



# MENTORING & COACHING MONTHLY

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Volume IV Issue II

April 2017

## IN THIS ISSUE:

Welcome back to the second issue of *Mentoring & Coaching Monthly*, dedicated to bringing you the latest mentoring news and information on upcoming events and deadlines. In this issue we talked to Chad Littlefield, co-founder and CEO of the company We!, about how to ask powerful, engaging questions, which he says are crucial to developing a strong mentoring relationship. Chad will be leading a workshop and a plenary session at our next mentoring conference—be sure to catch him!

We also discussed the *Mentoring Excellence Pocket Toolkit* series by Lois J. Zachary and Lory A. Fischler, which act as quick and easy references to some of the most critical aspects of mentoring relationships. Lastly, we updated some of the registration dates and deadlines for our mentoring conference in October—please make note of them. Thanks, and have a great April everybody!

# Welcome back to Mentoring & Coaching Monthly!

Earth Day is coming up next week! In its honor, we would like to encourage our mentors to talk with their mentees about what they can do to protect the environment and how they can reduce waste at school, at home, or in the workplace.

In this issue of Mentoring & Coaching Monthly we will be looking at the different types of questions mentors can ask their mentees to encourage deep thinking and reflection. These questions, as explained by Chad Littlefield later in the issue, are paramount to developing a motivational and open-minded mentoring relationship that effectively fosters growth.

Are you considering becoming a mentor? You should! Through mentoring it's possible to make a positive impact in someone else's life in only a few months. By volunteering a little bit of your time to a student, friend, or new employee, you can make a real difference in their life by helping them attain their goals and develop the skills and self-confidence they need to succeed.

Not only does mentoring benefit the mentee by giving them the chance to grow personally, academically, and professionally, it also offers reciprocal benefits to the mentor. By mentoring others, mentors learn how to communicate more effectively and become active listeners. They can put their experience and knowledge to use by passing it along to others, which can increase job satisfaction and sense of self-worth, and distinguish them as leaders and problem-solvers. Overall, mentoring is a great way to help both parties discover their talents and become the best they can be.

To those who are reading this month's issue, we urge you to help us show others the value of mentoring relationships, and encourage them to initiate their own. Together we can help strengthen the interpersonal relationships in our community through mentoring.

Lastly, we are always looking for more content, so please email our editor, Brenna Kelley, at [mentor@unm.edu](mailto:mentor@unm.edu) if you are interested in sharing your professional and personal experiences in mentoring. With your permission, we would love to share your stories, research, and photos in the upcoming issues of our newsletter.

We thank you for showing an interest in mentoring, and for your continued support of the UNM Mentoring Institute.



## ABOUT US:

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 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 programs and enhance the culture of mentoring within the University, and the state it serves.

The Mentoring Institute assists 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 also contributes to the development and economic growth of New Mexico.

Institute Founder & Executive Editor:  
Nora Dominguez

Managing Editor: Brenna Kelley

# INTERVIEW WITH CHAD LITTLEFIELD

## CO-FOUNDER AND CEO OF WE!<sup>TM</sup>



*Why should people take the social risk of asking strangers unique and open-ended questions?*

One of my favorite quotes is: “Everyone you will ever meet knows something you don’t.” - Bill Nye (the Science Guy). If you don’t ask questions to strangers, coworkers, and friends alike, there is a 100% chance you won’t learn anything from them. On the other hand, I asked a new acquaintance the other day “what has been a moment that has shaped your perspective of the world?” She responded by telling me that she was the 1st account for Ben and Jerry as they were starting their (now world renowned) ice cream company. I wouldn’t have learned the backstory to such a household name if I didn’t ask.

More altruistically, our curiosity

and deep listening has the ability to make people feel cared for. And even give them a place to belong. Just ask, wait, and listen to understand and what comes next may just surprise you.

*For anyone who might’ve missed your plenary session at our 2016 mentoring conference, can you please explain your tips for asking creative and intentional introductory questions?*

A more full answer can be found here on my blog about [4 Characteristics of Powerful Questions](#). The most simple and impactful tip on how to ask better questions to people: follow your natural, genuine curiosity and ask about something in the present environment (i.e., something they are wearing, carrying, or sharing). Tip #2: ask open questions that begin with either “how” or “what” and not “why.”

