



“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”
- Steven Spielberg

Mentoring Playbook

Guidance and tools for successful mentoring relationships

Global Learning & Development

Updated April 2023

Contents

About the Mentoring Playbook.....	3
Who Should Use the Mentoring Playbook?.....	3
Are You Establishing or Administering a Mentorship Program?	3
Issues with the Playbook’s Content or Links	3
Section 1: Introduction to Mentorship.....	4
Mentorship Basics.....	4
Types of Mentorship.....	4
Benefits of Mentorship.....	5
Section 2: Participant Responsibilities	7
Shared Responsibilities.....	7
Complementary Responsibilities.....	7
Mentorship vs. Other Approaches to Development.....	9
Section 3: Three Phases of Mentorship	10
Introduction	10
Phase 1: Foundation (First Conversation).....	10
Phase 2: Focus (Middle Conversations).....	11
Phase 3: Finish (Final Conversation).....	12
Section 4: Finding a Mentor	14
Mentee Readiness.....	14
Find a Mentor Informally.....	14
Enroll in a Formal Program.....	14
Can My Supervisor Be My Mentor?.....	15
Mentorship Is Not for Everyone	15
Section 5: Becoming a Mentor.....	16
Who Can Be a Mentor?.....	16
What Is Your Workplace or Industry Expertise / Experience?	16

- Mentoring Skills..... 17
- Formal Programs..... 18
- Section 6: Managing Conflicts..... 19**
 - Sources of Conflict..... 19
 - Addressing Conflict..... 19
- Section 7: Tools and Resources..... 20**
 - Mentorship Worksheets..... 20
 - CBRE Mentorship Videos 21
 - Self-paced Mentorship Courses..... 22
 - Videos and Articles on Skills for Mentees and Mentors..... 23

About the Mentoring Playbook

Who Should Use the Mentoring Playbook?

The Mentoring Playbook is for anyone who is interested in learning about mentorship or wants to pursue a formal or informal mentoring relationship. Use this Playbook to:

- Explore the purpose and benefits of mentorship
- Determine your readiness to participate in a mentoring partnership or formal mentoring program
- Leverage the Playbook's guidance, tools and resources

Are You Establishing or Administering a Mentorship Program?

If you plan to set up or administer a mentorship program, the guidance and tools in this Playbook will be indispensable. Additionally, please do the following:

- Download the [Administration Guide to Mentorship Programs](#), which helps with planning, creating, launching and maintaining mentorship programs.
- Notify Mentorship@cbre.com to:
 - Receive individualized guidance and support
 - Add your program to the list of [Formal Mentorship Programs](#)

Issues with the Playbook's Content or Links

If you detect an error, outdated link or an issue with the content or tools in this Playbook, email Mentorship@cbre.com. Describe the issue and include a screenshot or page reference, if possible. Your input and feedback will help improve everyone's experience using this Playbook.

Section 1: Introduction to Mentorship

Mentorship Basics

Definition and Purpose of Mentorship

Mentorship is an integral part of CBRE's culture. When individuals participate in mentorship and truly devote their time, effort, and attention, they cultivate a unique growth opportunity that can be career-transforming.

What is mentorship? Mentorship is a voluntary, collaborative partnership for someone with more experience (**the mentor**) who helps someone with less experience (**the mentee**) to grow or improve their:

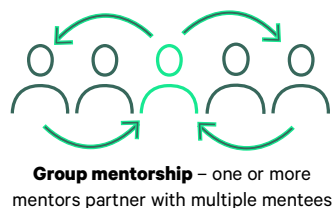
- Professional skills
- Career interests
- Relationships
- Professional aspirations and goals

The depth and breadth of what mentoring partners focus on depends on the purpose of the partnership, the mentee's unique needs and ambition, and the mentor's experience and skills.

Types of Mentorship

Individual and Group Mentorship

Mentorship can occur on an **individual**, one-on-one basis (i.e., one mentee partners with one mentor) or in a **group** setting (i.e., multiple mentees partner with one or more mentors).



The majority of mentoring partnerships at CBRE operate on an individual, one-on-one basis. The advantage of individual mentorship is the private, mentee-focused nature of the conversations. It's also easy to schedule conversations and manage the dynamics of having recurring meetings.

Group mentorship is growing in popularity at CBRE primarily because it requires fewer mentors while allowing more mentees to engage in mentorship. It also gives the mentees and mentors access to many perspectives and enables them to build multiple relationships at once, which can create a deeper sense of belonging.

