



“The Importance of Mentorship”



Presenters:

Cynthia Dunn, Internal Revenue Service, TE/GE
Office of Equity, Diversity and Inclusion

Javier E. Inclán, Ed.D., U.S. National Science
Foundation Office of Inspector General

Meet the Presenter

- Cynthia “Cin-dee” D. Dunn, Director, Internal Revenue Service (IRS), Tax Exempt and Government Entities (TE/GE), Office of Equity, Diversity and Inclusion (EDI)
- 40+ Years of Federal Government Service
- Longest serving EEO/EDI Director for IRS (2004)
- Lifetime Members of National EEO Organizations: BIG, DIG, FAPAC, FEW, National Image, Inc., SAIGE
- Active LULAC Member
- Workshop Presenter
- Mentor to over 30+ Federal Government Employees
- Proud Mother and Grandmother



Meet the Presenter

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- Javier E. Inclán, Ed.D, Assistant Inspector General for Management/CIO, U.S. National Science Foundation Office of Inspector General
 - Senior Executives Association, Vice Chair; Chair, Professional Development Committee
 - ACT-IAC. Government Chair, Talent Community of Interest
 - Active NAHFE Member
 - Active NCHEPM Member
 - Mentor to 20+ Federal Government Employees





**A Mentor
helps one
grow in so
many ways**

What is a Mentor?

A mentor is an experienced and knowledgeable individual who offers guidance, support, and valuable insights to someone less experienced, typically referred to as a mentee or protégé’.

Mentors play a crucial role in various aspects of life, such as professional development, personal growth, and skill enhancement. They share their expertise, provide advice, and serve as a source of inspiration and motivation, helping their mentees navigate challenges, make informed decisions, and reach their full potential.



Why is a Mentor Important?

The mentor can provide unbiased advice or opinions using their relevant knowledge and experience. With these insights, the mentee can better understand what steps to take and whether to pursue the idea or walk away.



Mentor Roles and Responsibilities

Roles

- Supportive
- Nurturing
- Protective
- Honest Feedback
- Understands Boundaries
- Balanced Perspective

Responsibilities

- Time
- Access
- Credibility
- Vulnerability
- Independence
- Training

Mentee Roles and Responsibilities

Roles

- Active Listening
- Skills that Need Enhancement
- Identify Goals and Objectives
- Options for solving specific problems
- Identifying and sharing needs
- Receptive to information and feedback
- Realistic expectations with the mentor
- Ask questions
- Communicate problems clearly
- Open to Constructive Feedback

Responsibilities

- Commitment to self-development
- Work independently
- Develop and maintain a rapport
- Verbal and written communication skills
- Commit time and energy
- Feedback to the mentor
- Identify areas needing enhancement
- Follow-through on commitments
- Healthy mentor/protégé relationship
- Practice self-empowering behaviors
- Possess humility, curiosity, the courage to trust, and the ability to listen

When Should I Consider Seeking a Mentor?

- Your technical skills need to be enhanced
- When or if your boss recommends you get one
- When you feel you want more from your job
- After you learn the culture of your workplace
- Not while going to college/technical training for education OR for advancement (get a coach if you need one here, not a mentor)
- From the beginning of your career until retirement

Mentors: Things to do During a Mentoring Session

- Encourage Mentee/Protégé to communicate openly and candidly.
- Active listening.
- Ask questions that are open-ended.
- Draw on your own experience.
- Share challenges and strategies – both successful and unsuccessful.
- Focus on action strategies to handle job challenges.
- Recognize risks involved in actions and make suggestions to help avoid major mistakes.
- Provide constructive feedback and advice that is specific, descriptive and non-judgmental.
- Identify referrals to other people who might be able to assist the Protégé with a challenge or opportunity.
- End meeting with a proposed plan of action.
- Express appreciation for what you personally gained from the session.

Mentees: Things to do During a Mentoring Session

- Be prompt and be prepared.
- Openly share your hopes, concerns, ideas and goals.
- Ask direct questions.
- Look for “nuggets” that can be applied to your session.
- Be willing to try new approaches and take prudent risks.
- Seek resources for learning and continuous improvement.
- Set up a follow-up meeting or discussion with the mentor, if needed.
- Close the meeting with a proposed plan of action outlining your next steps.
- Remember to thank your mentor and share feedback on how the conversation helped you.

