

# Mentoring/Sponsorship

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»» For D&I Staff, Executive Leadership Council, HR Leaders and Business Partners, Resource-Group Leaders, Mentors/Mentees, Sponsors/Protégés

## III Training for Mentors/Mentees

Without proper advance training in both how to communicate with people who are different and how to be the best mentor, mentors can inadvertently sabotage relationships.

- **Cultural-Competence Training:** If mentors and mentees aren't aware of pitfalls, as demonstrated in our popular [Things NOT to Say](#) series, they can inadvertently offend each other and torpedo the relationship. Effective cultural-competence training, including an examination of micro-inequities, is critical to relationship success.
- **Give Mentors Goals and Mentoring Training:** When selecting mentors, ensure they understand the purpose, the goals and the milestones they need to reach during the framework of the mentoring relationship.
- **Have Formal Process to Evaluate Pairings and Discontinue Toxic Relationships:** Be realistic that not every relationship will be successful and move quickly to reassign those that aren't gelling. Ensure through follow-up and increased training that mistakes aren't repeated.

### Guided Questions for Staff

#### »» **What type of diversity training do you now have?**

Is it virtual or does it require people to sit together in a room? Is it mandatory for all managers and for the workplace? Do you understand the difference between compliance training, which focuses on meeting legal requirements and not being sued, and real diversity-and-inclusion training, which encourages people to understand and appreciate difference?

#### »» **How do you measure success of your training?**

Do you have mandatory follow-up? Do you use your employee engagement surveys and resource groups to see if you are creating a more inclusive workforce?

#### »» **How involved are your senior executives?**

Are they participating in training and understanding how important their roles as mentors are? Do you communicate their involvement internally?