

HOLDING BALANCED ONE-ON-ONES

After asking the first one-on-one questions, decide on an initial balance of mentoring, coaching, and sponsoring to use in your one-on-ones with each teammate.

- MENTOR** Give advice based on your experience; do hands-on problem solving together. Mentorship is great for people who are new to their role or the company.
- COACH** Ask open questions and offer reflections to help your teammate explore a topic more deeply and find their own answers. Coaching is ideal when you're helping someone grow and sharpen their skills.
- SPONSOR** Develop and assign your teammate stretch projects and growth opportunities with more visibility. Sponsor them to help them get to the next career level.

Everyone will need a different blend based on their stage of growth; revisit this blend as your teammate grows.

FIRST 5-10% OF ONE-ON-ONE

Share news, status, updates with each other.

MIDDLE 80-90% OF ONE-ON-ONE

Mentor, coach, and sponsor your teammate, and give them feedback.

Mentor them on: _____

Coach them on: _____

Sponsor them for: _____

Of these skills, which do they need most right now?

Mentoring Coaching Sponsoring

Give them feedback on: _____

LAST 5-10% OF ONE-ON-ONE

Wrap up and name action items.

TEAMMATE: