



Mentoring Institute



# MENTORING & COACHING MONTHLY

VOLUME 2 ISSUE 2

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## THIS MONTH IN MENTORING & COACHING

It is commonly known that mentoring and coaching can be found in all types of institutions - from universities to government offices. On page four you'll find an interview from mentor and former CIA officer and Holly Southwick. This interview will answer all the questions you never knew you had concerning the mentoring culture within the CIA.

Also be sure to note page 3, on which you'll find important information concerning the 2015 mentoring conference, located in sunny Albuquerque.

Page 7 includes news stories from mentoring programs around the world. Of special note is the article from 99U *This is Why You Don't Have a Mentor*, which includes several tips for those looking to begin a mentoring relationship.

To conclude, we would like to announce that the International Mentoring Association has extend a special invitation to the readers of Mentoring and Coaching monthly to attend their 2015 IMA conference, located in Phoenix, AZ. For more information visit [www.mentoringassociation.org](http://www.mentoringassociation.org).

# ABOUT US

## MENTORING INSTITUTE:

The Mentoring Institute develops, coordinates and integrates research and training activities in mentoring best practices at the University of New Mexico (UNM). Through the application of instructional design standards, the Mentoring Institute provides training and certification services for a diverse array of staff, faculty and students, in a centralized effort to recruit, train and develop qualified mentors for the University, the City of Albuquerque and the greater New Mexico community.

The Mentoring Institute does not replace or direct existing mentoring programs. Rather, it provides a variety of services to these programs. The Mentoring Institute aims to build up current mentoring program and enhance the culture of mentoring within the University, and the state it serves.

The Mentoring Institute will assist in stimulating and promoting a mentoring culture within the community. By encouraging the matriculation and graduation of students as well as the retention of faculty and staff at the University of New Mexico, the Institute will also contribute to the development and economic growth of New Mexico

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# EVENTS

*Our list of mentoring and coaching related events occurring soon.*

- **2015 International Mentoring Association Conference**

📅 April 22-24, 2015  
📍 Phoenix-Gilbert, Arizona  
👤 Laura Capello, Laura Gail Lunsford, Robin Milne

*Mark your calendars to join us for the International Mentoring Association Conference. Our theme "Best Practices in Mentoring: Tools & Strategies for Success" offers opportunities for you to share tips, tools, and ideas that have worked best for you and your organization, to learn effective tools and strategies from others, and to build your mentoring network.*

- **Tutor/Mentor Leadership and Networking Conference**

📅 May 8, 2015, 2015  
📍 Chicago, IL  
👤 TBA

*The Tutor/Mentor Leadership and Networking Conference serves three purposes. It connects leaders and supporters of volunteer-based tutoring, mentoring and education-to-career programs. It builds visibility so that more volunteers and donors will choose to support tutor-mentor programs. It also helps maintain Chicago area tutor/mentor programs.*

- **SIAST Inter-Professional Mentorship Conference**

📅 May 24-26, 2015  
📍 Regina, Saskatchewan  
👤 Ann Rolfe, Keith Walker

*Join professionals from business, industry, and education in this three-day event focused on exploring mentorship opportunity and developing effective mentorship programs within your organization. Conference highlights include: an international keynote speaker, local mentorship champions, and opportunity to network and share mentoring experiences.*



## LAST MONTH IN PHOTOS

Photos taken around UNM, from our Instagram feed (@unmentoring)



Blue skies as far as the eye can see!



A cold day seen from the office window.



A little snow on some pampas grass.



# MENTORING INSTITUTE NEWS

## MENTORING CONFERENCE 2015

Preparations for the 2015 conference are underway! Keep these important dates in your Calendar.

