

MODULE 3 Facilitator's Guide

Career and Leadership Development

In-Person Training Setup

- ✓ Arrange seating in small groups of 3-6 per table
- ✓ Have energizing music playing to set the tone
- ✓ Place the following on each table for small groups: pens, notecards, colored pencils or markers, and Post-it notes
- ✓ Have 1-2 flipcharts with markers to capture discussions
- ✓ Have projector screen prepared for training slides

Facilitator's Tips

If you find yourself leading an in-person training, I want you to take a deep breath and know that you are not alone in communicating this content. This facilitator's guide provides a script you can use when presenting the content. In relevant sections, we include external resources you can review on your own to become more familiar with the subject matter.

Throughout this guide, you'll see callouts where you might want to tailor your message, depending on the audience. We also provide you with notes, tips, and context along the way. This information will be labeled "Facilitator's Tip."

Module 3: Breakdown and Timeline

Duration (45-60 Minutes)	Topic/Activity
2-3 minutes	Hello + Facilitator's Tip Video
5 minutes	Comprehensive Quiz
2-3 minutes	Objectives/DEI Concept Specified
30-45 minutes	Core Content Delivered
5 minutes	Reflective Examination Question

Objective: Participants will learn how to apply a mentoring mindset in their workplaces and grow in empathy and compassion for those they lead and work with.

Outcome: Greater career success and improved workplace fulfillment + Improved onboarding and development of emerging leaders

DEI Concepts and Integration: Intentional Diverse Leadership Representation

Reflective Examination Question: Touch

Audience: This module contains adaptations for mentors, employers/program administrators, and in-person facilitators.

Module 3: Career and Leadership Development

Color-Coded Sections:

Green = Facilitator's Tips

White = Module script

Blue = Audience the script is addressing

Hello + Facilitators Tip Video

(2-3 minutes)

Addressing All Participants:

Hello there!

I am excited that you have decided to spend the next 45 minutes with me. Together, we will learn how to cultivate ways to create equitable opportunities for our mentees, apprentices, and other team members.

This session will focus on career and leadership development. More importantly, we'll explore how you can leverage your influence in the workplace to help your mentee and team members grow within their careers.

Now, some of you watching may be thinking, "I am here just to go through this training because *I have to.*" But if you interact with the content and consciously plug in, you will leave with tangible and applicable concepts. These mentoring concepts will help you grow as a person and strengthen your team.

Facilitator's Tip:

If you are leading this training in person, we want to provide additional context regarding this module's Diversity Equity Inclusion concept: intentional diverse leadership representation. The primary takeaway that you will want to make sure participants walk away with is that their level of exposure/proximity to diversity or lack of diverse representation can significantly impact how they relate to others, their mentees, and their team members.

Now, as we unpack this understanding, something to be intentional about in your delivery approach is speaking against shame and guilt. This training is not to bring up feelings of shame but rather an awakening that helps participants to see and understand why diverse representation is important and what positive benefits and outcomes it can have towards themselves and towards how they lead others.

As a facilitator, you are not striving for perfection, as these concepts could very well be new to you as well. But your goal is to help open the hearts and perspectives of those attending your training.

Addressing All Participants:

This training will be interactive, engaging, informative, and hopefully refreshing. If you're willing to be challenged in a good way and take steps towards creating stronger teams and a more inclusive workplace culture, then let's dive into our content!

Comprehensive Quiz

(5 minutes)

Facilitator's Tip:

Participants will next complete an interactive multiple-choice quiz. Have them choose the answer they think is most applicable to the questions. This is a recap quiz from module 1. Since that training is the starting point for everyone, this is the perfect time to re-cap and integrate some of those concepts and themes into this training as well. After all, creating a mentoring culture is the connecting thread in all these modules.

Here are the questions with multiple choice answers. The correct answer will be highlighted in yellow.

Addressing All Participants:

The concepts we discuss in this module build on the information covered in Cultivating a Strong Mentoring Culture Within the Workplace. If you haven't completed that training yet, I highly recommend you do so!

