- How can the success of a mentoring relationship be measured?

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- Identify the people in your organization who can benefit from mentoring:

1. Those who are already slated on the leadership track

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2. Those who are not yet on the leadership track but have potential

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- Identify those people who can serve as mentors:

1. Present leaders

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2. Previous leaders

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## DEVELOPMENT OF AN INFORMAL MENTORING PROGRAM

- Identify the people in your organization who can benefit from informal mentoring:

### 1. Those who are already slated on the leadership track

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### 2. Those who are not yet on the leadership track but have potential

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- Now that you have identified a potential mentee, what steps will you take to start an informal mentoring relationship?

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- How do you encourage and foster the mentoring relationship?

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- How can you be sure that the mentoring relationship is ongoing and successful?

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- How can the success of a mentoring relationship be measured?

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- **Five questions you may want to ask your mentee to begin the relationship:**

1. What is it that you really want to be and do?
2. What are you doing really well that is helping you get there?
3. What are you not doing well that is preventing you from getting there?
4. What will you do differently tomorrow to meet those challenges?
5. How can I help / where do you need the most help?

*[adapted from Anthony Tjan,, CEO Cue Ball]*

## THE MANY ROLES OF A MENTOR

Everyone has a vast capacity for being more understanding, respectful, warm, genuine, open, direct, and concrete in relationships.

- George Gazda, educator

How can you demonstrate each role in working with a mentee?

Advisor	
Cheerleader	
Challenger	
Coach	
Counselor	
Guide	
Motivator	
Resource	
Role Model	
Sharer	
Sponsor	
Supervisor	

- How do you develop trust in a mentoring relationship?

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- How do you build self-esteem in a mentee?

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- How do you challenge a mentee?

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## ATTRIBUTES OF A MENTEE

...the most fundamental ingredients to success were such things as honesty, integrity, humility, fidelity, justice, patience, and courage.

- *First Things First* Stephen Covey

Check the attributes that you believe are your strongest. Give examples.

Accepts suggestions and assistance	
Adapts to change	
Asks questions	
Defines personal and organizational goals	
Demonstrates humility	
Expresses appreciation	
Expresses feelings and emotions	
Focuses	
Is honest and trustworthy	
Is passionate	
Listens	
Reflects on his/her strengths and weaknesses	
Takes the initiative	
Works hard	

What attributes are most difficult for you?

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## EXPECTATIONS WITHIN MENTORING RELATIONSHIPS

All of us do not have equal talent, but all of us should have equal opportunities to develop our talents.  
- President John F. Kennedy, June 6, 1963

- What do organizations expect from a successful mentoring program?

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- What are the expectations of the mentee from a successful mentoring relationship?

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- What are the expectations of the mentor from a successful mentoring relationship?

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## BENEFITS OF A MENTORING RELATIONSHIP

An ideal mentoring relationship is one where the mentor is someone who is invested in the mentee's success that is inherently disconnected from his or her own interests.  
- *Reimagining Leadership in Jewish Organizations* Dr. Misha Galperin

- List 7 ways mentoring will benefit your organization.

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2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

- List 7 ways mentoring will benefit the mentee:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

- List 7 ways mentoring will benefit the mentor:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_





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