Informal and Formal Mentorship

Mentorship is sometimes offered through a **formal** program for eligible participants who enroll and are matched with a mentor on an individual basis or in a group setting. Each formal program is thoughtfully created and has its own purpose, structure, expectations, requirements and eligibility criteria. Refer to the [Formal Programs Matrix](#) for a partial list of formal programs (note: the programs on this list are subject to change).

The majority of mentorship at CBRE occurs on an **informal** basis. Mentees usually find mentors organically through their own experience or existing relationships (refer to [Finding a Mentor](#) for guidance). Informal mentorship allows for a highly flexible and individualized experience because there are no formal program-specific participation guidelines to follow. However, mentees are often challenged to find a suitable mentor and they don't have the structural support that formal programs offer.

Everyone who participates in a mentoring relationship, whether formal or informal, is expected to comply with all applicable laws and regulations, CBRE Policies and Procedures, and the [Standards of Business Conduct](#).

Mentoring Conversations vs. Mentee Actions

Mentorship is built on two core activities: **mentoring conversations** and **mentee actions**.

	<p>Mentoring Conversations</p>	<p>Mentorship relies on mentees and mentors engaging in recurring, focused and productive conversations that occur in person, by phone or through a webcam.</p> <p>One hour per month is the standard commitment, but this may differ based on the partners' needs or the expectations of a formal program.</p>
	<p>Mentee Actions</p>	<p>The real value of mentorship comes through thoughtful action – such as when mentees make progress on a goal or apply what they have learned.</p> <p>Mentors will often suggest activities that mentees can do in between their conversations. Refer to the Supplemental Mentee Activities for ideas.</p>

Mentoring conversations are the bedrock of mentorship, but the actions a mentee takes in between the conversations are ultimately where the impact of mentorship shows up.

Benefits of Mentorship

The benefits of mentorship are undeniable. The statistics in the chart below were compiled by mentorcliQ, a specialized online platform that supports many of CBRE's formal mentorship programs.



Each mentoring relationship generates unique benefits for mentees, mentors and CBRE. The image below captures many of these benefits:



Section 2: Participant Responsibilities

The most effective mentoring relationships occur when mentors and mentees are clear about their responsibilities and hold themselves accountable for following through on those responsibilities.

Some responsibilities are “shared,” which means that mentees and mentors are expected to demonstrate similar behaviors. Other responsibilities are “complementary,” which means that mentors and mentees have separate responsibilities that complement each other.

Shared Responsibilities

Mentors and mentees are expected to demonstrate the following:

- **Full commitment** This is your individual willingness and ability to ensure the relationship is productive, helpful and successful.
- **Active listening** This is the ability of participants to give each other their full attention, eliminate distractions and listen in a focused way.
- **Mutual learning mindset** This is the practice that mentorship creates expected and unexpected learning opportunities for both mentees and mentors. Mentees and mentors invite feedback from each other, set goals for themselves, share what they are learning from the partnership, celebrate what works well, and talk about the relationship itself.
- **Honesty and vulnerability** *Honesty* is the ability to express what you believe is true. *Vulnerability* is the willingness to openly share something sensitive about yourself and listening thoughtfully when your mentoring partner has feedback to offer you.
- **Partnership agreement** Mentoring partners create clear agreements to help them stay focused and productive.
- **RISE Values** All work relationships are expected to model the RISE values – Respect, integrity, Service and Excellence.

For more information, refer to these resources:

- [Embracing Vulnerability](#) (6-min video)
- [The Power of Vulnerability](#) (20-min Ted Talk)
- [Partnership Agreement](#) (interactive worksheet)

Complementary Responsibilities

It is primarily the mentee's responsibility to drive the partnership – to ensure that conversations take place, to start conversations with a clear agenda, topic, goal, or question, and to take action in between the conversations.

Mentors influence the partnership and facilitate the conversations. Mentors should help mentees keep the partnership on track and ensure the conversations are focused and productive. When mentees get stuck or struggle, mentors should help them figure out what to focus on during conversations, set clear and compelling goals, and help to ensure that conversations occur and the partnership stays on track.

The table below provides more details about the complementary responsibilities of mentees and mentors.