To start, let's review some of the topics we learned before. Select the answer that is the best fit:

◇ **What is a mentor?**

- Someone with the perfect resume
- **An experienced adviser you trust**
- Someone who tells you what to do
- A close friend or coworker

That's right! While mentors can come in all backgrounds and ages, the most important qualification is that they are a trusted person who can share their experiences with their mentee or apprentice.

◇ **What is a benefit of developing a mentoring culture?**

- Employee morale is increased
- Organizations experience higher employee retention
- Employee satisfaction increases
- **All the above**

Correct! Organizations with a deliberate mentoring mindset will see all the above benefits.

◇ **Think back to the cultural iceberg activity. Which of the following are examples of identity that appear on the surface?**

- **Race and age**
- Education and talents
- Value system and beliefs
- Family status

That's right; race and age are some examples of identity that are usually on the surface. However, they only make up a small portion of a person's identity.

◇ **The Ladder of Inference describes the ...**

- lifecycle of the mentoring relationship
- unique foods, traditions, beliefs, and other unspoken norms of a company or country
- **thinking process that we go through unconsciously to get from a fact to a decision or action**
- parts of our identity that are hidden below the surface

Very good! By being aware of the ladder of inference, we can stop ourselves from jumping to conclusions about others.

◇ **If I am practicing mindfulness, I am...**

- in the zone and not aware of what's happening around me
- solving a difficult problem
- thinking about my to-do list for the day
- **aware of myself and my surroundings**

You got it. Mindfulness is the practice of being aware of oneself and one's surroundings.

Addressing All Participants:

Thanks for your willingness to participate with that quick comprehensive quiz. As we learn how to create equitable opportunities for career development, leadership development, and career advancement, maintaining a mentoring culture mindset is instrumental.

Objectives/DEI Concept Specified

(2-3 minutes)

Addressing All Participants:

Career and leadership development is something we have all needed at some point in our career journeys. Mentoring is an effective approach at investing in your apprenticeships and also drawing in new diverse talent to your organization. If you invest in such a way, there are phenomenal outcomes that **your team members** will receive, such as:

- ◇ Greater individual and collective career success
- ◇ Improved workplace fulfillment
- ◇ Improved development of emerging leaders

If you are up for the challenge and ready to learn and grow, here is what **you** can expect to walk away with after this session:

- ◇ You will know what a mentoring mindset is and how it relates to the workplace environment and culture.
- ◇ You will learn how to apply a mentoring mindset in your workplaces.
- ◇ You will grow in empathy and compassion for those you lead and work with.
- ◇ You will learn how your cultural exposure can/has impacted your leadership style.
- ◇ You will learn how to leverage your influence to create doors and opportunities for those you lead.

Let us dive into the content!

Core Content: Career and Leadership Development

(30-45 minutes)

Addressing All Participants:

There is a powerful quote by a social media influencer named Creig Crippen. He says,

"You are being presented with a choice: evolve or remain. If you choose to remain unchanged, you will be presented with the same challenges, the same routine, the same storms, the same situations, until you learn from them, until you love yourself enough to say "no more," until you choose change. If you choose to evolve, you will connect with the strength within you, you will explore what lies outside the comfort zone, you will awaken to love, you will become, you will be. You have everything you need. Choose to evolve. Choose love."

We are starting our training with this quote because it encompasses everything that we will be unpacking together:

We will unpack who we are as leaders.

We will unpack who/what has influenced the kind of leaders we are and who we hope to be.

We will unpack how exposure to different kinds of people increases our professional skills to help us become the best leaders we can.

And we will unpack how we can leverage our unique platforms to create equitable opportunities for those we mentor and lead.

If you choose, just as Creig Crippen suggests, to change, to evolve, to connect, and to explore this content with us, we are confident you will walk away with a newfound understanding about yourself and how you can help others grow and evolve as well.

