

# 10

## Steps to Successful *Mentoring*



**Wendy Axelrod, PhD**

**Foreword by Beverly Kaye**

## More Praise for This Book

“In my experience, mentoring is one of the most effective development strategies for both mentees and mentors; however, implementing an effective program is always more challenging than it seems. This book is an invaluable resource for creating the conditions for successful, high-impact mentoring relationships.”

—Erica Freedman, Vice President, Talent and Organizational Development, Day & Zimmermann

“In today’s world, where the career-minded need a ‘personal board of directors,’ mentors need to do more—much more—than just share experiences. Wendy Axelrod’s guidance will help you establish effective relationships so you will be a beacon to guide your mentee’s development. I wish I’d had this book when I started mentoring!”

—Barbara Jamelli-Sefchik,  
Global Head of Career Development, SAP

“*10 Steps to Successful Mentoring* is the ultimate mentoring handbook. Wendy Axelrod has distilled her years of research and practice into an actionable road map that takes out all the guesswork. Filled with assessments, checklists, templates, and more, this book provides the strategies mentors need to develop others, and support their own ongoing development as well.”

—Julie Winkle Giulioni, Co-Author,  
*Help Them Grow or Watch Them Go*

“Wendy Axelrod’s new book *10 Steps to Successful Mentoring* is the ultimate guide to creating a successful mentoring program. Her structured approach not only provides the ‘what to do,’ but more importantly the ‘how,’ along with stories, tips, suggestions, and practical tools to help create a terrific mentoring experience for both mentor and mentee.”

—Fred Test, VP, Wealth Planning & Advice, TD Wealth

“Through her extensive experience and research, Wendy Axelrod has created a practitioner’s field guide for any mentor or mentoring program manager. Most information available on mentoring has been fragmented and theoretical, but this book provides a comprehensive compilation of best practices and tools that any new or experienced mentor can readily apply.”

—Tom Kaney, Managing Partner, McKnight Kaney LLC  
Former SVP Human Resources, North America,  
GlaxoSmithKline Pharmaceuticals

“*10 Steps to Successful Mentoring* is an excellent guide for anyone who wants to start a program (individually or organizationally) or improve the quality of mentoring already in place. It engages the mentor to learn these steps by laying out the significant benefits they will receive. This is a must-have tool for building remarkable, development-producing mentoring relationships.”

—Dave Desch, SVP and Chief Human Resources Officer,  
C3i Solutions, an HCL Technologies Company

“Mentoring can be one of the most rewarding experiences of our lives. In this terrific book, talent development guru Wendy Axelrod lays out the ultimate road map for mentoring success!”

—Jennifer B. Kahnweiler, Author, *The Introverted Leader*

“Wendy Axelrod takes a fresh, conversational approach to the most important aspects of a mentoring relationship.”

—Jenn Labin, Author, *Mentoring Programs That Work*

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**atd**  
PRESS

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# Foreword

I had just finished a presentation to a large group of high potential employees and their leaders and was waiting in the lobby of the hotel for my ride to the airport. I watched as two gentlemen from the group briskly walked over to one another and exchanged a big, warm bear hug. I was intrigued since the group was quite formal and I walked over to them and asked how they knew one another. They said, almost in unison, that they were mentor and mentee. Always curious, I asked the mentee what made his mentor so great....he said, without skipping a beat, “he was authentic.” Then I asked the mentor what made his mentee so special and he said (also without skipping a beat) “he was hungry.” I never forgot those two words, because I think they define a wonderful mentor–mentee relationship and those words can be said about either partner.

Wendy wonderfully provides mentors and mentees with tips, tools, and exercises to fuel the passion behind both of those words. I’ve read a number of books on mentoring, written on it myself, and designed programs that make it come alive. Wendy does it better. *10 Steps to Successful Mentoring* is the best book I’ve seen on the subject. I believe it can be used by both sides of the partnership.

Wendy and I have been on parallel paths in our work in the people-development arena for years. We are both devoted to our profession and care deeply about learning and sharing what it takes to develop people. Through the professional associations in which we participate (ATD prime among them), we each engage with others to present, discuss, and adapt development practices to the ever changing organizational and work landscape. When Wendy wrote her first book, *Make Talent Your Business*, it was clear she dove deeply into what develops people best, and what managers need to focus on. She has a decades-long commitment to developing people in house—in

organizations where people work, learn, and grow. People grow especially well when the culture, managers, and peers are intentionally focused on development, with attention that is embedded in daily actions. How do organizations cultivate such a growth environment? That is what Wendy and I have been working on, and you will discover much more about it in this book.

Today's workplace is more complex and tougher to navigate than ever before. In addition, over the last few years two notable trends have emerged among job seekers: they are favoring meaning in their work, even more than money; and, they are eager for growth. Mentoring plays an essential role in filling these needs, and can be powerful and life changing for the individuals receiving it. Yet, that's just the beginning of the story. Mentoring can be positioned in organizations to increase performance, engagement and retention... and at little cost. Perhaps the most important benefit to those reading this book, is that when they do it masterfully, mentors receive incredible rewards that reach far beyond the months or years they spend with their mentee.

But, there is a catch. To do it well, there are deliberate skills involved; actions to take, and actions not to take. Many view mentoring as informal, believe anyone can do it, and anything goes. Under the banner of being a mentor, people jump in with advice, present fervent points of view, or ask questions that serve their own interests and curiosities, rather than the desires of those sitting across from them in the conversation. They talk more than they listen, steer not inspire, or provide solutions rather than enable new career enhancing behaviors. The results can be satisfactory, yet often miss out on the bigger possibilities of enduring development and relationships.

Wendy elegantly and expertly informs and inspires us to do this in the best possible way. This book points you in the right direction, deepens your skills, provides real examples, and saves you time. As you read, you will see that the guiding practices provided, the recommended steps and actions, and the myriad of tools and guides are the result of years of roll-up-your-sleeves experience. She takes scores of

real mentor scenarios, including her own, and distills what is most important to understand (your own motivation, how self-awareness develops) and what is important to do (leverage experience for development, elevate the power of questions), and makes them most practical for you to apply.

There is so much for the mentee and mentor to consider. Creating a strong foundation leads to a rich and meaningful experience for both of you. So, spend the time to get to know each other, collaboratively set mentee goals for this experience, craft a reliable game plan, and discuss how the two of you will address challenges in your mentoring process. Then, support your mentee to take risks in trying out new mindsets and behaviors, explore bigger perspectives, and “go internal” to understand more about themselves. Create the important habit of reflection and debriefing. One of my mantras is: an assignment not debriefed is not worth doing. Pausing for insights, especially when your mentee feels safe enough to talk about what is on their mind, can create new approaches to problems they face, and increase determination. Their effort to grow will require them to break old habits, bust through obstacles, and boldly take new actions. You will be there to optimistically support them on their changes, as well as keep your eye on progress.

Ask questions, lots of them. And remember that not all questions are created equal. Be both thoughtful and courageous. Know how to ask, how to listen, and if you'd like guidance on what specific questions to ask—take a look at any chapter. Find sample questions for conversations on specific topics such as expanding the methods for your mentee's development or widening your mentee's network of advocates. You will increase your expertise in a process that involves far less telling, problem fixing and opinion sharing, and more about stretching and enabling (similar to what is used by the most seasoned certified coaches). You will offer your mentee resources and tools, and let them go at it. Throughout, Wendy will be your personal guide. Combined with your wisdom and generosity, all of this leads to greater confidence, awareness, and career growth for your mentee.

The growth in the mentoring process goes both ways. As a mentor, this journey is for you, and can be as developmental as it is enjoyable. What would happen if you set your own goals for this mentoring process? You would deepen your mentoring and coaching skills, make discoveries from your mentee's perspective, and learn more about yourself. Push beyond your comfort zone, and take on inevitable challenges you will face in the process. Throughout the process, continue to look at yourself and use the questions for reflection found throughout the book. And, you need not feel you are alone in the process. Consider leading or participating in a mentor peer group that meets regularly to support each other's mentoring experience.

Adopt the seven guiding principles of successful mentors that wind their way through all the steps. Consider, for example, how you will continuously "create a conversational safety space" and "cultivate a positive and resilient relationship". These guiding principles, and all the advice provided in the book, heighten your presence as a corporate citizen. They inform you not only about being a great mentor, but also about being a great leader who is authentic and hungry. You will see yourself differently and others will too, leading to your own career enhancement, one of the many benefits of being a masterful mentor.

*10 Steps to Successful Mentoring* distinguishes itself with the depth and breadth of guidance provided to new and seasoned mentors in the most accessible way. There can no longer be the statement "I would love to mentor, but I don't have the time." This book lays it out for you. We are in critical need of this book right now, it is destined to become a classic, and I am most grateful to Wendy for writing it.

Bev Kaye

Author, *Love 'Em or Lose 'Em and Help  
Them Grow or Watch Them Grow*

Recipient of ATD's Lifetime Achievement Award

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# Introduction

“You might already know we’ve been having incredible success with our mentoring program, and it’s grown tremendously with each new cycle,” Peter, a company senior leader, told Gayle. “And we’d like you to be part of our next cohort. What would you say to becoming a mentor to a rising-star professional?” Gayle took a deep breath. She had heard great press about the program, but never considered joining.

Gayle had always prided herself on being a team player, sacrificing her own interests to take on new projects. As an engineer for a large software company near Philadelphia, she had thrown herself into her work for more than a decade. She had even passed up a new management opportunity, committed to seeing her project and team through to the finish line of a significant new product offering. Only recently had she begun to worry if she’d made a mistake. “When,” Gayle wondered, “will I get the chance to invest in myself?”

Mulling it over for a few moments, Gayle shared her reservations. “My life is already filled with taking care of others. I manage one group, and, as you know, I’m also leading our latest offering, which launches in a few months. I have two children at home, plus I’m helping my dad find a new place to live. Mentoring hardly fits the bill of my next big experience. Not to sound selfish, but if I take on something new right now, it should be something I can do for myself—to learn, feel enriched, and sink my teeth into.”

“Precisely!” Peter responded. Gayle didn’t understand. Mentoring, she assumed, would simply mean more work for her; yet another person to give herself to, with little in it for her. “This mentoring process has much more to it than you probably realize,” Peter added, recognizing the confusion in Gayle’s expression. “Yes, it’s an opportunity to develop a fellow professional. But it’s also an opportunity

to invest in yourself. I know when I served as a mentor two years ago, I discovered my tendency was to solve every problem my mentee had, rather than listen—really listen. Then I learned to ask important questions and help him figure it out on his own, and even help him become more self-aware and take some leaps forward in challenges he faced. I got a lot out of exploring things from his vantage point; it was all totally eye-opening for me. That’s what we’ve been building here—an environment where not only mentees, but also mentors, are supported to enhance their skills and learn more about themselves. In fact, we have mentors who *insist* on being included for each new round of the program.”

Suddenly, Gayle was intrigued. She had, after all, been looking for a fresh adventure—the cycling club and woodworking classes hadn’t cut it. She left her meeting with Peter undecided; maybe becoming a mentor was just what she needed. What would she do?

## Substantial Rewards Await You

The best mentoring leaves a positive and enduring impact on the mentee. It provides the mentee a secure environment to explore aspirations, think more broadly, and behave with far greater effectiveness. But while the process of mentoring typically focuses on the mentee, this book is fervently and enthusiastically dedicated to you . . . the mentor.

The most seasoned and successful mentors know it is not their expertise and years of problem solving that create the basis for their best work as a mentor. It is much more about *how* they engage their mentee, requiring mentors to learn and apply specific growth-promoting approaches. Those focused methods are what led to their mentee’s outstanding development. In fact, an important study of company mentoring programs shows that the level of support and learning mentors receive correlates with the level of the results achieved in their mentoring (ATD 2017). Discovering new development methods not only increases your skill, but it also leads to considerably better results for your mentee—a win-win. Increasing your capabilities as a mentor is what this book is all about.

The investment you make to become an outstanding mentor will pay big dividends, beyond the wonderful satisfaction of just helping another. Brenda Dear, the former HR executive with IBM who revitalized their multimillion-dollar mentoring program, is a breathing Wikipedia of the benefits of mentoring for mentors as well as their companies. Both fortunate and grateful for her years of mentoring, she viewed it as crucial in her career—an opportunity to share and learn across job functions, cultures, and generations. Said Brenda: “Mentoring provided me the opportunity to remain connected, to stay relevant, and to be a valuable contributor to the organization” (MentorCloud 2014).

No question, mentoring is very gratifying; and with more mentoring relationships accumulated over time, you will find an expansion of benefits accrued. Based upon research and my years of experience, here are the primary benefits mentors report:

- **Enhance your career.** Mentors get good practice and fine-tune skills such as listening, asking thought-provoking questions, facilitating change, influencing, and overcoming obstacles. Look closely, and you’ll notice that these skills are the same required to be an exceptional leader. Your willingness to mentor will get the attention of others, whether in your company or elsewhere, and can lead to offers of broader opportunities. A well-researched and frequently cited study from Sun Microsystems indicates that those being mentored are not the only ones who move up in their career; mentors also were five times more likely to receive increased salary grades than their nonmentoring peers (Morrison 2014).
- **Learn what it takes to develop others.** Committing to this role means you are dedicated to develop someone in significant ways. Your mentee’s lasting growth requires myriad developmental actions you will need to take: recognizing your mentee’s strengths and weaknesses, identifying what new skills will be learned, addressing obstacles, expanding perspectives, testing new behaviors,

reflecting on impact, and perfecting their skills through repeated application. Outside of your daily role, mentoring becomes a safe place to try new developmental approaches without the scrutiny of organizational requirements and policies. You grow as you help another develop.

- **Stay relevant.** Methods, research, and tools change in every discipline over time; the pace seems to get faster and faster. The change, for example, could mean a greater focus on analytics, or use of new communications protocols for working with internal clients. If you have a decade or more of experience and your mentee has less, you can learn from what is currently happening in your field at the ground level. You may also gain knowledge about personal attributes mentees need to have, such as greater flexibility in a world less certain than the one you had earlier in your career. As an example, John Barrows is keenly focused on staying relevant and relies on Morgan, who is 16 years younger, to help educate him. “I grew up and still live in a Microsoft world (PC, Word, Excel, PowerPoint), which Morgan’s generation views as archaic. So he’s teaching me (forcing me) to use Google Docs, Slack, and other collaborative tools, not only to improve our communication but also to help me work more effectively with others in his cohort and to be more relevant in their eyes” (Barrows 2017).
- **Gain new perspectives.** Through the numerous conversations with your mentee about carrying out their daily responsibilities, you will learn their values and perspectives on many aspects of work life and life as a whole. Whether the two of you have dissimilarities due to different backgrounds, upbringing, education, or generation, consider this your opportunity to challenge the way you typically look at things and expand your own world view. Seeing familiarities in a new light will broaden your possibilities. Learning from your mentee and appreciating their way of



thinking actually increases your mutual trust and respect. I received a comment from a mentor during a pulse survey that typifies how mentors view this: “Viewing the world through others’ eyes continues to strengthen my strategic value.”

- **Learn more about yourself.** During conversations with your mentee, “listen” to what questions you are asking, what assumptions you are making, what you find disturbing in the conversations, and what advice you offer. Use this for self-reflection. What do all of these say about you: your interests, your ways of operating, and your “go-to” ideas? And, more directly, you can ask mentee for feedback; seeing yourself from their perspective can be quite revealing.

## Reaching New Heights as a Mentor

During my junior year in college, I realized that my life’s ambition was to work with people to help them become their most accomplished self. While my fellow psychology-major peers were headed into clinical psychology, I veered in another direction. Though scarcely knowing what it was all about, I dove into a deep learning, gaining an education and experiences to attain a PhD in organizational psychology. What I loved about that period was leveraging the classes and concepts during my consulting work conducted with my major professors, learning from experience and with others. The learning gained was not simply in my head, it was also in my gut, my hands, and in my bones! I was passionate about developing others, but not simply based on book learning. What followed was years devoted to organizational, leader, and people development, as well as original research with Jeannie Coyle about how some managers were truly exceptional at developing their people. All that culminated in our book *Make Talent Your Business: How Exceptional Managers Develop People While Getting Results* (Axelrod and Coyle 2011).

The enduring fascination with development seeped into my volunteer life. As president of a human resources association in Greater

Philadelphia (now Philadelphia Society for People and Strategy), I initiated and led a mentoring program for early-in-career professionals, now in its 17th year, graduating scores of mentees who have gone onto highly successful careers. Along with my colleagues who helped to implement the program, and as mentors ourselves, we learned and experimented with what really made the biggest impact for mentee and mentor growth (Axelrod 2012). It has been an incredible playground for learning and uncovering what occurs in superb mentoring and how to achieve remarkable outcomes.

Mentoring others is not to be taken lightly; we have a significant responsibility and enormous influence. Continuing to grow and develop ourselves not only enriches our mentees, but it also enhances our relationships at work and at home. With a positive ripple effect, the better we become at mentoring, the more the world around us also changes for the better. Like finding a superb high-yield mutual fund, the investment we make in our own development pays big dividends, and we get to share that with others.

## How to Use This Book

If you have mentored before or if this is your first time, from this book you will learn how to unlock your own motivations for mentoring, collaboratively shape a learning contract, establish a relationship of trust, and confidently ask thought-provoking questions that help your mentees see a new path. You will discover how to use a variety of learning approaches with your mentees, apply psychology and neuroscience with your mentee to uncover insights, leverage day-to-day work experiences as a learning lab, and more. As a result, you will provide a safe and rich environment for in-depth conversations that readies your mentee to take risks, try new behaviors, and reach for bigger aspirations. The outcome of this type of mentoring is a path to increased capabilities, heightened self-awareness, confidence with courageous actions, and gratifying career growth.

*10 Steps to Successful Mentoring* is filled with scores of tools, models, and questions that will give you encouragement to use new

methods with confidence. You will also find dozens of real examples (with the names and job titles changed), highlighting the approaches that turn mentor challenges into successful results. For the new or seasoned mentor, this book will guide you through the process, but not in a mechanical, cookbook fashion. There can be no “follow these steps, one by one, and every time you will get this fantastic outcome.” Every mentee is unique, requiring you to keep your eye on the process as it unfolds, and grow in your own skill set. There will be surprises, frustrations, delights, and unexpected impacts. Learning from the mentoring process in this book promises a lifetime of memorable experiences for your mentee and a lasting legacy for yourself. Plan to not only succeed as a mentor, but also truly excel and change lives.

Here is how the book is organized to support you.

The starting elements of the mentoring, the first three steps, help to create a robust foundation so you and your mentee are positioned for a supportive and deliberate development process.