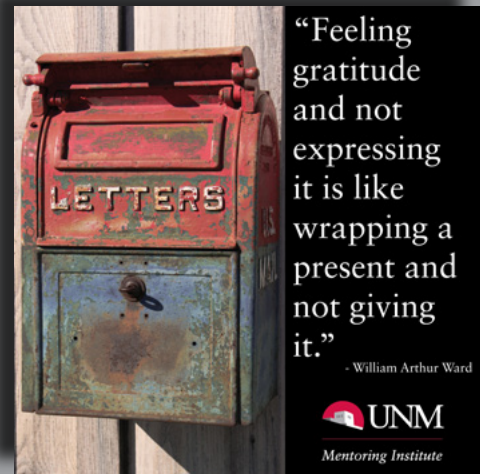
Call for Proposals Release.....	March 27, 2015
Abstract Proposal Submission Deadline.....	May 15, 2015
Notification of Submission Acceptance.....	May 30, 2015
Paper Submission Due (First Draft).....	June 30, 2015
Peer-Reviewed Papers Returned.....	August 01, 2015
Final Paper Submission Due.....	August 30, 2015
Registration Deadline.....	October 10, 2015

## MEMBERSHIP

It won't be long before the Mentoring Institute's membership website will be launched, and you don't want to miss it! Although we have a special focus on mentoring in academia, membership is open to all professionals with an interest in mentoring. There are many benefits to membership, including:

- Conference Videos
- Publishing Opportunities
- Discounts
- Articles
- Publications
- Discussions

For more information on membership visit our website. Registration will launch Spring 2015.



## QUOTES



# || MENTORING IN THE CIA ||

INTERVIEW WITH

## HOLLY SOUTHWICK



*Holly Southwick worked 24 years as an Operations Officer and Manager for the Central Intelligence Agency (CIA), where she served numerous assignments in the field, was a Senior Instructor and Course Chairman at CIA's Field Tradecraft Course, and served tours at CIA Headquarters at the beginning and end of her career. Holly retired in March 2012. She believes active, positive mentoring contributes to higher employee morale and more productive organizations, and is in the process of completing a mentoring book based on her personal experience with mentoring and coaching in the CIA. Holly attended the University of Utah, where she received a Juris Doctor degree, a Masters of Business Administration degree, and an Honors Bachelor of Arts degree in Finance. Holly and her husband have four children, and currently live in Albuquerque, NM.*

### Can you discuss your background, and how you got into mentoring at the CIA?

After initial Central Intelligence Agency (CIA) training, I worked as an Operations Officer and then Manager in the National Clandestine Service (NCS - formerly Directorate of Operations - DO). I recognized early that to be successful in an intelligence career, and to rise within the organization, I needed the guidance, counsel and support of colleagues. When I served as a Course Chairman in CIA's Field Tradecraft Course (FTC), I was asked by senior management to spearhead an effort to have female instructors be available for new female officers to address gender-related issues in operations and on balancing career and family. Mentoring was a natural part of the CIA culture, but I did not recognize "mentoring" as a tool or strategy until 2005 when I saw a work poster entitled "Ten reasons why every employee should have a mentor". For the remaining seven years of my career, I paid particular attention to the mentoring and coaching in my own career, and the mentoring I was then in a position to provide to others. I gained a deep respect for the value of mentoring and discovered how instrumental it can be throughout someone's career.

### What is the mentoring and coaching culture within the CIA?

The CIA has a strong mentoring and coaching culture, especially in the NCS where I served. New operational recruits are taught, mentored and coached by experienced operations officers. Managers teach and mentor employees in operational tradecraft, operations, career planning, and organizational culture. Seasoned officers share operational experiences with colleagues to pass on the craft of intelligence, and to help officers navigate their careers and the organization. The CIA also offers formal mentoring and leadership development programs, and provides executive coaching for select officers and to support succession planning. There is no room for error within intelligence work, and a high level of excellence is consistently required; effective mentoring supports these high professional standards.

*Our interview with Holly Southwick continues on the next page...*

**M**any of your mentoring relationships were self-initiated. Do you have any tips for those looking to enter into a mentoring relationship?