There is a handy acronym we'll explore that neatly encompasses all these notions. To learn more, let's **L.E.V.E.L. U.P.**

Facilitator's Tip: Go to the Resource Hub to download a worksheet with the acronym on it to help participants remember all the information you share with them today.

L- Learn

Researchers say it takes 10,000 hours to master a skill, which translates to more than 9 years (consider 5 days a week, spending 4 hours a day). This is likely something you are familiar with in the realm of apprenticeships. After all that is the main goal of the working relationship: mastering a new skill; a new career path; and most importantly, not navigating those steps and skills alone.

Mentoring creates the perfect recipe for success by helping both mentors and mentees take the time to really get to know each other. In the long run, this intentionality helps mentors to be more in tune with how they can support their mentees and allows mentees to advocate for themselves by communicating their needs while learning from their mentors as well.

E- Empower

When you hear the word *empower*, what verbs come to mind?

Strengthen? Permit? Allow? Push forward?

Facilitator's Tip: This next paragraph can be an interactive activity or a thought exercise. If interactive, give the participants a few text boxes on the screen where they can write in their responses.

Now, take it a step further and think about someone in your life who was instrumental in empowering you. What attributes did they possess? What did they do or say that made you feel empowered? What example did they live out that made you respect them and trust that they gave you solid and sound advice?

Hold onto those thoughts throughout the remainder of this training. Those are the ways in which you show up moving forward with **intentionality**.

Sick of that word yet? Intentionality? The truth is, without intentional approaches, no matter what the task or goal is, it is almost impossible to see something through. So I will continuously remind you of intentionality throughout the training.

Let's examine the word *empower* more closely: it's made up of the prefix **em-** (meaning *into*) and the root **-power** (meaning *ability, strength, or might*).

Into strength. Into ability. Into might. No matter how you look at the word or combine the parts, you still start with **movement** and **action**. Whether you are the owner of your business or the mentor, you have a responsibility to empower those who you lead to grow in their ability to thrive and succeed.

◇ **Addressing Businesses/Administrators:**

Some of you may already have an approach you will use for matching your mentors and mentees together. This next activity is a supplemental approach you could also use within that process that empowers your mentees/apprentices to have more of a voice and choice in who they are matched with.

Core Content: Professional Social Capital Mapping Activity

Facilitator's Tip: There is a downloadable worksheet for this activity in the Resource Hub. You will want to print copies for participants to fill out during the training.

Addressing All Participants:

This activity is called the Professional Social Capital Mapping process. This activity gives participants an opportunity to think about those they have interacted with throughout the span of their career as well as their workplace networks of support.

The purpose of this exercise is meant to help mentees, apprentices, and interns visualize all the people they know who are available to them in a working setting or environment. They will also think about what characteristics those individuals possessed that they admired. In essence, you're helping your mentees discover their professional capital.

In order to understand how this process works, let's try it together. You may be surprised by how many networks of support you have available to you as well.

Facilitator's Tip:

- Instruct participants to identify and write the names of a few people they know who fall into each of the categories.
- Then, ask them to write the characteristics those individuals possess that they respected.
- Finally, ask participants to build their own ideal mentors after filling in the categories.

Professional Social Capital Mapping

First Job	Co-workers	Supervisors
<p>People you met:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	<p>Different people you have worked with:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	<p>Different kinds of people you have worked for:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>
<p>What attributes did each have you respected, or did not respect?</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	<p>What attributes did each have you respected, or did not respect?</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	<p>What attributes did each have you respected, or did not respect?</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>
<p>Building Your Ideal Mentor:</p> <p>After reflecting on who these people are, how they made you feel, and what characteristics they possessed that you respected, create your ideal mentor below.</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>		

◇ **Addressing Businesses/Administrators:**

After mentees navigate this activity, you will have a clearer picture of what kinds of support they need and what characteristics they value and respect. This awareness should help you match your mentors and mentees together.

The capital mapping activity is a quick and easy way for you to get a snapshot into what your mentees value and what an ideal mentor would be for them outside of just having similar careers.