- **Step 1: Prepare for Your Role.** The role of the mentor is often unintentionally misrepresented in theory and in practice. This chapter distinguishes it from other development-focused roles. It offers seven guiding principles of successful mentoring, which create a basis for your process. It aims to help you understand your motivation to be a mentor and provides a readiness checklist.
- **Step 2: Establish the Relationship.** As in any relationship, the mentor-mentee dynamic necessitates that you get to know each other. This chapter focuses on finding common ground, identifying your roles and expectations, setting the tone for ongoing in-depth work together, and deciding what to cover in the early meetings.
- **Step 3: Set the Direction.** Too many mentoring relationships begin enthusiastically, only to be derailed when mentors and mentees don't establish useful goals. This chapter suggests how mentee goals are shaped to stretch your mentee while also allowing them to have real-time opportunities to apply

what they are learning. It also guides the identification of your own goals, helping you to establish a protocol and structure for your conversations and what will occur between meetings.

The methods and approaches you will use throughout the mentoring process that lead to remarkable results are contained in steps 4 through 7. There is no distinct step-wise order. At one time or another you will need to draw from them all; in fact, several will occur simultaneously in your mentoring conversations. Mastering these methods will set you apart from other mentors and create high impact for your mentee and yourself.

- **Step 4: Leverage Experience for Development.** Experience is a great teacher when it is properly shaped for the right lessons. Help your mentee to examine the possibilities, field-test new approaches, enlist others for insight and feedback, and extract the learning.
- **Step 5: Expand Growth Using Everyday Psychology.** Creating lasting growth needs to be personally geared to the makeup of the individual. The keys are understanding emotions and neuroscience, knowing oneself, knowing your mentee, creating safety, and raising self-awareness.
- **Step 6: Elevate the Power of Questions.** What happens when you formulate the right inquiry, step back, and listen to your mentee? You both end up learning more. This chapter shows you how to construct questions to make them thoughtful, developmental, and engaging, while also gearing them around the different types of learning. It also stresses how to convey challenging questions with respect and compassion, and knowing what questions to ask yourself to become more expert.
- **Step 7: Diversify the Development Methods.** What helps spur development in one mentee may not be the same for others. You will need to understand the right fit for your mentee, tap into the variety of useful development options, and diversify your own development during this process.

Once the relationship is well established and there is a rhythm to the mentoring, push further to truly stretch your mentee and yourself. Your mentee will benefit from influencing others to enrich and widely apply their new skills. There is an opportunity for you to stretch even further too, with a chapter dedicated to helping you address knotty mentoring challenges. Even with persistent obstacles, the best mentors know how create success.

- **Step 8: Promote Influence Skills.** Mentees need to expand their influence abilities the further they take their careers. Help your mentee to recognize influence opportunities and challenges, enhance four crucial influence skills, and progressively strengthen influence.
- **Step 9: Address Mentor Challenges.** Do exceptional mentors write off challenging mentees as unsalvageable? No. They instead see the situation as a golden opportunity to grow. This chapter provides support for neutralizing four mentoring relationship roadblocks, succeeding with mentees who are challenging, and managing outside influencers.

Whether your process has been six months or more than two years, the final elements of your mentoring needs to be as productive as any other step. It solidifies the relationship and lessons learned, and points to direction for the future.

- **Step 10: Consolidate Learning and Bring Closure.** For both mentor and mentee, this is the crucial last phase of the work together and includes steps involved with anticipating closure, individually preparing for the wrap-up conversation, conducting the wrap-up conversation (including what's next), and consolidating the lessons of your own experience as a mentor.

## The Next Step

Now the journey, with this book as your guide, gets underway. In the next chapter you will dive into what it takes to fully prepare for your role as mentor: understanding your role, your motivation, guiding

principles, and the typical phases of mentoring. This step lays a foundation for a remarkable experience. You are destined to continually grow as an exceptional mentor!

## Step 1

# Prepare for Your Role

*"Today's preparation determines tomorrow's achievement."—Anonymous*

### Overview

- Recognize your role as a mentor.
- Use the seven guiding principles for successful mentoring.
- Understand your motivation for being a mentor.
- Participate in a program or create your own.
- Consider the readiness checklist.

Supporting career ambitions, boosting confidence, broadening perspective, inspiring big strides, providing safe conversational space, raising awareness, building deep trust, overcoming obstacles, asking growth-provoking questions, encouraging experimentation, increasing another's influence, sustaining momentum for growth, and demonstrating patience for learning . . . who can possibly do all this? You can!

During this mentoring process, you will use the nature of your relationship and tailored conversations as the instrument for growth. Because this is a deliberate development process, you will relinquish power and smart solutions in favor of using approaches that truly allow the mentee to grow. You will meet your mentee where they are today, trading in the direct problem solving and expertise for their experimentation and accumulated confidence. It is a lot to do—but very achievable and yields substantial rewards.

You are up for the journey, want to do the best job possible, and will grow as a result. Bravo!

Whether you have mentored five times or never, whether you are part of an organized program or not, this book is written for you. Are you ready to get started?

## Recognize Your Role as a Mentor

During my career, there have been a couple outstanding individuals who I consider my mentors. These mentors were generous leaders

who nurtured me and helped to grow my capabilities, and I was fortunate they took an interest in me. However, I identified them as my mentors only after the fact, after we were into the relationship for months or years, with no discernable start date. The timing of when the relationship moved into mentoring was blurry because I already had an organizational reporting relationship with them (they were executives and I was in the next level down). It was only once they saw my performance and got to know my character that they began going the extra mile to create a more developmental relationship with me. Those relationships helped me understand organizational dynamics and boost my confidence to make bold moves, such as proposing and then leading a significant

organization change process at my Fortune 100 company. Their roles as mentors were mitigated because while giving me advice, they also kept the objectives of the corporation in mind. In fact, we never formally stated that this was a mentoring relationship. At the time, I am not even sure how they might have reacted to me calling them my mentors. Would they have been proud? Surprised? Reluctant?

In addition to these leaders, I was fortunate to have a handful of highly talented and trusted colleagues in my field who supported my growth, expanded my knowledge, and helped me to be more coura-

### POINTER

During the mentoring process, you will use the nature of your relationship and tailored conversations as the instrument for growth. You will meet your mentee where they are today, trading in the direct problem solving and expertise for their experimentation and accumulated confidence.



geous. I looked to them for guidance, relied on our stimulating conversations, and really enjoyed having time with them. Yet, we also never had a well-structured process; those ongoing discussions were more off-the-cuff, which seemed appropriate. Looking back, I now realize none of these relationships ever put the mentoring into full gear.

You can and will do even better than my former “mentors.” Because your role and path forward will be far more transparent and structured, your mentoring relationships will accomplish career-changing results for your mentee. You will have the true title of mentor and own the responsibility to nurture, inspire, and help drive growth; and happily, you will also enjoy the rewards.

## **Describing Your Role as Mentor**

In your role as mentor, you are signing on to be a developmental partner for your mentee with a clear structure, ground rules, and a focus that is squarely centered on the mentee’s professional growth. That growth will yield greater engagement, enjoyment, confidence, performance, and career development. You make that growth possible by facilitating mutual trust and respect, establishing a safe space to expand, asking thought-provoking questions, co-creating solutions, and suggesting approaches that help them grow.

The quality of your relationship is the primary tool for your work. The relationship is voluntary and “at will” for each of you. You are not accountable for your mentee’s duties at work, nor need to satisfy performance requirements. That allows the relationship to really breathe. In fact, you may be working on mentee aspirations that are well beyond the walls of your mentee’s current job. If there are relationship obstacles between the two of you, you will need to get those resolved for the benefit of the mentoring.

You are also a role model, bringing your best self to the relationship and serving in the best interest of your mentee. What is particularly unique is the opportunity to explore mindsets, feelings, and perceptions that influence the mentee’s behavior. You are helping your mentee to explore both inwardly and outwardly.

## Distinguishing From Others Who Help Mentees Grow

Let's explore the differences between your role as mentor and four important roles that also help develop your mentee.

### Manager Who Is a Coach

The manager-coach has an eye on expanding performance and company retention of the employee, with the employee (mentee) viewed as a company asset. While that manager will help with developing greater competencies and possibly career moves, it is in the context of the organization's needs, and retaining the employee. So for example, as the employee discusses career moves with their manager, they are almost always considering roles that are typically on the path of the current job. There can be an expectation that what is discussed in their meetings is not confidential, making it tough for the mentee to fully express ideas and address certain issues related to their organizational life.

### External Coach

The external coach is a paid professional on a contract, usually by the organization, and may have an overarching objective as established by the company. The external coach is highly skilled and certified in coaching methods (many of which mentors also aspire to use) and assessments. The coach will establish an enriching relationship and, like a mentor, will establish a safe zone for in-depth conversations to help the employee explore and test new behaviors. Coaches are masters of growth and development and have dedicated their professional careers to this endeavor. As an example, the talent management department may bring in an external coach to prepare a high-performing, strategically minded professional to take on a leadership role. When the coach's contract has been fulfilled, although the employee may want to continue the relationship, that relationship will likely end or significantly change focus.

## Consultant

Similar to the external coach, a consultant is a highly skilled professional on a paid contract. The consultant is typically working on a specific project or organizational change and may work closely, even one on one, with the employee. The partnership may be developmental for the employee, and they will learn a great deal. In the end, the consultant is largely focused on the larger organizational project and the related outcomes. Similar to the paid external coach, when the contract ends, the relationship will likely end or change focus.

## Trusted Colleague

With the individual's trusted colleague, a bond of trust and respect can be created. Similar to a mentor, the colleague is voluntary and "at will," and that can underlie a strong connection. With a trusted colleague, the employee can share feedback, which can be especially useful if that person sees the employee in action. These relationships are very important for development and should be nurtured. In fact, research shows that we have more satisfying and productive work lives when we have trusted friends at work (Burkus 2017). But few employees have a trusted colleague with the skills, experience, and perspective of a mentor. Colleagues do not usually set goals and a pathway for achieving certain skills development over a period of time. There is no contract in place; so when one gets busy, becomes envious, or the relationship no longer feels mutual, the ongoing conversations can dwindle or end abruptly.



All four of these relationship types are incredibly valuable for your mentee and should be cultivated and enjoyed. Yet, only you play the unique role of mentor. You can potentially change a mentee's path and even work life. Now, let's delve into the foundational principles of your role.

## Use the Seven Guiding Principles of Successful Mentors

Christina is director of a financial analytics function for a global business-to-business products company. She is also a seasoned mentor. She has repeatedly gotten rave reviews from her mentees, and in turn, her mentees have gotten stellar feedback from their managers regarding their increased capabilities. Paul, a 29-year-old who had recently gotten promoted into a senior analyst role, had been matched with Christina, and they spent a year mentoring together. Paul shared what he particularly revered in Christina: “It did not take long for me to feel exceptionally comfortable talking with Christina,” Paul said, “and I looked forward to each of our meetings, making them a priority even when my calendar was jammed.” He felt understood and respected, even though their worlds were not the same. She encouraged him to speak freely about his successes, concerns, and mistakes.

“In a word,” Paul said, “I felt safe in our conversations.” That safety allowed Paul to open up and explore both his aspirations as well as what it would take to get there. “Our conversations had both structure and flexibility. We would often brainstorm, with Christina giving me the lead in those discussions. Christina had a lot of great ideas, resources, and broad perspective on the business. We always ended our conversations with me describing next steps I would take at work to try out new approaches that would expand my skills. She was so encouraging. We discussed the steps sufficiently so that I could take actions on things I never thought I would do, such as recommending an approach to repair conditions with a troubled, large client account. It really raised my confidence about formulating an information-backed turnaround plan, asserting my educated point of view, and presenting customer strategy to upper management. I figured it was time to push myself into trying new things, and I could always come back to Christina for help and to make sense out of what happened.”

Christina is clearly a talented mentor. But was she a natural from her very first mentoring experience? No, and very few mentors are. It takes a focused effort and practice. She developed her skills by learning from experts, self-reflection, and experimenting with new behaviors with each successive mentee. Though she had always been comfortable with in-depth conversations, she still hit roadblocks and surprises, and discovered a great deal about herself in the process. What she learned through mentoring actually ended up changing how she managed and developed her team at work, and also positively affected how she interacted at home and with friends.

As you think about yourself in the role as mentor, consider the seven guiding principles in Figure 1-1, and see if you can pick out where they resonate in Paul's description of Christina. Much more about these guiding principles will unfold in the upcoming chapters.

**FIGURE 1-1**  
**THE SEVEN GUIDING PRINCIPLES OF SUCCESSFUL MENTORS**



## **1. Start Where Your Mentee Is (Not Where You Think They Should Be)**

At times, mentors have different hopes for their mentees than mentees have for themselves. Understand that your mentee's aspirations and goals represent their best thinking at that time and are important to them. So, get a good fix on your own assumptions about what would be best, and hold that off to the side. Learn more about bringing out their best and making them a success, even if it looks nothing like what you had in mind.