I strongly recommend developing a network of mentors, whether they be superiors, managers, or peer colleagues, who have knowledge, savvy, and/or power to help you achieve in your work and career. These can be inside or outside of your workplace. Seek out those you can trust and whose advice you respect. The depth of your relationship with a mentor will depend on how you develop it--driven by personal chemistry, the time the mentor has available, your ability to maintain the relationship over time, and your particular career needs. In my experience, I actively worked to keep mentoring relationships strong enough that I could call upon them when needed.

**Y**ou have been both a mentee and a mentor. Which role do you prefer? What insights have you gained from being on both sides of the spectrum?

I have found both roles rewarding, but being the mentor puts you in a unique and special position to provide assistance to others, which I especially liked. While I tried to closely guide and support all employees under my command, following a review of my mentoring experiences, I determined I went the extra step to mentor 22 officers over my career, which included 5 management positions. I also mentored the group of

female officers when I served at the FTC. As a mentor, you can pass on hard-earned wisdom and insight, and support the career paths of those you recognize have promise and will be the next generation of leaders. You can also help those who may be struggling so that they can have better success in their work. If a mentee runs into obstacles or bureaucratic challenges, which can happen in a career, a mentor feels fortunate to be in a position to help.

As a mentee, I feel a special debt to the many mentors who supported me throughout my career. These were talented men and women who invested time and personal capital to help me navigate my career. A mentee benefits greatly from interacting with their mentor colleagues and friends, which strengthens a legacy. Intelligence mentees receive guidance and help, and the honor of learning from the previous generation of intelligence officer.

**Y**ou once participated in a formal reverse mentoring effort. How did that work? Was it successful?

During the final assignment of my career, I volunteered to participate as a “mentee” in a reverse mentoring program. At the mentee orientation meeting, I was impressed with the caliber of senior officers who had volunteered. This was a testament to the dedication these officers had for supporting Agency officers and the organization. As a senior manager in an NCS Center, I was paired with a young, female language instructor. This officer called and made arrangements for us to meet. We met every few months, away from CIA facilities, at a fast-food restaurant between our two offices. We shared experiences from work and she once recommended a management book to me. She was pregnant with her first child, so I shared insights from my 20 years as a working mother of four children. I believe we both benefitted from and enjoyed the experience. She went the extra mile once to bring my family a meal when I was recovering from a surgery. I think the pairing was especially effective because we were from different parts of the CIA. There are different cultures within the CIA, depending upon where you work. This allowed us to speak more freely and to share different points of view. Our relationship ended when she left on maternity leave and I retired. I felt it was a highly successful mentor-mentee experience and I highly recommend reverse mentoring initiatives. Experienced employees can benefit greatly from the different points of view of young, talented employees.

*“For those not offered formal mentoring, seek out informal mentors on your own, building your own relationships from an unlimited range of leaders, managers, or colleagues. This includes people from inside or outside the organization. These informal mentors can provide valuable wisdom and support.”*

**D**uring the 2014 conference you presented ten reasons every employee should have a mentor. Can you quickly reiterate these?

The “Ten reasons why every employee should have a mentor” list was displayed on a poster in the lobby of the training building where I was preparing to take over as Course Chairman of CIA’s prestigious FTC, which trains the NCS’s new Operations Officers. I saw the poster time and time again, and then one day it clicked how important mentors had been in helping me find success and navigate my career and the organization. From that point on, I focused on how I was being mentored and my efforts to mentor others. These ten reasons included the following list, with the original CIA explanation in italics.

1. **SUPPORT** - *Provide advice and emotional support*
2. **COUNSELING** - *Available for informal and confidential discussion*
3. **ESTEEM** - *Help build and maintain high esteem*
4. **MORALE** - *Help achieve self-confidence through success*
5. **INTEGRITY** - *Model and encourage high standards and professionalism*
6. **GOALS** - *Personally invest in the goal of success*
7. **RESOURCES** - *Notice needs and offer available resources*
8. **OPPORTUNITIES** - *Utilize position or rank to provide opportunities*
9. **NETWORKING** - *Encourage networking to gain benefits*
10. **EXPOSURE** - *Provide visibility to enhance opportunities*

**D**o you feel these ten reasons are universal, and should be considered by all employers?

Yes! I believe these ten reasons are universal, and do apply to all organizations. These ten reasons provide young and experienced employees with the support that they need to be successful and to find satisfaction in their careers.