◇ **Addressing Mentors:**

As a mentor, your role isn't to have *all* the answers; you are just as effective when you teach your mentees how to identify places, they can discover the answers on their own. That's exactly what this activity does. Try it out with your mentee to get a better sense of their values and to help them identify other networks of support they have in their professional lives.

Core Content: Career and Leadership Development

V- Vocalize

The activity you just completed is the perfect opportunity to allow your team members to vocalize and verbalize what they need. A common trait great leaders have is the ability to anticipate and proactively think about the needs of their teams. This trait can be a strength - but sometimes it's a weakness as well. If, as leaders, we get so used to representing the companies, teams, and people that we lead, we can inadvertently strip them of the ability to have a voice.

Being positioned to hear what your team members and mentees are saying can make things easier for you. This is particularly true because they are proximate to the customers, products, and mission of your organization, giving them the ability to see solutions that leadership is often scratching their heads trying to figure out.

Creating an even field leads to an exchange of influence, power dynamics, and authority. And this leads to powerful benefits, creating equitable opportunities where team members and mentees feel heard, validated, and seen. The result is that employees feel ownership: Owning their responsibilities. Owning their ideas. Owning their roles.

This produces stronger workplace morale...

Which leads to innovation...

Which leads to higher performance...

Which leads to happy customers.

It's a win-win situation for everyone!

E- Empathize

Empathy is the ability to understand what other people are going through from their perspective or to imagine yourself in their position.

The world would be a much better place if we all could consciously be empathetic. Realistically though, most of us have a hard time stepping into the shoes of others and changing our perspectives to see things from someone else's point of view.

Proximity leads to empathy. Often, the higher we elevate in our career path, the further we move from being proximate to the people we serve and the people we lead. This in turn, makes it hard to carry empathy and relate with them to consider their stories. Their lives. The circumstances that impact how they show up at your workplace.

Empathy, if carried with intent, can be the glue that holds your team together.

As psychologist Alfred Adler said, "empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another."

L- Lead

According to a 2012 study titled "Leadership Styles in Relation to Employees' Trust and Organizational Change Capacity," researchers found there were eight core skills leaders possessed when it came to fostering transformational change within an organization or business. They were:

1. **Trustworthy leadership** (senior management's ability to earn and retain employee trust and guide employees to achieve organizational goals)
2. **Innovative culture** (a workplace culture that values and encourages creativity and innovative activities)
3. **Involved mid-management** (middle managers and supervisors' capability to serve as a bridge between senior leadership and everyone else in the organization)
4. **Trusting followers** (the faith employees have in senior management, expressed in employees' willingness to pivot in new directions or offer constructive feedback)
5. **Capable champions** (the ability to identify, attract, and retain emerging transformational leaders)
6. **System thinking** (the organization's ability to recognize internal and external dependencies required to succeed at all levels)
7. **Effective communication** (the organization's ability to communicate internally with employees at all levels of hierarchy and externally with customers)
8. **Accountable culture** (responsibly managing resources and consistently meeting deadlines)

Researchers concluded that transformational leadership is the most powerful leadership style to bring about change. “[Transformational] leaders not only influence the change process but also facilitate the change process with their interactive leadership style.”

Their studies also found the link that brought all these concepts together was mentorship. That's right – at the core of all these areas was a mentoring culture and mindset.

I challenge you to look through these eight areas and ask yourself where you fall. Where can you grow? And most importantly, how can you leverage these areas to become a transformational leader?

Facilitator's Tip: If you're able, we recommend reading the article in full to learn more about transformational leadership.

Source: <https://journals.sagepub.com/doi/full/10.1177/2158244016675396>

Addressing All Participants:

U-Unpack

Earlier, I mentioned that we would unpack who you are as leaders and who impacted or influenced the kind of leader you have become. This next activity will help you explore who those people are and how they contributed to the professional tools and skills you possess that brought you to where you are now.