Here's an example from a father-daughter conversation that can easily be applied to mentoring. In a restaurant at the table next to mine, I overheard a teenager joyfully tell her dad, "I know what I'd like to major in at college. I would love to be a sixth-grade teacher." Her dad responded, "Well OK, but not sure that's really a good choice; you'll have low pay. Maybe you should think about a marketing degree instead." Tears formed in his daughter's eyes. This example brings home the point that being driven by your own interests about what will be good for your mentee leads to disconnects, withholding thoughts, and stalled progress, because they will be working on (or fighting with) your agenda, not their own. Once you join on their playing field and they feel trusted and respected, you will be in a better place to have them consider your ideas. Honor who they are; this process is personally tailored, not prescriptive. Other mentors who have put this to use report that being guided by this principle actually leads to more satisfying results for both the mentor and the mentee.

## 2. Create a Conversational Safety Space

A conversational safety space is created when your mentee feels trusted, respected, and understood. In this space, you encourage the mentee to fully express themselves without judgment. This requires

the mentor to demonstrate both self-awareness and discipline. Experienced mentors go well beyond listening for content, tuning into the mentee's attitudes and feelings. This type of conversation is the hallmark for successful mentoring. Because the mentee knows the discussion is confidential, they can share what they may not share elsewhere, so new avenues can be explored, assumptions examined, and approaches discussed. Without safety,

your mentee will hold back or give you answers they think you want to hear.

### POINTER

Without safety, your mentee will hold back or give you answers they think you want to hear.

### 3. Cultivate a Positive and Resilient Relationship

The quality of the relationship is the primary tool for the mentoring process. Acceptance, mutual respect, and transparency are all part of that, and important for you to model. Though you are both participants in the relationship, you have the lead in observing how the relationship is going and taking steps to ensure its vitality. A real test comes when there are differences, and you do not like their approach or attitude, or they yours. Yet, building the relationship from that point forward is required, and your mentee will need to do the same. It shows that relationships can be strong, even if ideas are not totally aligned. A positive environment is where new ideas, creativity, and insight flourish. Welcome the unexpected; when anger or frustration does arise, use these to explore a constructive outcome.

### 4. Be Flexibly Goal Oriented

Your work together requires a jointly understood goal for development. Without a goal, you may drift around and find interesting things to talk about, but accomplishments will be limited. Make the most of your time, and deliver real results—big results. The goal is set early in your process, based on thoughtful consideration. As the mentor, be attuned during each meeting to reach for the relevance of that conversation toward accomplishing the goal. At the same time, your conversations should not feel like a project team meeting that is in constant press to get tasks accomplished. Allow for off-the-path exploration, and leave open the possibilities for surprises. Revisit the goal periodically for the possibility of modifying the goal based on the mentee's latest circumstances.

### 5. Drive Risk Taking for New Mindsets and Behaviors

A paradoxical action is that you provide safety in the mentoring relationship, only to then push your mentee to take risks. Yet, it is the very safety of you being in the wings that allows your mentee to boldly take new and uncomfortable behaviors. In the case of Christina and Paul, he took a significant leap—not little progressive steps,

in proposing a solution and then leading the charge. Leading up to this, Christina took the position of being both supportive and tough. There will be little growth if your mentee only thinks or talks about new actions and behaviors; your mentee actually has to try those on for size. Aim high. Have your mentee stretch outside their comfort zone on a continuous basis, and help them view mishaps as part of

the learning process that will be debriefed and then perfected for the next actions. This requires resilience on their part and yours.

## POINTER

The paradoxical nature to mentoring is that you provide safety in the relationship, only to then push your mentee to take risks.

## 6. Explore the Internal World as a Driver for External Actions

Your mentee's effectiveness is greatly shaped by their self-awareness. How well they can tune in to understand their own motives, preferences, strengths, and weaknesses will help determine the quality of interactions with others. By creating the

conversational safety space, you are in a great spot to use productive questions and have them explore what prompts them, bringing the hidden drivers of behavior into consciousness. You can help them check out assumptions, perspectives, fears, and impact on others, all aimed toward more effective interactions. This book has dedicated an entire chapter to this important element of mentoring (Step 6: The Power of Questions), helping you to open new pathways of insight for your mentee.

## 7. Bring Your Best Self

It is amazing just how much influence a mentor has with a mentee. As a mentor, you are studied for your attitudes, your work habits, how you handle mishaps, your professionalism, and more. It is a big responsibility to be someone's admired role model. Be fully present and prepared for each meeting, and manage the interactions with your mentee for the best possible outcomes. You are not expected to be a superhero, just a really great mentor. Continue to develop



yourself while you are helping to develop your mentee. And, while you are at it, consider what it means to be inspirational. You will continue to be a marvelous mentor.

## Review the Seven Guiding Principles

Consider how you are experiencing these seven guiding principles of successful mentors. These are core to the work you will be doing as a mentor. Pause for a bit and consider these questions: How are these making you feel? What excites you? What intrigues you? What scares you?

These seven guiding principles are not merely present at one time or another in your mentoring; these seven are present for each and every meeting! The good news is that you will hardly be starting from scratch. You already have many of the skills that are crucial elements of these principles, such as listening, being open to other perspectives, compassion, self-insight, and tenaciously following through for results. Capitalize on these and the many other skills you already have. As you apply these principles, pay attention to the skills you will need to enrich; learning is an important aspect of your own journey as mentor. Mastering these guiding principles will be as enlightening as it is gratifying. Frequently check in with Tool 1-1 to keep these top of mind.

