Mentors, Coaches and Sponsors (Oh My)

How to Build a Leadership Network

NYU Leadership Initiative
Fall 2016
Founded in 2013, the NYU Leadership Initiative is galvanizing a network of young leaders who reflect the diversity of our global society and are prepared to solve today’s complex challenges.
Our vision is for NYU students to find the leader in themselves—to uncover their passion and embrace their potential to be active changemakers in their careers and communities.
We invite students to rethink leadership as a process and a leader as someone who is self-aware and knows how to engage others in building shared vision and taking action to achieve positive change.
What do we offer?

- Leadership Development Programs
- Open Workshops and Public Events
- Global Awards Application Support
- Reynolds Program for Social Entrepreneurship
Quick facts about me:

- From Cali, Colombia to Jackson Heights, Queens
- Managed programs at Harvard University and NYU in the US, Ghana, Abu Dhabi and Prague
- BU and NYU graduate
- World Bank report on migration as development
- Upwardly Global Mentor
- Currently serve as Associate Director for Undergraduate Leadership Initiatives
- Explore developmental relationships (mentors, coaches and sponsors) and their role in supportive networks

- Map your current network and identify a goal for building it

- Practice telling your story to build a mentoring relationship

- Discuss how to turn peers, faculty and others into a valuable support network
EXPLORING DEVELOPMENTAL RELATIONSHIPS
What is MENTORING?
Mentoring

**Definition:** A developmental relationship focused on sharing, learning and reflection often with a goal of guidance or advice.

**Needs:** vulnerability, generosity, honesty, specificity, time
“Mentoring is a particular kind of interaction. It involves the mentee telling the mentor a story and getting advice from the mentor in reaction to that story.”

**Peer Mentoring:**

1) Internal Allies

2) External Supporters
What is COACHING?
Coaching

**Definition:** A developmental relationship focused on improving performance on specific skills or abilities – bridging the gap from where you are now and where you want to be.

**Needs:** observation, evaluation, honesty, specificity, time
"Based on observation [a coach] identifies specific skill deficiencies and other behaviors that may need attention. A good coach gives you one or two specific suggestions for ways you can improve a particular skill.”*

*Kaplan, Robert (2013) What You're Really Meant to Do: A Roadmap for Reaching Your Unique Potential*
What is SPONSORSHIP?
**Definition:** A developmental relationship where a leader with influence fights for you to get a job, promotion, challenging assignment, growth opportunity or exposure to other influential decision-makers.

**Needs:** time, trust, influence, shared commitment, evidence of results, ongoing relationship
A sponsor “advocates for protégé’s promotions, connects to senior leaders and prepares protégé for more senior roles”*

*Murphy, Wendy (2014) Strategic Relationships at Work*
### Johari Window

<table>
<thead>
<tr>
<th></th>
<th>Known Self</th>
<th>Blind Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Things we know about ourselves and others know about us</td>
<td>Things others know about us that we do not know</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Hidden Self</td>
<td>Unknown Self</td>
</tr>
<tr>
<td></td>
<td>Things we know about ourselves that others do not know</td>
<td>Things neither we nor others know about us</td>
</tr>
<tr>
<td>4</td>
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</tbody>
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Developing authentic relationships requires self-disclosure and feedback*

**Self-disclosure:** Disclosing small, harmless things builds trust but avoid over-sharing information that may place you at a disadvantage.

**Feedback:** People have different preferences in terms of how they approach giving and receiving feedback. Build trust first and start gradually

*Source: Communication Skills Training from MindTools (2016)*
Looking Ahead: Your Network

Page 1

- Identify 10-16 people
- Draw connections
Page 2

- Identify groups
- Evaluate the depth of your relationships
- Transfer names from page 1 to page 2

Take 10 minutes to complete the diagnostic!

MENTOR: Peers, professors, alumni, administrators who offer advice
COACH: Supervisors, professors, peers, and others who help me improve my performance
SPONSORS: Decision-makers with influence who fight for your success

10/25/16
Relationships are key to leadership. The sum of your relationships is your network. Effective networks are ..

**DIVERSE (Open):** Connections don’t know each other. Information and resources rich.

**DIVERSE (Context):** Connections built across boundaries. Access to different context, information

**DEEP:** Strong relationships and strong social capital. Commitment is strong.
Discuss with a partner
(3 min each)

• What are your networks strengths?
• Do you see gaps in your current network?
• If you were to build a new mentor or turn an existing relationship into a mentor, who would you pick?
• Why?
SMART goals have a higher success rate
PRACTICE TELLING YOUR STORY
Exercise: What is your Story?

Let’s pretend you are sharing your story with your mentor. Find a partner and tell them about this person. Your partner will assume the role of your mentor.
Describe a past experience that informs your current interests. How does this story describe where you want to have impact?

THE PAST IS YOUR LESSON
Where are you currently in your academic, leadership or career trajectory?
What do you see yourself doing in the future? Describe one possibility. What seems easy about that? What feels like a mystery?

THE FUTURE IS YOUR MOTIVATOR
Share feedback with your partner (3 min each):

• What resonated most with you?
• From everything I shared, what are you most curious about?
• What areas of my story need clarity?
What is the connection between your story and leadership?

We did a PAST, PRESENT, FUTURE exercise to help you practice articulating your personal story.

This exercise is a good first step to crafting your story - it gives your listener an opportunity to learn about your background (your past), what you are currently doing (your present) and where you want to be next (your future). Use it during networking events or to start a conversation with a faculty member, peer or potential employer!

Telling your PERSONAL story is an important and ongoing leadership practice. Stories INSPIRE and MOTIVATE others to TAKE ACTION but it takes time to master telling a compelling story. Mastering your story also requires sharing and getting feedback!
Remember:
It’s a two way two way street

**Needs**: active listening, creativity, and follow-up
CLOSING THOUGHTS FOR BUILDING YOUR NETWORK
Do:

→ Build a cadre of people you can turn to for advice when you need it

→ Nurture relationships with people whose perspectives you respect

→ Think of both long-term and short-term relationships

Demystifying Mentoring, by Amy Gallo
Don’t:

→ **Assume** that because you are successful or experienced in your field that you **don’t need a mentor**

→ **Rely on one person** to help guide you in your career

→ **Expect to receive mentoring without providing anything in return**

Demystifying Mentoring, by Amy Gallo
All of this can be difficult in practice. What have you found most challenging?
Sign-up for follow-up coaching!

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