Mentees Drive the Partnership by doing the following:	Mentors Influence and Facilitate by doing the following:
Demonstrate Openness and Willingness <ul style="list-style-type: none"> • Lower your guard • Take risks • Encourage mutual learning 	Demonstrate Care <ul style="list-style-type: none"> • Be present • Create psychological safety • Maintain confidentiality
Take Responsibility for the Experience <ul style="list-style-type: none"> • Set the focus of each conversation • Follow through on commitments • Leverage the opportunity fully 	Facilitate the Experience <ul style="list-style-type: none"> • Ask powerful questions to explore mentee's views • Listen actively to what mentee says • Provide thoughtful and effective feedback
Take Action <ul style="list-style-type: none"> • Establish a clear and compelling goal • Identify specific actions to take toward that goal • Explore obstacles and challenges 	Encourage Action <ul style="list-style-type: none"> • Encourage mentee to create goals • Help mentee decide what actions to take • Ask about mentee's progress and successes
Mentors are NOT expected to do the following: <ul style="list-style-type: none"> • Supervise or manage the mentee • Intervene in mentee's workplace or performance issues • Actively seek new jobs, promotions or advancement opportunities for mentees 	

For more information, refer to these resources:

- [Psychological Safety](#) (24-min LinkedIn Learning Course)

Mentorship vs. Other Approaches to Development

Mentorship vs. Training vs. Performance Coaching

Mentorship, training and performance coaching have commonalities, but they are quite different. Here is a brief comparison:

Mentorship	Training	Performance Coaching
A formal or informal voluntary partnership between a mentor and mentee for the purpose of growing the mentee's skills, relationships, or career.	A formal way to build a person's knowledge and skills for their role, responsibilities, position or function through a structured learning experience.	A formal way for individuals to meet performance goals through performance-specific guidance from their supervisor.
Skill and Career Focused	Role or Compliance Focused	Performance Focused
Mentee Drives the Partnership	Supervisor or an Expert Drives the Process	Supervisor Drives the Process

Mentorship vs. Sponsorship

Sponsorship deserves a special mention because it is distinctly different from mentorship but often confused with it.

Sponsorship occurs when someone with organizational power and influence helps an individual find special opportunities, projects, positions, or connections for the specific purpose of a promotion or career move. Sponsorship comes with more risk than mentorship because sponsors leverage their clout and influence, which can put their reputation at risk if the "sponsee" does not rise to the occasion.

A helpful way to sum up the difference is based on [Mentorship, Sponsorship, and Lifting Others as You Climb](#), which highlights the differences between mentorship and sponsorship this way:

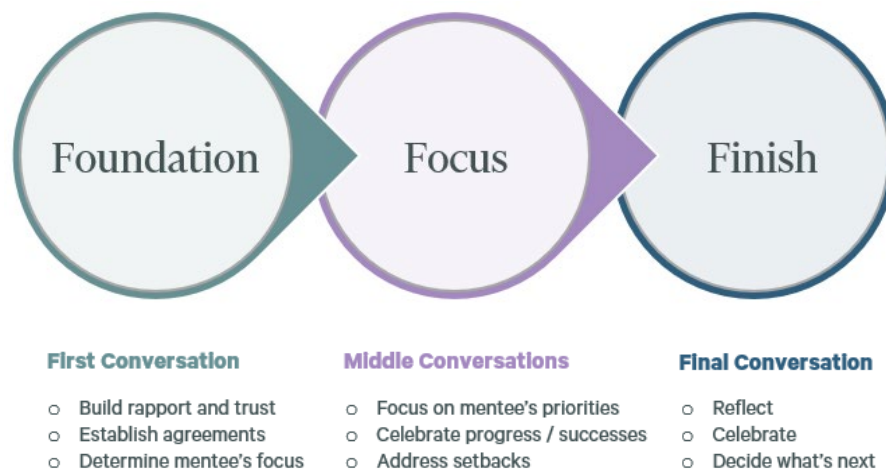
A mentor speaks **with** you.

A sponsor speaks **about** you and **for** you.

Section 3: Three Phases of Mentorship

Introduction

Mentorship can begin and end with just one conversation or it can be an ongoing partnership with multiple conversations that take place over a period of weeks, months or years. Regardless of how long the relationships lasts, they should all experience three distinct phases:



Note: This section focuses on multi-conversation partnerships. But single-conversation mentorship follows the same Foundation-Focus-Finish model in an abbreviated manner. For the first part of the conversation (*foundation*), the pair establishes the conversation's purpose, then *focus* their attention on meeting the needs of the mentee, and *finish* by reflecting on the benefits of the conversation and determining next steps.