Core Content: Jolly Luck Rainbows Activity

Facilitator's Tip: Next, participants will complete an activity called Jolly Luck Rainbows. There is a downloadable worksheet for this activity in the Resource Hub. You will want to print copies for participants to fill out during the training.

Addressing All Participants:

The purpose of this activity is to think of the informal mentors you have interacted with from childhood to now who have impacted your leadership identity and leadership style.

The goal of this activity is for your rainbows to be as colorful as possible.

There will be 5 different blank rainbows:

1. Rainbow 1 is a favorite teacher
2. Rainbow 2 is your family doctor
3. Rainbow 3 is a mentor
4. Rainbow 4 is your high school principal.

5. Rainbow 5 is your favorite supervisor or boss

For each of the rainbows, you will need to color in a different identity your informal mentor possesses. Each line in the rainbow represents a different identity and will be a different color, depending on your response.

1. The first line represents their gender. Color it in **Orange** if this person was a different gender than you.
2. The second line represents their religion. Color it in **Purple** if this person held different religious beliefs than you.
3. The third line represents their race. Color it in **Green** if this person was a different race than you.
4. The fourth line represents their sexual orientation. Color it in **Red** if this person had a different sexual orientation than you.
5. The fifth line represents their ability. Color it in **Pink** if this person had different cognitive, social, or physical abilities than you.

For all categories where you both shared the same gender, race, religion, sexual orientation, or ability, color the lines in **Blue**.

Facilitator's Tip: Make sure participants understand what the various identities mean before they fill out their own worksheets.

Here is what each identity means:

Race – An arbitrary social construct used to classify humans into groups based on skin color, facial features, and other traits.

- *Examples: American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian, White, Hispanic or Latino, Middle Eastern or North African*

Gender – An individual may identify as belonging to a gender that is the same as or different from the sex they were assigned at birth.

- *Examples: male, female, transgender, gender neutral, non-binary, agender, pangender, genderqueer, two-spirit*

Religion – A set of morals, views, practices, and beliefs about humanity's purpose and the universe, especially in relation to a divine figure or god.

- *Examples: Buddhism, Christianity, Islam, Judaism*

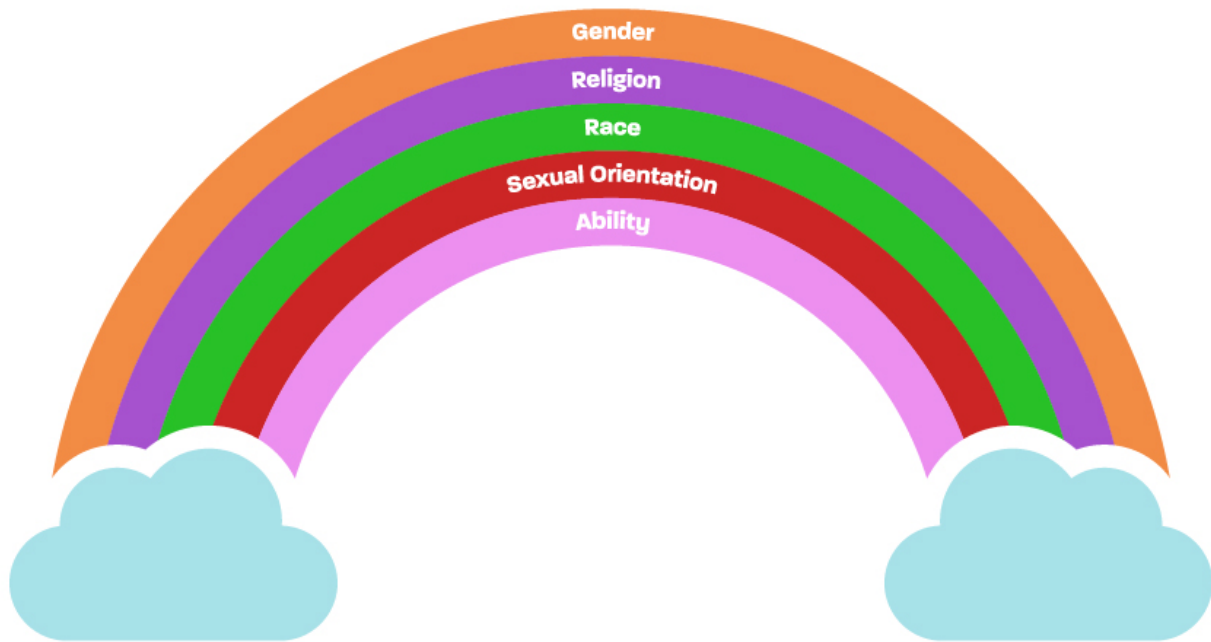
Sexual orientation – The sex or gender an individual is attracted to, such as those of the same sex or gender, the opposite sex or gender, or more than one sex or gender.