### TOOL 1-1

#### THE ESSENTIALS OF THE SEVEN GUIDING PRINCIPLES OF SUCCESSFUL MENTORS

Guiding Principle	What Is Required of You
1. Start where your mentee is.	<ul style="list-style-type: none"> <li>• Ask questions to understand your mentee's aspirations.</li> <li>• Listen to your mentee's interests and probe for even more.</li> <li>• Be mindful of your assumptions about your mentee's needs and set those aside.</li> </ul>

**TOOL 1-1 (CONT.)**

<b>Guiding Principle</b>	<b>What Is Required of You</b>
2. Create a conversational safety space.	<ul style="list-style-type: none"> <li>• Show confidence in and respect for your mentee.</li> <li>• Strengthen trust through your actions, which in turn will build reliability, credibility, and candor.</li> <li>• Ensure your conversations are private and confidential.</li> </ul>
3. Cultivate a positive and resilient relationship.	<ul style="list-style-type: none"> <li>• Observe what is going on in the dynamics of your relationship.</li> <li>• Initiate check-ins to discuss how your process is going.</li> <li>• Welcome feedback from your mentee and offer yours.</li> </ul>
4. Be flexibly goal oriented.	<ul style="list-style-type: none"> <li>• Be deliberate about your mentee's development by having a well-crafted goal(s).</li> <li>• Reconnect to the mentee's development goals during every meeting.</li> <li>• Invite discovery through "off-the-path" excursions.</li> </ul>
5. Drive risk taking for new mindsets and behaviors.	<ul style="list-style-type: none"> <li>• Push your mentee to tolerate, even enjoy, being uncomfortable.</li> <li>• Support your mentee to put new mindsets and behaviors into real-time action.</li> <li>• Use mishaps as a key element of the development process.</li> </ul>
6. Explore the internal world as the driver for external actions.	<ul style="list-style-type: none"> <li>• Understand and apply the basics of everyday psychology and neuroscience.</li> <li>• Use productive questioning to help your mentee uncover motivations, assumptions, and other internal drivers of behavior.</li> <li>• Help create your mentee's habit of reflection, especially after key interactions.</li> </ul>
7. Bring your best self.	<ul style="list-style-type: none"> <li>• Prepare for and be fully present at each meeting.</li> <li>• Take actions worthy of "admired role model" status.</li> <li>• Continue with your own development while supporting your mentee's growth.</li> </ul>

## Understand Your Motivation for Being a Mentor

When asked what got her started as a mentor, Christina stated a five-word response provided by thousands of other mentors: "I wanted to give back." She continued, "I had come to a point in my

own life where I had achieved a lot of career satisfaction and then wondered what was next for me. And, I decided it was time to share what I had to offer. It took me a little while to wrap my head around how this would be different from the way I manage and develop my team members at work, and what I really hoped to get out of it. I wanted it to be distinct from what I had in other relationships and wanted to do it right. Once I was clear about that, I felt very, very driven to do this.”

In your own preparation to be a mentor, exploring your hopes and motivations will identify what you are bringing to this mentoring (something you can share with your mentee later), your underlying assumptions, and the preferences you have about mentoring.

Your attraction to being a mentor likely emanates from a number of experiences and personal characteristics. Perhaps you had a mentor who left a significant impression by helping you in pivotal moments of your life, or you lacked a mentor and can relate to the feeling of isolation in handling challenges on your own. You may naturally enjoy nurturing others, have an affinity for social responsibility, or want to contribute to your field. Whatever your spark, you are now finding great satisfaction in helping another, and creating a bridge to someone’s successful future based on your own experiences, knowledge, and wisdom.

The timing to become a mentor is no coincidence. It is actually human nature to have this interest once we have created a full life and experience success in our careers. Well-known psychologist Erik Erikson identified that as adults, after we have mastered shaping our identity and forming lasting relationships, we move into a desire for “generativity,” crafting a legacy by creating or nurturing things that will live on past our careers and lives. Having mentees, and benefitting their lives, is one of the ways to fulfill our need to leave our mark and be part of something bigger than our

## POINTER

Helping to make a positive and productive impact on another’s life is a complex effort. Tuning into your motivation, assumptions, and expectations will help to clarify your current starting point.

own world. It is a way we feel more complete and satisfies our own needs to be whole (McLeod 2018).

Helping to make a positive and productive impact on another's life is a complex effort. Each person who is drawn to mentor carries their distinctive view of what mentoring is all about. From this book, you will learn more deeply what it means to mentor an adult for their professional development. Whether you mentor someone younger than yourself or someone your own age or older who seeks your help in their development, the seven guiding principles of mentors already give you ideas about what will be most important. Tuning into your motivation, assumptions, and expectations will help to clarify your current starting point, an important part of your preparation. If ideas you encounter in the book are different from your own, if there are surprises, it will be worth your time to consider how to shape the best path forward. Tool 1-2 is an exercise for you, similar to what Christina did, to be fully prepared for mentoring. Think through the following questions to uncover your motivation and assumptions.

## TOOL 1-2

### QUESTIONS TO UNCOVER YOUR MOTIVATION AND ASSUMPTIONS ABOUT MENTORING

1. What does being a mentor mean to me?
2. What skills, mindsets, and approaches am I bringing to this role?
3. What are my assumptions about best approaches to use in mentoring?
4. What do I want from the mentoring relationship?
5. How will mentoring be different from other roles I play (e.g., parent, friend, manager)?
6. How will I manage my expectations of the ideal mentoring experience (that I carry in my head)?
7. How will I know that the mentoring has been successful?
8. What do I hope to learn during this mentoring experience?

## Participate in a Program or Create Your Own

From the initial introduction to your mentee through to the wrap-up of the mentoring, there are deliberate steps that make the journey highly valuable and memorable. When you know what to expect in the phases of your work together, there is a true sense of a journey to a destination, rather than wandering around or having a new target for each meeting. A framework strengthens the partnership and keeps your actions moving forward. It works just as well and is equally important, whether you are part of a formal mentoring program or not. If you are not working in the setting of an organized program, create a framework for the mentoring that can be shared with your mentee.

The length of your program can vary and is somewhat determined by how often you meet. Meeting frequency is either once or twice a month, for 60-90 minutes. In company programs, because an objective is to include new mentees regularly, the duration is typically six to 12 months in length, with an informal option to meet on a less frequent basis afterward. In such company programs, the pairs might meet 10-15 times over the course of mentoring, and a tremendous amount of development can occur in that time. For those of you mentoring independent of a program, the length can be longer than a year, and it is advised that you check in at least quarterly to identify an approximate completion date. Identifying when you will wrap up, and not leaving it open ended, allows you to put into motion the vital closure steps, crucial to the lasting impact of the mentoring process (see step 10 for more details).

Tool 1-3 is a sample framework for your ongoing mentoring, whether you are in a formal program or on your own. Notice it has distinct focus for the first few meetings and the last few meetings. In the middle is the ongoing work of deepening your relationship to support the mentee's quest to expand, develop, and field-test new behaviors and mindsets. Through this process the mentee will work through old assumptions and perspectives, experiment with new ways of behaving, feel more confident, and experience the potential for increased impact. In the end, mentees will be improved versions of themselves . . . and you will be as well.

