Great Management Is Great Mentoring: Mentoring Youth in the Workplace

Presented in partnership with Bank of America

Philanthropic IMPACT Webinar Series
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Presenters

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Bank of America Charitable Foundation Overview

• We recognize that while conditions have improved over the past several years, there are many individuals — including youth, working families and the formerly incarcerated — who are facing barriers to economic success.

• That’s why we’re focused on building pathways to economic mobility by addressing the issues of workforce development and education, basic needs and community development.

• We’re committed to advancing a more diverse and inclusive society by expanding opportunities and supporting equitable solutions that will enable low-income communities to grow and prosper.

• Through our philanthropic efforts and the power of our employee volunteers, we’re working to create thriving economies and a better future for us all.
MENTOR Overview – www.mentoring.org

- For 25 years, MENTOR has been raising public awareness, developing and delivering resources to mentoring programs, and promoting quality through standards, cutting edge research and state of the art tools.

- MENTOR is at the crossroads of education, business and community, facilitating a network of affiliate Mentoring Partnerships and over 5,000 mentoring programs in all 50 states.

- MENTOR is ranked as one of America’s top-performing 100 nonprofit organizations (Social Impact 100).
MENTOR’s Local Mentoring Partnerships
MENTOR’s Public/Private Partnerships
The Need for Mentoring

One in three young people are growing up without a mentor.

This is the mentoring gap in America.

46 Million
All young people ages 8-18

22 Million
Young people with no risk factors

15 Million
Had a mentor
2.4M structured
12.6M informal

7 Million
Never had a mentor

24 Million
Young people facing risk factors

15 Million
Had a mentor
4.5 M structured
10.5M informal

9 Million
Never had a mentor
The Mentoring Effect

WITH A MENTOR, AT-RISK YOUTH ARE:

- **55%** more likely to be enrolled in college
- **78%** more likely to volunteer regularly in their communities
- **130%** more than twice as likely to say that they held a leadership position in a club or sports team
- **90%** Respondents who had a mentor said they are now interested in becoming mentors
Bank of America – Mentoring with a Purpose

- Career-focused mentoring helps individuals navigate complex processes for professional advancement, access job opportunities, and develop critical workforce skills.

- Mentors are particularly important for low-income individuals with limited professional networks.

- Mentoring not only helps mentees advance, but also provides business benefits including:
  - Increased employee productivity and engagement
  - Improved morale and retention of employees
  - Cultivation of the future workforce
  - Enhanced leadership and management skills
## Bank of America – Mentoring with a Purpose

<table>
<thead>
<tr>
<th>In the community</th>
<th>And in our company</th>
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<tbody>
<tr>
<td>Bank of America employees volunteer with our nonprofit partners to provide mentoring for children, youth and adults.</td>
<td>Bank of America managers also serve as mentors to our interns and new hires, particularly those that are hired through our nonprofit hiring channels such as:</td>
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<td>In 2016:</td>
<td>• Year Up</td>
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<td>• 4,700 bank employees spent <strong>80,000</strong> hours mentoring through nonprofit partners</td>
<td>• Summer Youth Employment Programs</td>
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<td>In conjunction with our workforce development partners, Bank employees provide mentoring and Better Money Habits training to individuals to further enhance their career success. (Examples: Goodwill and Urban League)</td>
<td>• Npower</td>
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What Makes a Great Manager / Mentor

- A sincere desire to partner
- Respect for individuals of all ages and cultures
- Active listening skills
- Empathy
- Ability to see solutions and opportunities
- Flexibility
Phases of Managing / Mentoring Youth Interns

- Onboarding
- Career Mentoring
- Closing the Experience
Focus on Building Relationships

- **Self-awareness** – the foundation to a healthy relationship is to be grounded in who you are.
  - Mentors can help youth reflect on what they want to achieve and track their progress.
  - Mentors can reflect with youth on personality or leadership assessments that call out our natural tendencies like [The Personality Compass](#) or [Myers-Briggs](#).
  - Mentors can encourage youth to reflect on defining life experiences and how those experiences impact them today.
  - Mentors can ask youth to identify the five people that they spend the most time with and consider how influential they are – are they accelerating success or holding a mentee back?

- **Trust** – relationships thrive on a strong sense of trust.
  - Mentors can coach youth to follow through on their commitments, to be honest with others, to show genuine concern for others, and to be authentic.
Focus on Building Relationships

- **Acts of Giving** – we strengthen our relationships when we add value for others.
  - Mentors can help youth consider how they can add value for others by making introductions for someone, sending them an article related to their work, teaching them a new skill or providing feedback.
  - Adam Grant, author of *Give or Take*, shares, “If we create networks with the sole intention of getting something, we won’t succeed. We can’t pursue the benefits of networks; the benefits ensue from investments in meaningful activities and relationships.”

- **Career Advancement** – some relationships have the ability to propel us forward.
  - Mentors can coach youth on the importance of building and sustaining relationships with advocates, individuals that champion our work and help open doors to new opportunities and networks.
Focus on Building Relationships

- **Life Map** - Mentors and youth individually create a Life Map and then share their maps with each other. Life Maps should feature key milestones and events in your life that have influenced who you are today. Mentors and youth can revisit their Life Map throughout their mentoring relationship and continue to add milestones and events to it.

- **Conversation Cards** - From the Search Institute, leverage *Propellers: Quick Questions to Launch Good Conversations* (http://bit.ly/1RX4QFs), a collection of 80 double-sided cards featuring thought-provoking questions designed to stimulate discussions with a youth. The questions are organized across 8 categories ranging from school to family and community to future planning.
Focus on Building Relationships

- **Three Wishes** - Both the mentor and youth identify three wishes that they have in life and then they share their wishes with each other. This exercise helps youth consider personal and professional goals that they would like to achieve and helps open a conversation with a mentor on how to achieve the wishes / goals.

