

ENVIRONMENTAL
LAW

The logo for the California Lawyers Association, featuring the text "CALIFORNIA LAWYERS ASSOCIATION" in white, bold, uppercase letters, enclosed within a white, stylized bracket shape.

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Mentorship Program

Training Session on Mentoring & Coaching

March 14, 2023

Agenda

- 1) Program Overview
 - Miles Hogan
- 2) Mentoring
 - Letitia Moore & Brett Morris
- 3) Coaching
 - Dee Dee Dickey
- 4) Question & Answer
 - Peter Ton

NEW!

ELS Mentorship Program

- Pairs newer attorneys with more experienced attorneys to provide the following benefits:
 - **For mentees.** Newer attorneys can broaden their network, develop meaningful professional relationships, gain valuable knowledge and insight into the profession, or even successfully transition from another field into practicing environmental law.
 - **For mentors.** More experienced attorneys can contribute to the professional development of new attorneys, identify potential new hires, develop their own communication and leadership skills, and experience the value of giving back to the profession.
- Program website: <https://calawyers.org/section/environmental-law/mentorship-program/>

Criteria & Matching

- Any current ELS member willing to commit to the mentorship program for 1 year is welcome to participate as a mentee or mentor.
 - Mentee (0-5 years of practice)
 - Mentor (5+ years of practice)
- Match letters e-mailed from January to early March.
- ELS tried to match mentors and mentees based upon the availability of the applicant pool, and the preferences communicated in the applications (such as geographic proximity, practice areas within environmental law, or common personal backgrounds).

Guidelines

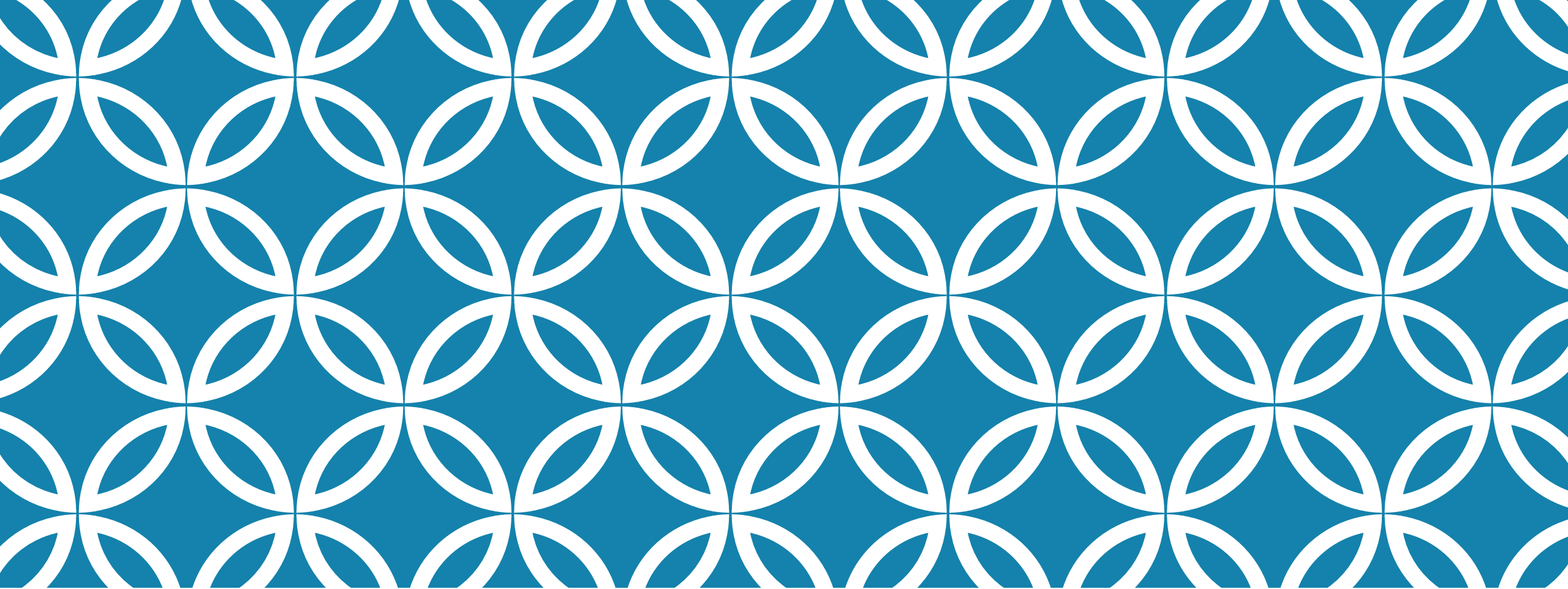
- Participants may have different objectives, interests, or communication styles.
 - Develop your own personal ways for sharing your experiences with one another.
- At minimum, the mentor and mentee should:
 - Meet and discuss their goals and reasons for participating in the program.
 - If you have not done so, please reach out to your mentee in the next 2 weeks to introduce yourself and set up an initial discussion.
 - Connect at least 4 times during this yearlong commitment.
 - You are welcome to continue connecting once the year is over.
- If mentee is nonresponsive, please contact Mentorship Program for assistance.