Phase 1: Foundation (First Conversation)

The Foundation phase is the starting point for a successful partnership. During this phase, the mentee and mentor devote their attention to building rapport and trust, establishing agreements and determining the mentee's focus (i.e., focus area, aspiration, or goal). This phase usually occurs during the first one or two conversations.

Mentoring partners should collaborate on the agenda for the first conversation but, prior to the first conversation, the mentee should have a clear idea on an aspiration, goal or focus area that will drive their work together.

Partners can use ideas in the table below to inspire their actual agenda.

Foundation	Build Rapport and Trust	Determine Mentee's Focus	Establish Agreements
Agenda ideas for first 1 or 2 conversations	<ul style="list-style-type: none"> • Share current CBRE roles, work experience and backgrounds. • Ask each other “get to know you” questions to build rapport. • Share what each of you wants to gain from working together. 	<ul style="list-style-type: none"> • Explore mentee’s aspirations and potential focus area(s) for mentorship. • Mentee describes a specific focus area and goal to work on during mentorship. • Mentor describes their own focus area or goal to work on. 	<ul style="list-style-type: none"> • Create a Partnership Agreement to document how the partnership will function.

For more information, refer to these resources:

- [Get to Know You Questions](#) (one-page list of questions)
- [Partnership Agreement](#) (interactive worksheet)

Phase 2: Focus (Middle Conversations)

During the Focus phase, the mentee establishes the agenda, focus area, goal or question for each conversation. When conversations are focused on something that is important to the mentee, they are more likely to be productive and helpful. Unfocused conversations tend to create dissatisfaction which can derail the partnership.

Mentees can adapt the ideas from the table below to create their own agenda for each conversation:

Focus	Opening	Main Focus	Closing
Agenda ideas for recurring conversations	<ul style="list-style-type: none"> • Continue getting to know each other. For example, start each conversation with a question that the mentor and mentee answer. 	<ul style="list-style-type: none"> • Mentee sets the conversation’s focus with an agenda, goal, challenge, question or focus area. • Mentee shares goal progress, successes and challenges since the last conversation. • Mentee and mentor work collaboratively to address mentee’s needs. 	<ul style="list-style-type: none"> • Mentee identifies at least one take away from the conversation. • Mentee agrees to one or more actions to be completed before next conversation. • Mentee or mentor identify anything about the partnership that needs to be adjusted, as needed. • Partners schedule the next conversation.

Mid-Cycle Conversation

A mid-cycle conversation, also called a mid-point check-in, should occur at least once during the Focus phase. The purpose is for mentoring partners to reflect on their partnership and their work together, and to ensure that it continues to be focused and beneficial.




Mid-cycle conversations should occur at the mid-point of the partnership's expected duration. For example, if the partnership's duration is expected to be 9 months, the mid-cycle conversation should occur around the fourth or fifth month. If there is no set duration, the mid-cycle conversation should occur every 4-6 months.

Depending on the health of the partnership, a mid-cycle conversation can be brief (10-15 minutes) or require more time to address difficult circumstances.

In preparation for the mid-cycle conversation, mentoring partners are encouraged to:

- Individually complete their [Mentee Self-evaluation](#) or [Mentor Self-evaluation](#)
- Use the [Mid-Cycle Conversation Worksheet](#) to individually reflect on the partnership
- Collaboratively create the agenda for the mid-cycle conversation

Each mid-cycle conversation should include three parts:

	Celebration	Celebrate the mentee's goal progress and the health of the partnership.
	Mutual Learning	Identify the impact of the partnership and anything that should change.
	What's Next	Commit to agreed-upon changes to ensure a strong way forward.

Phase 3: Finish (Final Conversation)

The Finish phase is usually just one conversation – the final one. It should never be skipped because it brings closure to the relationship.