**D**uring your 2014 conference presentation you identified three primary roles for mentors. Can you elaborate on these roles?

I categorized the “Ten reasons why every employee should have a mentor” into three distinct mentoring roles. I then ranked the three roles based on their prominence with my 80 mentors over my 24-year career. Based on the analysis of the mentoring, most mentors served primarily in the Counseling role, 51 percent, followed by the Patron, 24 percent, and the Teacher, 9 percent. I also observed that 16 percent of managers, leaders, or colleagues were in a position to provide mentoring but chose not to do so, and in some cases seemed to do their best to make my assignment difficult. I label these colleagues Anti-Mentors.

*The Counselor* provides the mentee counseling, esteem, morale, and support. The mentor may discuss assignment developments, brainstorm on resolving difficulties, and advise next steps in work and career moves.

*The Patron* provides the mentee exposure, networking, opportunities, and resources. They could help with visibility, opportunities, and resources. The Patron could also use his or her network and power-base to help the mentee. Some mentees attach themselves to the Patron and move to assignments with them, often rising up the ranks with them.

*The Teacher* helps the mentee set goals and models integrity. The Teacher can help the mentee understand and navigate the job and the organization, and can also guide the mentee as he or she defines and/or refines an assignment and



## IN THE NEWS

*This month's selection of news articles relating to mentoring*

**Park Rapids Enterprise**  
*Kinship Mentoring Fun for the Whole Family*

**99U**  
*This is Why You Don't Have a Mentor*

**Aberdeen News**  
*Reach and Rise Mentoring Program Changes Lives in Aberdeen*

**UNSW Australia Newsroom**  
*Peer Mentors Pave the Way to University Success*

**Scoop Independent News**  
*Pasifika Mentoring Programme First Graduation*

**Chicago Sun Times**  
*Mentoring Group Helps Black Teens in Several Courses*

career goals. The Teacher serves as a role model for strong leadership, organizational standards, and professionalism.

## To conclude, do you have any advice for those who are looking to enter into a mentoring program?

Students and employees should actively participate in mentoring programs offered by their schools and employers. There is significant potential to benefit greatly from these programs. In my experience, mentors who volunteer to participate in mentoring programs care a great deal about their organizations and have a strong personal interest in training the next generation of leaders. These programs offer extremely valuable networking opportunities. Participating in a mentoring program will also help strengthen the organization and help to make it more successful, productive, and dynamic.

For those not offered formal mentoring, seek out informal mentors on your own, building your own relationships from an unlimited range of leaders, managers, or colleagues. This includes people from inside or outside the organization. These informal mentors can provide valuable wisdom and support. Needs will change over a career, but having a strong mentoring network will greatly improve career success and personal satisfaction.



## MENTORING TIPS

We regularly post mentoring tips on our website. Here are some of the tips from last month:

*There are many times in life where we make things much harder than they need to be. If you find yourself in a difficult situation and you don't know where to turn, look around and see what you can do to simplify and consolidate. When problems are boiled down to their core they often aren't as intimidating. Talk with your mentoring partner about the parts of your life that need simplifying.*

*It is easy to see how mentoring can be beneficial at a new job or within a new position, but sometimes mentoring is overlooked in situations in which it's not so obviously helpful. Consider the parts of your life that are very important to you, but could use a little direction. Mentoring belongs there, too.*

*There are many times in life when we feel grateful. However, it is easy to let the feeling go without ever properly expressing it. If you are grateful for something or someone, be sure to say it out loud. You'll be glad you did.*



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*Mentoring Institute*