- *Examples: gay, lesbian, straight, asexual, queer, pansexual*

Ability – Ability refers to the differences individuals possess regarding physical, cognitive, and social-emotional capacities.

- *Examples: physical, developmental, social/emotional*

Now that you have a firm understanding about the activity and the five different identities we will be focusing on, let's try it out!



Facilitator's Tip: After activity is completed, give participants the opportunity to share with the rest of the group.

1. Were you surprised by any of your results?
2. Did you have a lot of all-blue rainbows? Do you have more blue than other colors?
3. Did you have a lot of colorful rainbows?

The point of this activity is not to bring shame or embarrassment if you did realize you have had limited exposure to diversity. Rather, it is to see there is vast opportunity for you to grow – and growing is always partnered with our willingness to become uncomfortable.

I challenge you to step out. Be bold. And be willing to intentionally take strides toward making sure your teams are in a workplace where diversity is not just tolerated but expected and accepted.

Core Content: Career and Leadership Development

Addressing All Participants:

P- Plan

That activity shows most of us that we have a great opportunity to shift and welcome those who are different.

Failing to plan is planning to fail, so carve out time to grow when in leadership and seek out diversity. Here are some suggestions on actionable next steps:

- Read a book written by someone who has different identities than you.
- Intentionally position yourself under the influence and leadership of someone who is black, brown, or of other diverse identities and backgrounds.
- Create a recruitment strategy to bring in board members of diverse backgrounds.
- Increase the number of supervisory and management staff who carry different identities.

◇ **Addressing Businesses/Administrators:**

Intentionally match your mentors and apprentices, not just based on common career paths, but similar cultural backgrounds as well

Addressing All Participants:

The sky is the limit when it comes to how we all can grow, understand, empathize, and learn about people of different backgrounds. But if we make a commitment to do so, established with compassion and humility, our workplaces will be thriving, healthy, and a place of equitable opportunities for all.

Reflective Examination Question: Using Touch

(5 minutes)

Addressing All Participants:

One of Maya Angelou's most famous quotes is, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Think about how this quote relates to your working experience. Have you had a supervisor or boss who made you feel a certain way? Was it a good feeling? A bad one?

Write down how you desire to make your mentees and team members feel through your work culture and leadership style.

Next, write down internal commitments you can make to ensure your leadership style is fair, equitable, and creating a healthy working environment.

Next Steps

Facilitator's Tip: The training is over, but you can inform participants of other trainings available online.

Addressing All Participants:

Now that you have gone through this training, you may be wondering what is next.

◇ **Addressing Employers/Administrators:**

If you're an employer or mentoring program sponsor, I'm pleased to inform you that you are at the end of your road. I hope that you can walk away feeling empowered to lead your business through a stronger equitable lens and feel equipped to promote a strong mentoring workplace culture.

I am glad you chose to spend the past 45 minutes learning about career and leadership development! Good luck and farewell for now!

◇ **Addressing Mentors:**

If you're a mentor, you have one final training I recommend you engage with:

- **Reverse Mentoring for Effective Knowledge Sharing and Receiving**

I am glad you chose to spend the past 45 minutes learning about career and leadership development! Good luck and see you soon!