In preparation for the final conversation, mentoring partners are encouraged to:

- Individually complete their [Mentee Self-evaluation](#) or [Mentor Self-evaluation](#)
- Use the [Final Conversation Worksheet](#) to individually reflect on the partnership
- Collaboratively create the agenda for the final conversation using the agenda ideas in the chart below

Finish	Celebration	Mutual Learning	What's Next
<p>Agenda ideas for the final conversation</p>	<p>Celebrate progress and successes, including:</p> <ul style="list-style-type: none"> • Mentee's goal progress. • Notable successes for the mentee or mentor as a result of the partnership. • The benefits of working together. 	<p>Discuss and share your mutual learning, including:</p> <ul style="list-style-type: none"> • Self-Evaluation results you'd like to share. • Positive feedback for what your mentoring partner did well. • Unresolved partnership challenges or setbacks. What could we have done differently? • New or unmet needs that can be addressed in a future mentoring cycle. 	<p>Clarify the way forward by choosing a partnership option:</p> <ol style="list-style-type: none"> Continue the partnership for another mentoring cycle or on an as-needed basis. Redefine our roles. For example, reverse roles, so the mentee becomes the mentor. End the partnership with no expectation of future contact. Other?

Ending a Partnership Prematurely

Sometimes mentoring partnerships end early by design or by default.

When done with transparency and respect, ending a partnership before the full mentoring cycle has concluded is possible and sometimes preferred, such as when the partnership proves to be unproductive or unhelpful.

For more ideas, refer to the Harvard Business Review Article, [How to Break Up with Your Mentor](#).

Section 4: Finding a Mentor

Mentees can seek mentors formally, with the support of a mentoring program, or informally, without support from a formal program. Either way the mentee should start by being clear about an aspiration, goal, or focus area that will benefit from mentorship. This section outlines informal and formal methods to find a mentor.

Mentee Readiness

Before seeking a mentor or enrolling in a mentoring program, being ready is essential because you will connect with a mentor who is volunteering their time, energy and attention to help you. Confirming your readiness helps mitigate the disappointment and frustration that comes up when participants are not ready.

Mentee readiness means you have the **ambition** to engage in mentorship and the **capacity** to commit your time. Ambition relates to having a clear idea of what you would like to focus on so that you can find a mentor who has the right experience and expertise to help you. Capacity means you have the time to commit to meeting with your mentor and working on your mentoring goal.

Complete this brief [Mentee Readiness Questionnaire](#) to help you self-assess your readiness.

Find a Mentor Informally

The majority of mentorship is done informally. To find a mentor yourself (without the assistance of a formal program), try these strategies:

- Ask someone you already know if they will mentor you
- Ask colleagues and trusted advisors to recommend potential mentors
- Join groups (e.g., [Employee Business Resource Groups](#)) that expand your access to colleagues
- Use the [employee intranet](#) and other internal platforms (e.g., Microsoft Teams, Yammer, Engage) to discover who has the experience and expertise you desire in a mentor
- Connect to CBRE colleagues through external platforms, such as [LinkedIn](#)
- Watch this LinkedIn Learning video, [Insights on Mentorship](#) for more ideas

Enroll in a Formal Program

CBRE offers a variety of [Formal Mentorship Programs](#) that make it easy for mentors to get noticed, and for mentees to find a mentor. Before you enroll in a formal program, confirm that you have the capacity to participate, are eligible to participate and understand the expectations of the program.

Can My Supervisor Be My Mentor?

Because of the relationship that already exists between supervisors and their direct reports, it can be convenient for supervisors to serve as mentors.

This can work well in some circumstances – especially when the focus is on the mentee’s job, skills or career path, and if both individuals feel comfortable working together – but there are risks that can undermine job performance or strain the employee-supervisor relationship, which always takes priority over the mentee-mentor relationship. These risks include a heightened feeling of vulnerability and conflict of interest.

For these reasons, **mentees should avoid forming a mentoring partnership with their supervisor or anyone in their direct line of reporting** (e.g., their supervisor’s supervisor) outside of the basic skill, career, and relationship guidance supervisors are expected to give their team members. Nevertheless, if a mentoring partnership between you and your supervisor makes sense, always create clear agreements and pay attention to your interpersonal dynamics so that you can transparently **address conflicts or setbacks**.

Mentorship Is Not for Everyone

Mentorship is not for everyone, though, nor is it always the right time to engage in mentorship. If your readiness is not high or you cannot find a suitable mentor, consider these alternatives:

- Talk to your manager about working on a special project or taking on additional tasks to help you build specific skills, expand your network, or expand career opportunities.
- Participate in self-paced, on-demand, or facilitator-led courses and programs available through **Talent Coach** or through one of these learning platforms that offer a variety of no-cost professional development courses:
 - **LinkedIn Learning** (build a variety of skills through video-based learning)
 - **Harvard ManageMentor** (build leadership and management skills through 2-hour, self-paced courses offered by Harvard Business Publishing)
 - **Harvard ManageMentor’s Spark** (build a variety of leadership skills through focused and brief videos, articles and short lessons offered by Harvard Business Publishing)
 - **People Manager Excellence** (build 15 essential manager skills through these modules)
- Refer to these **Supplemental Mentee Activities** for ideas on how to build your professional skills with or without a mentor.