- **Back to the Future** – A mentor writes a letter to their 16-year-old self, explaining what they wish they had knowns sooner in life. A youth writes a letter to their 40-year-old self, explaining what they want to be reminded of when they are 40. Mentors and youth share their letters with each other and discuss what influenced them to include what they did.

**Youth**
Write a letter to your future 40 year old self

**Adults**
Write a letter to your 16 year old self
Provide Context

- **Company Context**
  - History of the company
  - Company culture / norms
  - Prioritized business goals
  - Primary divisions or departments
  - Key individuals

- **Project Context**
  - Connection to big picture
  - Link to team goals
  - Project milestones and goals
  - Timeline
  - Accountability and connection to others
Clarify Goals

- Manager goals / expectations
- Youth intern goals / expectations
- Short & long term career goals
- Skill Building

SUCCESS

Onboarding
Work Through Barriers

- Set the tone for open communications, using neutral language versus parental or authoritative language
- Don’t force discussions – be available for youth when they chose to open up and discuss
- Practice giving effective feedback that is timely, specific and action-oriented
- Work with youth to strengthen their resiliency
- Provide youth with opportunities to reflect, discuss and challenge systems of inequality
- Focus on youth strengths versus their deficits – challenge youth to fully leverage their strengths
- Teach problem solving skills versus providing solutions to youth
- Mentors can engage in training that unveils implicit biases, the attitudes or stereotypes that affect their understanding, actions and decisions in an unconscious manner
- Empower youth by assisting them to self-advocate
- Assist youth in building their social capital so they feel connected to their communities and are exposed to a wealth of supportive relationships and resources
Practice Empathy

- **Seek First to Understand Through Active Listening**
  - Show interest in what someone is talking about or experiencing
  - Listen for feelings and observe non-verbal behavior
  - Signal encouragement
  - Minimize or avoid interruptions or distractions
  - Probe to understand with greater clarity
  - Avoid prejudice
  - Use open questions
  - Reflect and process what you are hearing and observing
Strengthen Cultural Competence

“Cultural competence is having an awareness of one’s own cultural identity and view about difference, and the ability to learn and build on the varying cultural and community norms of others.” (National Education Association)

- Reflect on your own culture (e.g., your ancestors’ experiences, how your family functions, your personal biases)
- Learn about other cultures (e.g., others’ traditions, languages, how other families function)
- Experience different cultures (e.g., exploring others’ life experiences, various ethnic foods, cultural attractions / events, diversity conferences)
- Be aware of the labels and stereotypes that we use and consider how they influence us (positively and negatively)
- Reflect on our values, the sources of those values (e.g., family, religion, media, peer groups) and how we put our values into action
- Focus on understanding others who have different values and cultural backgrounds versus “fixing” them to believe what you believe or to practice your values – understanding each other is key to a healthy relationship
- Work through challenges, recognizing that building mentoring relationships takes time and effort
- Appreciate that others are the experts of their own experiences and that we will never know everything about another individual’s life – avoid insisting that you can relate 100% to their experiences
Leverage Strengths & Challenge Growth

- Align projects with the strengths that youth bring to the team while challenging them to further develop their skills and competencies with stretch assignment and special projects.

- When working through challenges or conflict, mentors should coach youth on staying grounded in the facts versus making assumptions or making emotionally charged decisions (https://youtu.be/KJLqOclPqis).

- Mentors can coach youth on how to consider obstacles from others’ perspectives. Putting ourselves in someone else’s shoes and practicing empathy can help resolve conflicts.

- Mentors can push youth to expand their range of possible solutions to avoid win/lose or lose/win outcomes. This helps youth collaborate with others to advance win/win solutions versus avoiding conflict, and it helps youth to effectively self-advocate.

- When youth have someone in their corner championing them, they feel more compelled to take on risks, motivated to succeed, and capable of persevering.
Give & Get Feedback

- Provide feedback that is timely, specific and action-oriented.
- Ensure that feedback is understood and that there is clear direction on how to proceed.
- Create a space where you solicit feedback on youth work experiences and management.
- Role model an openness to feedback, continual learning and a growth mindset.
- Open and transparent communication accelerates success.
Career Mentoring Checklist

- Explore career interests
- Facilitate job shadowing and informational interviews
- Discuss your career journey
- Review a resume
- Practice mock interviews, presentations and networking
- Coach on dressing for success
- Audit social media profiles
- Discuss workplace etiquette
Celebrate, Reflect & Connect

- **Facilitate a Final Presentation**
  - Overview of internship experiences
  - Special project results
  - Public recognition
  - Additional confidence boost and skill building

- **Take Time to Reflect**
  - What has been learned
  - Favorite experiences
  - Skill development / growth

- **Expand Possibilities**
  - Networking events
  - Informational interviews
  - Job shadowing
  - Internship / job opportunities
Additional Resources from MENTOR

- **Online Philanthropic Community of Practice**
  - Online portal for corporations, foundations and donors to connect & share resources

- **Mentoring Connector**
  - National database of mentoring opportunities

- **National Mentoring Resource Center**
  - National clearinghouse of tools, resources and practices

- **Collaborative Mentoring Webinar Series + IMPACT Webinar Series**
  - Free webinars by practitioners for practitioners

- **National Mentoring Summit – Philanthropic Partnerships Track**
  - Annual conference with 1,000+ practitioners, philanthropic partners, researchers

- **Guide for Mentoring Boys and Young Men of Color**
Join us for our next IMPACT Webinar:

June 28, 2017 @ 2pm EST
Featuring General Motors’ Intergenerational Mentoring Program – Student Corps


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