

**The University of Toledo**  
College of Business Administration  
**Executive Center for Global Competitiveness**

**MENTORING IN TODAY'S WORKPLACE**

### **Program Overview**

In today's downsized and de-layered organizations, more and more employees need to work together to develop a full range of skills and abilities. Mentoring is now seen as the process for creating a relationship where one person invests time, know-how, and effort to enhance another person's growth, knowledge, and expertise. Yet many people don't know how to find or become a mentor, how to build and sustain a mentoring relationship, how to make the most of their role as a mentor or mentee, or how to end a mentoring partnership.

This program focuses on these issues as well as on the unique role of mentors and mentees in the workplace, the skills necessary to become a mentor or mentee, and the steps to take to establish a successful and rewarding relationship. Whether you're seeking suggestions on how to strengthen your mentoring style, how to avoid behaviors that can interfere with mentee growth and development, or how to set appropriate goals and monitor progress, you'll take away practical tips and techniques for fostering your career's most crucial relationships.

### **Program Objectives**

In this one-day information-packed program, participants will learn how to:

- Explore how a mentoring relationship can be beneficial to you and your organization
- Identify mentoring behaviors to adopt and to avoid
- Determine the mentee skills needed to foster successful mentoring relationships
- Offer guidance on developing a productive mentoring partnership
- Manage difficult behaviors and special mentoring challenges

### **Program Agenda**

- The art of mentoring—3 key definitions
- Benefits of being a mentor and a mentee
- ATM—the crucial commodities of a mentoring relationship
- How listening is the mentor's cornerstone of communication
- The gift of feedback—what it is and how to give it appropriately
- What to say and do when a mentee is being difficult
- 7 keys for driving dialogues between a mentor and a mentee
- The three negative behaviors that sabotage mentoring and how to control them
- The mindset that every mentee needs to develop
- 7 special mentee skills for developing rewarding relationships
- The four phases of building and maintaining productive partnerships between a mentor and a mentee
- Negotiating the partnership—what to consider and how to reach agreement
- Mentoring in sensitive situations—cross-cultural, cross-gender, cross-generational, and long-distance

### **About the Instructor**

**Debra A. Smith** is a nationally respected consultant, speaker, and seminar leader. Her subject is professionalism—a composite of respect for the organization, respect for the people it serves, and respect for oneself. She develops this professionalism in her listeners, thereby enabling employees to reach their highest potential within the organization. People who attend her seminars gain new insight and direction, reinforced by effective skills that greatly enhance their performance. Every year Debra travels to over 100 cities in the United States and Canada to deliver her seminars on communication, time management, conflict resolution, and customer relations. Her seminars are skillfully designed to meet the needs of managerial, supervisory, and support personnel. She has trained over 450,000 people from organizations in the private sector and government as well as in numerous colleges and universities.

---

Combine this seminar with some of our other popular programs to tailor a complete curriculum based on your organization's needs.  
Topics to consider include: Getting Results, Finance and Accounting for the Nonfinancial Professional, Teamwork, Managing Conflict, Giving and Receiving Constructive Feedback, Quality Customer Service, Delegation, Business Writing, Communication Skills, and Stress Management.  
Information about each program is posted on our website at  
[www.business.utolledo.edu/ecgc](http://www.business.utolledo.edu/ecgc)

---

*If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, the Director of ECGC, by calling 419-724-2591 or via email at [carrie.herr@utoledo.edu](mailto:carrie.herr@utoledo.edu).*