Section 5: Becoming a Mentor

Who Can Be a Mentor?

An employee with workplace or industry expertise or experience, who can responsibly guide and support a mentee, may be eligible to serve as an *informal* mentor regardless of age, company or industry tenure, seniority, or job title, or as a *formal* mentor if they meet the program's requirements. Mentors are also expected to:

- Meet a high standard of professionalism and responsibility
- Be a role model for the RISE Values
- Build trust and create psychological safety
- Facilitate conversations

Use the [Mentor Readiness Questionnaire](#) to help you assess if you are ready.

What Is Your Workplace or Industry Expertise / Experience?

Mentors should have expertise or experience in at least ONE of the five categories below. The skills and knowledge that are listed are examples only, and not meant to be a comprehensive list.

<p>Power Skills*</p> <ul style="list-style-type: none"> Innovation Facilitating Negotiating Collaboration Communication Time Management Strategic Thinking Giving Presentations Leadership / Managing People 	<p>Technical Skills*</p> <ul style="list-style-type: none"> Writing Accounting Technology Engineering Data Analysis Graphic Design Microsoft Office Adobe Creative Suite User Interface Design 	<p>Function Skills*</p> <ul style="list-style-type: none"> Finance Marketing Brokerage People (HR) Construction Digital & Tech Project Management Facilities Management Property Management 	
<p>CBRE Knowledge*</p> <ul style="list-style-type: none"> CBRE Strategy Mergers & Acquisitions CBRE Business Segments CBRE Technology Platforms 		<p>Industry Knowledge*</p> <ul style="list-style-type: none"> Industry Trends Industry Designations Industry Organizations Ethics, Law, and Regulations 	

Mentoring Skills

Mentors should also have basic mentoring skills. Often, these skills are more important than a mentor's professional experience and expertise. If you feel that you lack these skills, thoroughly leverage this Playbook.

Building Trust

A mentor's ability to build trust is essential for establishing and maintaining a strong partnership. The short video, [How Do Mentors Build Trust?](#) is a good introduction to this skill.

This table describes six dynamics of trust that mentors should pay attention to.

Psychological Safety	Mentees need to feel that they can bring their full selves to mentoring conversations and won't be humiliated or made to feel less about themselves when they speak up with ideas, questions, concerns, or mistakes. For more information, watch Psychological Safety .
Being Present	This is the ability to be physically and mentally attentive. Mentors should remove environmental distractions and avoid multi-tasking.
Vulnerability and Authenticity	Vulnerability is a willingness to openly share something sensitive about yourself, such as a failure or challenge, that, ideally, your mentee can learn from. Authenticity is the ability to express yourself humanly and genuinely.
Reliability	Reliability means that you can be counted on to do what you say you are going to do AND you show up in an emotionally calm and supportive manner.
Addressing Conflict	Mentors need to be able to approach conflict and setbacks directly, respectfully and with curiosity.
Managing Biases	Biases are learned assumptions, beliefs or attitudes about other people that can cause harm and generate distrust. Biases can be challenging to manage, especially if they are unconscious . If a mentor makes a biased statement, for example, many mentees will not be comfortable telling their mentor that they were impacted by it unless there is already strong psychological safety and trust.

Facilitating Conversations

Mentors are known for supplying quality information and guidance, but a key skill that elevates mentorship and transcends traditional advice-giving is the ability to facilitate a conversation.

These linked resources in this table introduce and support a broad range of facilitation options:

<p><u>Mentor Activities to Facilitate Conversations</u></p>	<p>This document describes numerous ways to facilitate mentorship conversations and provides links to other resources for additional guidance.</p>
<p><u>How to Create Focused Conversations</u></p>	<p>This 4.5-minute video describes two common ways that mentors approach conversations – the advice-driven Expert Approach and the question-driven Coach Approach.</p>
<p><u>How to Mentor Someone Who Doesn't Know What Their Career Goals Should Be</u></p>	<p>This 5-minute Harvard Business Review article gives mentors ideas on how to help mentees who are unclear about their career aspirations and goals.</p>
<p><u>The GROW Model</u></p>	<p>This 5-minute video introduces the GROW Model, which uses a question-based, coach-approach to help mentors structure conversations when the mentee has a clear goal in mind.</p> <p>The fillable worksheet can be used by the mentor and/or mentor to take notes during the conversation.</p>
<p><u>GROW Model Worksheet</u></p>	<p>This fillable worksheet can be used by the mentor and/or mentor to take notes during a conversation when the mentor uses the GROW model.</p>
<p><u>Helping Unprepared Mentees</u></p>	<p>Mentees are usually ambitious about participating in mentorship, but some mentees lack clarity or certainty about what they want to focus on. Since this is not ideal for productive conversations, use this handout to help mentees gain clarity with simple open-ended questions or have a deeper conversation about the mentee's readiness for mentorship.</p>

Formal Programs

CBRE has formal programs that may fit your expertise or experience. Some are made available on an invitation-basis only; others are “open” programs, which are widely available to anyone who qualifies to participate.


Visit the Open Programs page on the [mentorcliQ platform](#) to see active “open” programs. Before enrolling in any program, carefully review the requirements to be a mentor.

Section 6: Managing Conflicts

Sources of Conflict

Mentoring partnerships are not immune from conflict or experiencing setbacks, which can easily stall a partnership's progress or cause the partnership to completely derail and abruptly end without proper closure.

Conflict comes in many forms and can be caused by the absence of numerous interpersonal dynamics. This chart highlights common forms of conflict and, when certain interpersonal dynamics are absent, they can lead to conflict.

Common Forms of Conflict	Conflict often Occurs in the Absence of
<ul style="list-style-type: none"> • Disagreements • Misunderstandings • Breach in confidentiality • Trust has been undermined • Mentee is in “awe” of mentor • Not following the RISE values • Mentor gives too much advice • Routinely cancel conversations • Routinely arrive late to conversations • Withholding to avoid being vulnerable 	

Addressing Conflict

When conflict occurs, the key is to address it thoughtfully and respectfully. Partners who treat conflict and setbacks as “opportunities” reinforce a mutual learning mindset and can generate a new awareness, deepen trust with their mentoring partner and create an unexpected growth opportunity.

The **Mentorship Conflict and Setback Worksheet** walks you through a simple resolution process and provides a sample conversation.

For more help managing a conflict, refer to LinkedIn Learning's course, [How to Resolve Conflicts](#).

Section 7: Tools and Resources

Mentorship Worksheets

Pre-Mentorship Worksheets

Tool Name (Linked)	Description
Mentee Readiness Questionnaire (Mentees)	Online tool to assess your readiness to be a mentee
Mentor Readiness Questionnaire (Mentors)	Online tool to assess your readiness to be a mentor
Formal Mentorship Program Matrix	A brief description of many of CBRE's formal mentorship programs

Foundation Phase Worksheets

Tool Name (Linked)	Description
"Get to Know You" Questions	Discussion questions to build trust and rapport
Mentoring Partnership Agreement	Worksheet to document agreements
Professional Development Resources (Mentees)	A variety of courses and resources to help mentees build skills
Helping Unprepared Mentees (Mentors)	Questions you can ask when mentees are unclear about their focus

Focus Phase Worksheets

Tool Name (Linked)	Description
Mentor Activities to Facilitate Conv's (Mentors)	Examples of activities that mentors can use during conversations
Supplemental Mentee Activities (Mentors)	Examples of activities that mentors can recommend to mentees
Mid-Cycle Conversation Worksheet	Worksheet to prepare for and structure a mid-cycle conversation
Mentee Self-evaluation Worksheet (Mentees)	Worksheet for mentees to evaluate and reflect on the partnership
Mentor Self-evaluation Worksheet (Mentors)	Worksheet for mentors to evaluate and reflect on the partnership
Mentorship Conflict and Setback Worksheet	Worksheet to evaluate and address conflicts and setbacks
Helping Unprepared Mentees (Mentors)	Questions you can ask when mentees are unclear about their focus

Finish Phase Worksheets

Tool Name (Linked)	Description
Final Conversation Worksheet	Worksheet to help conclude the partnership
Mentee Self-evaluation Worksheet (Mentees)	Worksheet for mentees to evaluate and reflect on the partnership
Mentor Self-evaluation Worksheet (Mentors)	Worksheet for mentors to evaluate and reflect on the partnership

CBRE Mentorship Videos

These brief, internally created videos focus on various aspects of mentorship and strategies for success.

