**ASSESSING YOUR CHARACTERISTICS AS A MENTOR OF ORGANIZATIONS**

Place your rating in the appropriate box next to each question according to the following scale:

1. Rarely behave in this way/significant development needed.
2. Sometimes behave in this way/could do more.
3. Often behave in this way/ competent in this area.
4. Continually demonstrate skill in this area/significant strength.

| **Characteristics** | **Rating of 1-4** | **My Improvement Plan & How I Could Be Supported** |
| --- | --- | --- |
| **Personal Attributes** |  |  |
| 1. I build rapport and work to establish trust and authentic relationships. |  |  |
| 1. I value and maintain confidentiality. |  |
| 1. I am committed to the development of people and organizations. |  |
| **Learning to Understand and Mentor** |  |  |
| 4. I prepare to support the organization and its leaders by learning about their history, development, challenges and community prior to our first meeting. |  |  |
| 5. I learn about and reflect on the cultural perspectives of the organization and its community. |  |
| 6. I learn about and reflect on the political, social and economic issues impacting the organization and its community. |  |
| **Giving Feedback** |  |  |
| 7. I am forthright, constructive, supportive and, when needed, respectfully challenging when giving feedback. |  |  |
| 8. I balance the positive with the need to point out areas to improve. |  |
| 9. I raise difficult issues in a constructive way. |  |
| 10. I help people to gain new insights. |  |
| 11. I am composed and objective when navigating or facilitating conflict. |  |
| **Inquiry** |  |  |
| 12. I spend time inquiring and probing ~~i~~n order to understand concerns and challenges fully. |  |  |
| 13. I use questions to help others review their progress. |  |
| 14. I ask questions in order to understand people better, and to clarify what motivates and challenges them. |  |
| 15. I use a variety of questioning skills for different situations and purposes. |  |
| **Being Open and Accessible** |  |  |
| 16. I make myself accessible to those I mentor using interaction and communication methods most appropriate for them and their teams. |  |  |
| 17. I create safe spaces, making it easy for others to be open and candid. |  |
| 18. I make time to prepare prior to each meeting to ensure that everyone’s time is used well but I am open to changing the meeting agenda if needed by those mentored. |  |
| **Active Listening** |  |  |
| 1. I listen carefully and give my full attention. |  |  |
| 1. When talking to others, I frequently clarify and check for understanding. |  |
| 1. I encourage others to talk and I do not interrupt. |  |
| 1. I balance the amount of talking and listening. |  |

| **Characteristics** | | **Rating of 1-4** | **My Improvement Plan & How I Could Be Supported** | | |
| --- | --- | --- | --- | --- | --- |
| **Flexibility** | |  |  | | |
| 1. I am open to new ideas and avoid “cookie-cutter” approaches to finding solutions. | |  |  | | |
| 24. I stimulate people to use their creativity and to explore different options to find their own solutions rather than telling people what to do. | |  |
| **Setting Objectives and Direction** | |  |  | | |
| 25. I help others set clear and achievable goals, based on their own organization’s circumstances, needs and aspirations. | |  |  | | |
| 26. I strategically help people understand the environment in which they work. | |  |
| 27. I encourage others to work towards organizational goals grounded on the realities of the community where they work and their organization’s capacity and possibilities. | |  |
| **Building Capacity** | |  |  | | |
| 28. I view and treat the people I mentor as learning partners whose skills, intelligence and experience I value and respect. | |  |  | | |
| 28. I help people to identify key allies and partners to support their growth and development. | |  |
| 29. I learn about and share resources that can advance the organization’s goals and support the organization in learning how to evaluate and utilize resources effectively. | |  |
| 30. I approach mistakes as learning moments, seeking to derive knowledge from them through dialogue and reflection. | |  |
| 31. I encourage people and organizations to continue to develop new knowledge and skills. | |  |
| 32. I encourage and support leaders to develop and empower the leadership of others in the organization. | |  |  | | |
| Developed by Judith Sulsona, 2018. Format adapted from UCD HR | Mentoring Skills Checklist | | | **2** |