*What kinds of questions do you recommend asking a person you’ve just begun to mentor, and what do you believe is the most effective way to earn their trust?*

I have my own personal “Top 10” questions that I like to ask new mentees or coaching clients all the way from CEOs to college students. First on the list: what brings you joy? This accesses passion in a way that no other question I’ve tried can. I also tell my mentees up front that part of my role is to ask challenging questions that push their own thinking forward and I ask permission to “ask powerful-

ly.” An example of a tougher first meeting question might include: “how do you know that you are trustworthy?” or “what is a time when you learned something from a failure?”

The most effective way to build trust, hmm, this is a fantastic question. First, sharing your intention can be immensely powerful. Next, people notice when you ask questions from a position of genuine curiosity.

*How do you explain the difference between your terms listening to win and listening to understand? How can this concept be applied to a mentoring relationship?*

Listening to win tends to be our default mindset where we are hearing what is in it for us. A subcategory of this is the ever present “listening to talk” where we are just waiting until the other person is done so we can share our brilliance. A more powerful and impactful way to listen in a mentoring relationship is: listening to understand. This involves listening for more than just the facts. What is the music behind the words? The emotions behind the ideas? The whole story.

*What is the primary goal of We!, your company?*

Our mission (and passion) is to create conversations that matter.

*How can your We! Connect Cards be used as a tool to help facilitate conversation and trust in a mentoring relationship?*



Learn More about We! [here](#)  
Shop for We! Connect Cards [here](#)  
Subscribe to the We! Interactive  
Newsletter [here](#)

There are 10+ activities and exercises that utilize We! Connect Cards to facilitate conversations that matter and build trust in a mentoring relationship. One of the simplest that I've seen mentors use is to just keep a deck on their desk and each time somebody comes in, start the conversation off by having the mentee choose a questions from the deck. This fosters "connection before content" and builds that trust in a subtle, yet powerful, way.

*How did your design team come up with the questions on your We! Connect Cards? Was it easier to think of questions after creating specific categories to put them in?*

We actually published an academic paper on the design of We! Connect Cards. The team and I went through a rigorous process utilizing Stanford's d.school model of design thinking and several pilot test groups that voted and selected the best and most effective questions. There is not a single question in the deck that doesn't help foster some connection and build a relationship of trust with both the person asking and answering.

The categories to the questions did help us narrow down the options for potential questions and allowed us to choose the best in each category. Purple cards in particular which invite people into self-reflection was a category intended to carve out space for introverts in the room to

have meaningful conversation with less intensity and speed required as many "ice breakers" do. In fact, the categories give people choice in the types of conversations and connections they make so an "ice breaker" doesn't end up becoming an "ice maker."

*Are you planning on expanding your brand in any way?*

Yes, we are rolling out a major initiative over the coming months and years bringing the "We! Leadership Lab™" to campuses and companies around the nation. This initiative will be ongoing leadership development for leaders from all areas of an organization.

*What message do you hope people will come away with after using your cards?*

In short: ask great questions, get great conversations.

In long: the barrier between trust and connection vs. isolation and separation is very thin. And the perceived risk of asking powerful questions is almost always much higher than the actual risk. Try it. Ask 5 "big questions" to 5 friends, coworkers, mentees, or strangers and see what happens. I can assure you that you'll learn at least 5 new things you never could have Googled.



## COME MEET CHAD

*at our 2017 Mentoring Conference!*

*Preconference Workshop:*  
"The Power of We: Creating Community through Positive Social Risks and Conversations that Matter"

Monday, October 23rd, 2017  
Part I: 8:00am - 11:00am  
Part II: 2:00pm - 5:00pm

*Plenary Session:*  
"Ask Powerful Questions: Create Conversations that Matter"  
Tuesday, October 24th, 2017  
11:00am - 12:00pm

*Sign up to attend our mentoring conference [here](#).*

## MORE ABOUT CHAD LITTLEFIELD



Chad Littlefield, M.Ed., is the co-founder and CEO of We!™ (www.weand.me). He designs fun, challenging, and engaging experiences and tools that break down communication barriers. He is has spoken at TEDx and is the author of the Pocket Guide to Facilitating Human Connections. Chad also led the design team that created We! Connect Cards™, which are now being used to create conversations that matter within companies in over 50 countries and on 6 of the 7 continents. He has worked as an instructor at Penn State University teaching the art and science of dialogue facilitation and team development. Chad has the privilege of consulting, coaching, and facilitating within organizations like JetBlue, Starbucks, Penn State, Typeform, United Way, Goodwill, and dozens more.

Relationships are the foundation of a good mentoring mentoring program. Chad offers key insights to foster meaningful connection both on the individual level and at scale across your campus or company.

