

# Mentorship that Matters

## Training in Core Competencies



EMPATHY

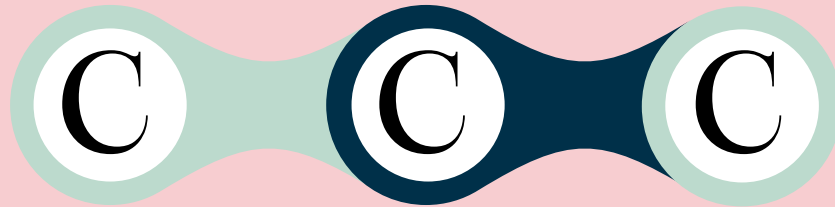


VULNERABILITY



LISTENING

## Structure & Institutional Support



COMPATABILITY

CLEAR  
EXPECTATIONS

COACHING



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## Example of Mentorship Program Description and Best Practices from JHU

- **“The university solicits mentor candidate nominations from directors or managers, specifying that candidates must have a consistent track record of strong informal mentoring. Which mid-level to senior employees do new hires naturally gravitate to for advice and counsel? Who do junior employees consider to be the most generous, caring, and “safe” mentors of the moment? Which of these have the highest EQ, the best communication skills, and a track record for sponsoring rising stars to success? (Not sure who these folks are? Ask your junior employees.)**
- **A committee selects some of the best candidates from each division or department. For six months this cohort meets routinely for high-level mentor skill-building workshops and case discussions interspersed with lunches featuring consultation with subject matter experts, visits from senior leaders reinforcing the organization’s commitment to a mentoring culture, and discussions about leveraging mentoring to accelerate diversity, equity, and inclusion.**
- **Following this training, Master Mentor certificates are issued — and noted in each graduate’s personnel file — and these mentors now deliberately take on a greater share of the mentoring load in their workplaces.**
- **Each year a new cohort of mentors is selected and trained, gradually permeating the organization with outstanding mentors.”**