## TOOL 1-3

### THE MENTORING PROCESS FRAMEWORK

STEP  
1

Phase	Timeframe	Mentor's Focus
Establishing the relationship	First 2 meetings	<ul style="list-style-type: none"><li>• Get to know one another; find common ground.</li><li>• Set the tone for the quality of your conversations.</li><li>• Guide a discussion about your roles and expectations.</li></ul>
Setting the direction	First 3-4 meetings	<ul style="list-style-type: none"><li>• Explore mentee's aspirations.</li><li>• Guide mentee to set meaningful and actionable development goals.</li><li>• Establish a method for your meetings.</li><li>• Identify how momentum for development will occur between meetings.</li></ul>
Exploring your mentee's current work experiences and applying new mindsets and behaviors	Ongoing meetings	<ul style="list-style-type: none"><li>• Explore mentee's day-to-day experiences and interactions.</li><li>• Leverage work experiences as prime avenue for development.</li><li>• Ensure your relationship is healthy and address obstacles.</li><li>• Jointly monitor progress of goals accomplishment; adjust as needed.</li><li>• Elevate the power of questions to raise insights.</li><li>• Inspire confidence and hope.</li><li>• Help mentee increase self-awareness and broaden perspectives.</li><li>• Encourage mentee to experiment with new behaviors.</li><li>• Track own progress, speak with other mentors, and deepen your skill set.</li></ul>
Perfecting your mentee's new capabilities	Last third of meetings	<ul style="list-style-type: none"><li>• Diversify approaches to mentee's development.</li><li>• Encourage mentee's taking risks by applying expanded skill sets in new settings.</li><li>• Increase mentee's influence skills to provide a larger platform for applying enhanced capabilities.</li><li>• Urge mentee to take a more pivotal role where new skills can be applied.</li></ul>

Phase	Timeframe	Mentor's Focus
Anticipating closure and wrapping up	Last 2-3 meetings	<ul style="list-style-type: none"> <li>• Identify priority areas for further discussion in last couple meetings.</li> <li>• Jointly establish an end date.</li> <li>• Prime the mentee for the value and content of the wrap-up conversation.</li> <li>• Facilitate a meaningful and positive wrap-up conversation.</li> <li>• Consolidate your own learning, especially with other mentors.</li> </ul>

## Consider the Readiness Checklist

Tool 1-4 presents a readiness checklist for the work ahead. Some of the items will intrigue you and others will be a piece of cake. Remember that you will be supported in this book to do all of the following.

### TOOL 1-4

#### MENTORING READINESS CHECKLIST

Get ready to . . .

- Learn about the program you are part of and resources you can turn to.
- Commit the time it takes for a steady, ongoing relationship.
- Consider your motivations, preferences, strengths, and expectations as a mentor.
- Facilitate early discussions with your mentee focused on developing the relationship.
- Identify where you would like to grow as a mentor.
- Help mentee set important goals and establish a mentoring game plan.
- Ask productive questions and listen to connect.
- Tune up your flexibility and be prepared for surprises.
- Share the experience with other mentors for support and enrichment.
- Help mentee become more self-aware and create a habit of reflecting on interactions.
- Maintain a positive attitude and outlook in the face of challenges.

**TOOL 1-4 (CONT.)**

- ❑ Encourage your mentee to set up fieldwork and experiments to test new mindsets and behaviors.
- ❑ Diversify approaches to your mentee's development.
- ❑ Push mentee to up their skill set, influence others, and accomplish bigger results.
- ❑ Facilitate the wrap-up and closure to mentoring.
- ❑ Have a gratifying, growth-producing experience for yourself.

## The Next Step

The next crucial step in the mentoring process is establishing the relationship. During this step, you will explore how you and your mentee will get to know each other, create a trusting and respectful partnership, clarify expectations, and reach mutual agreement about what you will be carrying out in this mentoring alliance. This will create a strong foundation for the myriad actions you will take together over the months ahead, resulting in career-changing growth.



# About the Author



**Wendy Axelrod, PhD**, is a coach, author, speaker, and volunteer. For three decades, both as a corporate HR executive of a Fortune 100 company and external consultant, Wendy has helped organizations substantially increase their development efforts, working with thousands of managers and mentors in workshops and coaching engagements in the United States and internationally. Her expertise is in helping people become exceptional at growing the talent of others.

Wendy's first book, *Make Talent Your Business: How Exceptional Managers Develop People While Getting Results* (co-authored with Jeannie Coyle), identified the five research-based practices that distinguish exceptional developmental managers, helping leaders learn what it truly takes to seamlessly weave development with performance. Experts have already identified her second book, *10 Steps to Successful Mentoring*, as the most complete and practical guide for succeeding with mentoring relationships.

Wendy's works have appeared in *SmartBriefs on Leadership*; AMA's *Moving Ahead*, *Leader to Leader*, and *Leadership Excellence*; the Conference Board's *Human Capital Exchange*; SHRM's *HR People+Strategy*; and European journals. She has also authored numerous chapters and entries in books such as *The ASTD Management Development Handbook*. She speaks at conferences for organizations including the Association for Talent Development, the Conference Board, Human Resource Planning Society, and HR Summit Asia, as well as corporate events.

Wendy's clients include Fortune 100 companies and medium-sized firms in the United States and globally. Wendy has been a consultant with Korn Ferry and AchieveForum, a faculty member for the Institute for Management Studies (IMS), and a coach for AthenaOnline. As a human resources executive during her 16-year tenure at Sunoco, she led the functions of leadership development, organization change, and talent management and guided a company through a significant multiyear organizational change process.

Passionate about development and professional growth, Wendy is the volunteer creator and moving force behind the Philadelphia region's renowned Mentoring Program for HR Professionals. The program has helped scores of professionals to develop, take on bigger roles, and thrive in more satisfying careers, and in 2017 Wendy was identified as the region's "Mentoring Guru." Over a 20-year period, she has formally served as a mentor to dozens of professionals. Wendy consults with companies to build and strengthen their mentoring programs as a key component of their talent development strategies.

Wendy holds a PhD in organizational and industrial psychology from Colorado State University. She also completed an advanced program in HR management at Columbia University, and she is certified in dozens of executive coaching and organization development tools, including Conversational Intelligence Enhanced Skill Practitioner.

Wendy and her husband live outside Philadelphia and have five children. They love the outdoors (kayaking, hiking, camping) and are avid community and global volunteers. They've even participated in two-week medical missions in developing countries through Rotary International. Find out more about Wendy at [www.WendyAxelrodPhD.com](http://www.WendyAxelrodPhD.com)

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