Ways to Be a Resource

- Mentors can be a valuable resource to their mentees:
 - Assist with job searches
 - Reviewing resumes or offers
 - Conducting mock interviews
 - Assist with practice development
 - Building skills, discussing performance, sharing knowledge resources, discussing legal scholarship in shared areas of practice
 - Inviting to attend hearings or other proceedings
 - Provide valuable career planning advice
 - Discuss short-term and long-term professional goals
 - Share networks
 - Attend relationship-building events together

Suggested Activities

- Activities to help facilitate the relationship:
 - Introduce a mentee to a judge or another experienced practitioner.
 - Invite a mentee to observe a court hearing, trial, administrative proceedings, or public workshop (possibly via videoconference if remote participation is available).
 - Participate together in an Environmental Law Section or CLA networking event.
 - Read and discuss a new case or an article from the section's *Environmental Law News*.



HOW A COACHING APPROACH CAN INCREASE YOUR IMPACT AS A MENTOR

Dee Dee Dickey
Dickey Coaching &
Consulting



ABOUT ME

Former environmental lawyer.

Now coach attorneys and other professionals who want to thrive at work—and in the rest of life.

Help people navigate career challenges and shifts with greater clarity and confidence.

Coached Environmental Law Section's 2022 Diversity and Inclusion Fellows.

MENTORING AND COACHING—WHAT'S THE DIFFERENCE?

Mentor shares wisdom and guidance based on their own experience.

Coach asks thoughtful questions in confidential sessions to help clients gain clarity about:

- What they want to achieve,
- Obstacles that may get in the way, and
- Strategies to meet their goals.

Source: International Coaching Federation

WHAT'S A COACHING APPROACH TO MENTORING?

Coaching approach: my term to describe using some practices you can use to ask open-ended questions.

- Especially helpful for issues that don't have clear answers.
- Not the same as coaching by a qualified coach.
- International Coaching Federation requires that coaches it certifies take detailed and rigorous training course.

WHY USE A COACHING APPROACH TO MENTORING?

Mentor gets to know what mentee really wants and needs.

- Advice more likely tailored to hit the mark!

Allowing mentees to brainstorm some of their own answers to open-ended questions leads to:

- Greater learning from time with mentor,
- Increased chance they'll implement takeaways, and
- Sense that their time with their mentor truly helped them.

WHAT ISSUES ARE PARTICULARLY SUITED FOR COACHING APPROACH?

Career planning

- What types of work would be most fulfilling, interesting, best for mentee?
- How to find out what it's like to work in different firms or organizations?
- How to do informational interviews that answer what mentee really wants to know?

WHAT ISSUES ARE PARTICULARLY SUITED FOR COACHING APPROACH? #2

How to work more effectively?

- How to get direction and feedback?
- How to speak up?
- How to manage time?
- How to connect with other attorneys at work if working remotely most of the time?
- How to set priorities?

Personal issues

Work/life balance

COACHING APPROACH FOR MENTORS: KEY ACTIONS

- Ask one open-ended question at a time.
- Wait for the answer.
- Listen deeply and with curiosity.
- Acknowledge mentee's answers.
- Try not to offer advice until mentee has run out of ideas.

COACHING APPROACH FOR MENTORS: SUGGESTED MEETING ROADMAP

Use coaching approach to ask open-ended questions to:

- Define meeting focus.
- Clarify mentee's ultimate goal.
- Explore the issue.
- Encourage mentee brainstorming.

Then...offer advice as needed

Optional: add a meeting wrap up.

COACHING APPROACH EXAMPLES: QUESTIONS TO DEFINE MEETING FOCUS

What would you like to focus on today?

If you had to pick one thing to focus on today, what would it be?

- Useful if mentee describes a vague or complicated topic.

What would you like to accomplish in the next X minutes that would be most helpful?

COACHING APPROACH EXAMPLES: QUESTIONS RE: MENTEE'S ULTIMATE GOAL

Direct approach:

- What would you like to happen?

Visualizing the outcome:

- If you woke up/reached the end of the year/started your new job/etc. and
- You felt very happy with your job/career/life
- What would that job/career/life be like?/What would you be most proud you'd done?/What steps would you have taken?

COACHING APPROACH EXAMPLES: QUESTIONS TO EXPLORE MENTEE'S ISSUE

What does X mean for you?

- Useful if mentee uses general or ambiguous terms.

What makes the issue important to you?

What's getting in your way?

Is there anything else?

What have you tried so far?

COACHING APPROACH EXAMPLES: QUESTIONS RE: MENTEE BRAINSTORMING

What could you do to get there?

What has worked for you in the past?

What could get in your way?

What could help?

What else?



COACHING APPROACH: WHEN TO OFFER ADVICE

- Offer advice once mentee has run out of ideas.

COACHING APPROACH: ADD AN OPTIONAL MEETING WRAP-UP

Consider adding a meeting “wrap-up”.

Recalling and reflecting at the end of meeting can increase mentee’s retention of your discussion.

Examples:

- Invite mentee to talk about what they think they might do next.
- Ask them what was most helpful.



COACHING APPROACH: TRY THIS AT HOME

Imagine that you've reached this year and
You feel very happy with your job/career/life....

- What would that job/career/life be like?
- What would you be most proud you'd done?
- What actions would you have taken to get there?

CONCLUSION

Thank you!

Questions?

Want more examples of questions to ask mentees?

Contact me:

- deedee@dickeycoaching.com



Audience Questions & Discussion

Please submit questions via the Q&A feature.

Thank you!

A small investment of time can have a lifelong impact. ELS appreciates your participation.

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