Video Name (Linked)	For Mentees?	For Mentors?	Video Length (Min)
What Is Mentorship?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2:08
Benefits of Mentorship	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1:27
Challenges of Mentorship	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3:43
Responsibilities of Mentors and Mentees	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3:02
Phases of a Mentoring Partnership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1:14
Confidentiality in Mentorship	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2:39
How to Close a Mentoring Partnership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	4:12
How Do Mentors Build Trust?		<input checked="" type="checkbox"/>	4:03
How to Create Focused Conversations		<input checked="" type="checkbox"/>	4:31
What Approach Should Mentors Take?		<input checked="" type="checkbox"/>	2:34
The GROW Model		<input checked="" type="checkbox"/>	4:52
How to Balance Content and Process		<input checked="" type="checkbox"/>	4:17

Self-paced Mentorship Courses

Internally created, self-paced mentorship training is currently being developed. When it is available, this section will be updated.

Third-party Mentorship Courses

The self-paced courses listed below are from third parties. The content cannot be altered, so you may notice some philosophical or procedural differences compared to the Playbook. Use your best judgment when making decisions about how you approach mentorship.

Course	For Mentees?	For Mentors?	Course Length (Min)
How to Be a Good Mentee and Mentor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	27:00
Career Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	120:00
How to Resolve Conflicts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	52:00
Find a Mentor Who Will Help You Grow	<input checked="" type="checkbox"/>		20:00
Being an Effective Mentor		<input checked="" type="checkbox"/>	60:00
Becoming an Inspiring Mentor		<input checked="" type="checkbox"/>	47:00
Strategic Mentoring		<input checked="" type="checkbox"/>	10:00
Coaching		<input checked="" type="checkbox"/>	120:00

Other Third-party Courses

The self-paced courses listed below are from third parties. The content cannot be altered, so you may notice some philosophical or procedural differences compared to the Playbook. The content may not refer to mentorship, specifically, so use your best judgment to adapt the course's lessons to mentorship.

Course	For Mentees?	For Mentors?	Course Length (Min)
Uncovering Your Authentic Self at Work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	28:00
Communicating Across Cultures		<input checked="" type="checkbox"/>	32:00
Overcoming Cognitive Bias		<input checked="" type="checkbox"/>	33:00

Videos and Articles on Skills for Mentees and Mentors

The following videos and articles come from a variety of sources. Some of the resources address mentorship directly; others address skills or philosophies that relate to mentorship.

Videos

Videos (Linked)	For Mentees?	For Mentors?	Length (Min)
The Career Advice You Probably Didn't Get	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	14:00
The Power of Vulnerability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	20:00
Embracing Vulnerability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6:00
Mentor Moment: Get Comfortable with Risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2:00
Seek Mentors Who Expand Your Comfort Zone	<input checked="" type="checkbox"/>		3:15
One-minute Habit for Better Listening		<input checked="" type="checkbox"/>	2:30
Active Listening		<input checked="" type="checkbox"/>	4:03

Articles

Articles (Linked)	For Mentees?	For Mentors?	Length (Min)
Mentorship Is Not a One-Way Street	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	8:00
What Mentors Wish Their Mentees Knew	<input checked="" type="checkbox"/>		3:00
How to Give Back to Your Mentor	<input checked="" type="checkbox"/>		5:00
Being Experienced Doesn't Automatically Make You a Great Mentor		<input checked="" type="checkbox"/>	4:00
Good Mentors Help You Work Through Strong Emotions		<input checked="" type="checkbox"/>	3:00
Five Questions Every Mentor Must Ask		<input checked="" type="checkbox"/>	3:00
Mentor People Who Aren't Like You		<input checked="" type="checkbox"/>	3:00
What the Best Mentors Do		<input checked="" type="checkbox"/>	4:00
6 Things Every Mentor Should Do		<input checked="" type="checkbox"/>	9:00
Mentors, Stop Saying "I Understand"		<input checked="" type="checkbox"/>	8:00
What Efficient Mentorship Looks Like		<input checked="" type="checkbox"/>	4:00
How to Mentor Someone Who Doesn't Know What Their Career Goals Should Be		<input checked="" type="checkbox"/>	5:00
Great Mentors Focus on the Whole Person		<input checked="" type="checkbox"/>	6:00

Mentoring Playbook

For more information

Paul Plamondon, MS, CPCC

Director, Learning & Development

Mentorship@cbre.com