Benefits of Being a Mentor:

- Increased self-confidence
- Increased self-awareness
- Leadership skill development
- Strong communication skills
- Mastering the art of delivering feedback
- Asking better questions
- Becoming a good listener
- Exposure to new and different perspectives
- Growing a personal network
- Increased chance of promotion
- Increase job satisfaction
- Paying it forward
- Learning from someone else
- Reduced levels of anxiety
- Promotes continuous learning

Benefits of a Mentoring Experience:

- Expand your network
- Expand your knowledge in a targeted area
- Help you improve your project management skills
- Add to your resources (relevant books, articles, workshops, white papers, etc.)
- Give you exposure to key figures in your organization or professional circle
- Provide quality feedback regarding development opportunities
- Help you develop your skill in a targeted area

The Five Strategies for Mentee Success:

- Seek greater self-awareness
- Crystallize what it is you hope to achieve from the mentoring relationship relative to your career vision or goals for professional-advancement
- Concentrate on a manageable number of potential outcomes with high growth or advancement (connection to experts or power-brokers, leadership skill building, etc.)
- Maximize your time with your mentor. Apply what you learn and tap into their resources (people, organizations, knowledge, etc.)
- Stay focused on your goals

How to Seek and Find a Mentor

Mentee Should Look for someone who...

- Have a particular skill set(s) that the mentee would like to gain or enhance.
- Is willing to set time aside to meet with them on a recurring bases, if needed. Respect mentor's boundaries.
- Nurture the relationship (and consider formalizing it)
- They are willing to give back to the mentor
- Create a network of potential mentors.
- They can keep in touch after the formal mentoring sessions are over.

Characteristics of a Bad Mentor

- Someone who makes decisions for the mentee.
- Someone who is being overly negative or critical about mistakes and failures.
- Someone who breaches your trust by sharing your personal information or struggles with others.
- Someone with time management issues.
- Someone who lacks the expertise you are trying to gain or enhance.
- Someone who displays personal biases.
- Someone who is your best friend.
- Someone who is your current supervisor or in your reporting chain of command.

Characteristics of an Ineffective Mentee

- Lack of initiative
- Lack of accountability
- Ingratitude
- Failure to consider or implement advice
- Entitlement

Roles of an Effective Leader

Developer of
People

Communicator

Coach &
Mentor

Barrier
breaker

Bureaucracy
Smasher

Expediter

Facilitator

Advocate

Tips On How To Be An Effective Leader

Keep Your Word

Be Fair to All

Be a Good Communicator

Be Flexible

Be Organized

Delegate

Set an Example

Be Consistent

Give Praise

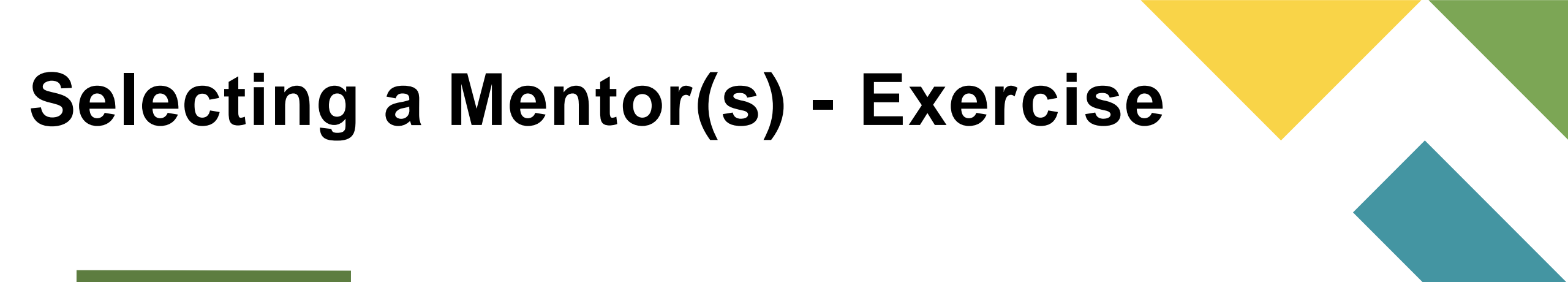
Ask for Help

How Many Mentors Should I Have?

Metrics for Selecting a Mentor(s)

Skills You Would Like to Gain and/or Enhance	People Who Display the Skills Needed	Number of Scheduled Sessions Needed	Achieved Goal
Communication Skills	Angela G.	1 x month (6 months)	Yes
Political Savvy	Karen T.	2 x month (30 min sessions)	Pending
Written Communication	Sean O.	Bi-monthly (6 months)	
Analytical Skills	Chris W.	1 x week (3 months)	Yes
Networking	Yvette D.	1 x month (ongoing)	On-going

Selecting a Mentor(s) - Exercise



Skills You Would Like to Gain and/or Enhance	People Who Display the Skills Needed	Number of Scheduled Sessions	Achieved Goal

Thank You for Attending



Cin-dee's Contact Information

Cynthia (Cin-dee) Dunn, Director
Internal Revenue Service (IRS)

Tax Exempt & Government Entities (TE/GE)
Equity, Diversity & Inclusion (EDI)

1111 Constitution Avenue, NW, Suite 7037/7039
Washington, DC 20224

Phone: 202-317-5764

Cell: 202-360-0867

Best way to contact me:

Cynthia.D.Dunn@irs.gov



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