## BOOK REVIEW:

# MENTORING EXCELLENCE POCKET TOOLKITS

By Lois J. Zachary and Lory A. Fischler

Book Review by Brenna Kelley,  
UNM Mentoring Institute

In 2012, Jossey-Bass published a series of *Mentoring Excellence Pocket Toolkits* written by Lois J. Zachary and Lory A. Fischler. These pocket toolkits cover five crucial topics that are vital to the success of a mentoring relationship:

#1: *Strategies and Checklists for Mentors*—provides mentors with general strategies and tools they can use throughout the entire mentoring process to facilitate conversations, determine roles and clarify responsibilities, set boundaries and limitations, create an appropriate schedule, etc.

#2: *Feedback and Facilitation for Mentors*—explains the different types of questions mentors can use to facilitate a successful mentorship discussion, and how to give positive, but honest feedback.

#3: *Strategies for Mentees*—discusses the four phases of a mentoring relationship (preparing, negotiating, enabling growth, and coming to a closure), what mentees can expect during each phase, and what they can do to contribute.

#4: *Accountability Strategies and Checklists*—explains how to set well-defined goals that direct the course of the mentorship, and what each person is accountable for in the drive to attain these goals.

#5: *Mentoring Across Generations*—discusses strategies for mentoring people from different generations and how to help people of all ages get the most out of their mentoring relationship.

Meant to be used as quick reference tools, these toolkits are perfect for those who want to refresh their knowledge of mentoring techniques, prepare for meetings with their partner, remind themselves of their past mentoring training, or simply learn more about the mentoring process. The toolkits present readers with key ideas and tips in a concise, straightforward, and easy-to-read format that is easily understandable, especially to those who are unfamiliar with mentoring. For people new to mentoring, the toolkits are the perfect resource to use to get to know the basics of mentoring and what steps to take in initiating and maintaining a healthy mentoring relationship.

Included in the toolkits are a number of checklists and bullet points that readers can use as guidelines to ensure that their mentoring relationship is on track and is achieving its goals. An example of such a checklist, which I found to be particularly applicable, is called the “Mentoring Partnership Checklist,” from the last page of *Mentoring Excellence Pocket Toolkit #4: Accountability Strategies and Checklists*. This checklist allows mentees and mentors to periodically assess the progress they’ve made in their relationship on things like scheduling and communication, there-

fore propagating honest discussions based on trust. From there, authors Zachary and Fischler suggest that the partners share their answers and decide together what they can do to improve their relationship. This approach is effective because it equips both the mentee and mentor with a basic understanding on how to evaluate their relationship and determine if anything needs improvement. Miscommunications could arise, someone could feel like their voice isn’t being heard, or the relationship could potentially fail if check-ups like this one aren’t routinely conducted. The toolkits prevent such things from happening by ensuring that all parties know how to communicate openly, trust each other, set attainable goals, and, arguably most importantly, become active listeners.

The portability of these toolkits means they can be utilized as practical daily resources—their 4 ½ x 5 ½ inch size allows them to fit easily into any purse or bag for quick review on-the-go. The toolkits are also great aids in understanding and applying practices found in larger, denser research-based texts, such as the newly-released SAGE Handbook of Mentoring. Overall, the toolkits successfully compile, summarize, and explain mentoring techniques used world-wide into simpler, more comprehensible terms and ideas that even new mentors can use.

Please see the “Mentoring Tips” section below for an excerpt of *Mentoring Excellence Pocket Toolkit #4: Accountability Strategies and Checklists*.



Source:

Zachary, L. J., & Fischler, L. A. (2012). *Mentoring Excellence Pocket Toolkits*. San Francisco, CA: Jossey-Bass, A Wiley Imprint.

# UPCOMING EVENTS:

- **Mentoring in the 21st Century Institute**

 April 25-27, 2017  
Washington DC  
 Just ASK Publications & Professional Development - Paula Rutherford

*This institute/workshop series will focus on best practice in mentoring roles and responsibilities in induction programs, stages of new teacher development, working with adult learners, information processing styles, generational differences, peer observation and feedback options, and best practices in standards-based teaching and learning.*

- **International Mentoring Association's Annual Mentoring Conference**

 April 26-28, 2017  
Wilmington, North Carolina  
 Judy Girard (Keynote), Dawn Chandler & Richard Walsh (Plenary)

*Join the IMA for their 29th Annual Mentoring Conference in Wilmington, North Carolina, to learn about the latest research and best practices around professional mentoring.*

- **EMCC 7th Annual International Mentoring and Coaching Research Conference**

 June 14-15, 2017  
Greenwich University, London, U.K.  
 View session speakers [here](#)

*EMCC's 7th Research Conference will continue to bridge the gap between research and practice with their conference theme: Putting research at the heart of practice. The keynote speakers, a panel of experts and over 20 session speakers will all be contributing to the theme.*

- **2017 Summer Institute on Youth Mentoring**

 July 17-20, 2017  
 Renaissance Washington, DC Downtown

*Portland State University and MENTOR: The National Mentoring Partnership are proud to announce the 2017 Summer Institute on Youth Mentoring. The theme of the 2017 Summer Institute, Mentoring in the Civic Space, emphasizes intersections between mentoring and youth empowerment, sociopolitical development, civic engagement, social action, and community development.*

- **UNM Mentoring Institute's 10th Annual Mentoring Conference**

 October 23-27, 2017  
Albuquerque, New Mexico  
 Ann Betz, Lisa Fain, Chad Littlefield, Maggie Werner-Washburne, Lois Zachary, Brad Johnson, David Clutterbuck, Tammy Allen, Lillian T. Eby, Fran Kochan, and Robert Garvey (Plenary)

*This conference will feature over 300 concurrent presentations from a diverse variety of academic disciplines and industries.*

- **The 2018 National Mentoring Summit**

 January 24-26, 2018  
 Renaissance Washington, DC Downtown

*The National Mentoring Summit is the only national convening of youth mentoring professionals, researchers, philanthropic investors and government and civic leaders aimed at collectively strengthening and expanding quality mentoring relationships for young people across the country.*

 Forbes:  
***Redefining Mentoring for the Digital Age***  
By Diana Tsai

 The Huffington Post  
***Can You Learn Something from These 5 Great Mentoring Relationships?***  
By Allan Smith



## IN THE NEWS:

This month's selection of mentoring-related news

 Forbes:  
***The Five Don'ts That Destroy Coaching And Mentoring***  
By David Naylor

 Essence:  
***L'Oreal and Coalition of 100 Black Women Host Mentoring Program***  
By Alexis Webb

## CONTACT US:

The Mentoring Institute  
1716 Las Lomas Blvd NE  
Albuquerque, NM 87106

Email: [mentor@unm.edu](mailto:mentor@unm.edu)  
Phone: 505.277.1330  
Website: [mentor.unm.edu](http://mentor.unm.edu)

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## We need news!

We are always looking for new content and articles to add to our upcoming newsletters. Please email us at [mentor@unm.edu](mailto:mentor@unm.edu) if you would like to submit something. Thank you!

## MENTORING TIPS:



“Successful mentoring partners engage in a collaborative, robust goal-setting process and then create a game plan for how to achieve those goals.”

“Talk about the Mentee’s learning needs, career aspirations, and gaps in current skill sets.”

“Learning goals need to be focused, relevant, and challenging enough to warrant the time and attention of both Mentor and Mentee.”

“Convert starter goals into SMART goals (goals that are specific, measurable, action-oriented, realistic, and timely).”

“Mentoring partners need to clarify mutual expectations, define roles and responsibilities, establish working agreements, monitor progress, and measure results.”

“Without accountability, even the best partnership can be upended. Small stumbling blocks can undermine trust and erode confidence.”

“Establish a regular pattern of formal and informal contact.”

Source:

Zachary, L. J. & Fischler, L. A. (2012). *Accountability Strategies and Checklists: Mentoring Excellence Pocket Toolkit #4*. San Francisco, CA: Jossey-Bass.

## IMPORTANT DATES & DEADLINES:

*UNM Mentoring Institute’s 2017 Mentoring Conference—Updated List*

### Registration Deadlines:

Early Registration Deadline	June 15, 2017
Last Date to Register as a Presenter	June 15, 2017
Last Date to Register as a Peer-Reviewer	June 15, 2017
Last Day to Register as a Volunteer	September 30, 2017
Standard Registration Deadline	October 7, 2017

### Important Dates:

Abstract Proposal Submission Deadline	May 15, 2017
Accepted Proposal Notification	May 30, 2017
Paper Submission Due (First Draft)	June 30, 2017
Peer-Review Process	July 1-30, 2017
Peer-reviewed Papers Returned	August 1, 2017
Final Paper Submission Due	August 30, 2017



*Mentoring Institute*

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