

Guidelines for Mentors

Davis Wright Tremaine believes that effective mentoring can help to develop the talents and skills of our associates, and will facilitate the professional development and enhance the quality of legal representation that we provide to our clients.

The mentoring program is not meant to replace the informal mentoring that occurs at the firm every day. Instead, it is intended to supplement existing relationships, and to ensure that all associates are afforded an opportunity to benefit from a mentoring relationship. Your generosity in providing your time, experience and expertise is the centerpiece of that mission.

- Learn about your mentee. Find out about their background, experiences, strengths, talents, etc. Use their resume or firm bio as a starting point.
- Determine when, where and how often you will meet (we suggest monthly). Meet in person as often as possible or talk on the phone, go for coffee, lunch, etc.
- Let your mentee know you are a resource for:

Firm and Practice Group protocol, practices and expectations.

Attorney relations or client issues.

Substantive legal questions.

- Discuss best practices and tips for managing workload, working with staff and other attorneys, etc. Ask your mentee if any current or potential problems exist that might affect their practice management.
- Become familiar with your mentee's workload—the types of matters, mix of clients, and diversity of partners and associates they are working with.
- Ask your mentee about their current matters and explore whether they give your mentee exposure to the appropriate developmental opportunities for their seniority. Discuss the types of assignments and responsibilities your mentee has had or would like to have.
- If requested, review your mentee's Practice Development Plan and provide feedback and suggestions. Consider how the Firm and/or Practice Group can help your mentee achieve those goals. Suggest which partners to work with, what committees, cases, pro bono and community activities to be involved in and training that can benefit your mentee.
- At the end of each meeting, confirm next steps, and when the next meeting will be.
- Introduce the mentee to others within the firm, your clients and other potential contacts. When appropriate, include the mentee in your business development initiatives.
- Billing and Reimbursement Codes:

Expenses: Attorney Mentoring & Integration
8061-xx-114 (xx is your office billing code)

Professional Development
0000099.041000

THE MENTORING RELATIONSHIP—AND HOW TO BUILD IT

These are suggestions to help make your mentoring relationship as productive as possible.

- People need trust, familiarity, and comfort to feel open to both giving and receiving feedback and advice. Take the time to build a personal relationship.
- Agree on how frequently you will meet. Use Outlook to schedule a series of meeting ahead of time.
- Be an effective communicator:

Listen actively and eliminate distractions.

Listen to subtle nuances in tone and pace of speech.

Think about the tone you use and how it may be interpreted.

Check for understanding and reactions to avoid misinterpretation.

WHEN MENTORING BECOMES COACHING—HELPFUL QUESTIONS

Occasionally a mentoring conversation turns into a coaching opportunity. While the goal of a mentor is often to give advice, the goal of a coach is to ask questions to assist the associate in resolving/understanding their own issues.

Discussion Model / Sample Questions

1 | Define the goal of the discussion

What topic do you want to discuss?

What do you want to achieve from our discussion?

2 | Explore what's happening

Briefly, what's happening?

What have you tried so far?

What were the results?

What seem to be the obstacles?

3 | Explore options

Describe "in a perfect world"—if you could do anything, what might you do?

Would you like suggestions from me?

Do any of these ideas interest you enough to explore further?

4 | Agree on next steps

How will you go about it?

What might get in the way?

How might you overcome that?

What and when is the next step?

When should we talk again?