



Month 1

Preliminary Work:

Mentees and Mentors – view: The Art of Career Development (3 minutes)

Gianpiero Petriglieri, Associate Professor of Organizational Behavior, INSEAD

<https://hbr.org/video/2226820990001/the-art-of-career-development>

Prof. Petriglieri explains that career development:

- Should build on a foundation of expertise
- It should prove the work you do matters
- Is successful when managers are courageous i.e. 'put yourself out there'

You need a connection to a **community** that teaches, inspires and supports you – the **Institute of Hospitality** is a good example of a community of like-minded professionals.

Mentor, please discuss with the mentee how membership of a professional body, with its publications, events and industry network, is an immediate way to connect to a community of hospitality managers (both in business and academia) and to have one's career growth recognised through post-nominals

Setting SMART goals for career development

Mentees, please contact your mentors to schedule your first meeting. Then, both mentor and mentee should prepare for the meeting by viewing some brief podcasts (the links are located below), then move to reading the articles.

Lastly, mentees can start drafting 2 – 3 brief, achievable career goals or, if you are having any difficulty, discuss goal setting during the first meeting with your mentor. Consider how these goals can make your hospitality career more rewarding.

Are both your Linked-In / equivalent profiles up to date?

Reading material

Mentors and mentees – read *HBR's 10 Must Reads on Managing Yourself*. Boston, Mass: Harvard Business Review Press, 2010. Chapter 1, How will you measure your life? *eBook Collection (EBSCOhost)*, EBSCOhost. See:

<https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=675132&site=ehost-live>

Mentees – read Cubed, P 2013, 'How to Advance Your Career', *Caterer & Hotelkeeper*, 203, 4776, p. 34, Business Source Corporate, EBSCOhost.
<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=87777062&site=ehost-live>

PODCASTS

Mentors, please view:

How to change people's perception of you (6 minutes)

<https://hbr.org/video/4471480542001/how-to-change-peoples-perception-of-you>

Heidi Grant Halvorson, author of '**No one understands you, and what to do about it**' discusses power, who has it, how others appear to leaders and tips for how a successful leader can ensure their vision doesn't become too narrow.

- For the powerful, committing to be more fair and unbiased is too vague. Spell out what steps or activities must be taken by leaders to get past any biases.

Mentors and Mentees, please view:

To Clarify Your Purpose, Reflect on Your Childhood (3 minutes)

Nick Craig, president of the Authentic Leadership Institute, discusses how to examine your life's experiences to find your leadership purpose.

Mentors and Mentees, discussion point: Do you have a 'frog' moment in your life? If so, how does it explain your current choice of role or career?

<https://hbr.org/video/3479668068001/to-clarify-your-purpose-reflect-on-your-childhood>

Mentees: view

Setting Your Goals Without Jargon

Stacey Barr, performance measure specialist at Stacey Barr Pty Ltd, recommends using sensory words to find more meaningful goals instead of vague 'weasel words' and business jargon.

<https://hbr.org/video/2859497681001/setting-your-goals-without-jargon>

ARTICLES

Mentees: read chapter 7 (don't worry, it's 1 page!) of the **HBR Guide to Getting the Mentoring You Need**. (2014). Chapter 7, Defining your goals and expectations (1 page). This publication can be found in our library:

https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=675238&site=ehost-live&ebv=EB&ppid=pp_96

Mentors and Mentees, please read a good article, '**Begin with the End in Mind: The Goal-driven Mentoring Relationship**' (2011). This will help you better understand

goal setting in the mentoring relationship and how to fix on the 2-3 goals for the Mentor Me process. It can be downloaded:

<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=57264808&site=ehost-live>

Mentors and Mentees, please read '**How will you measure your life?**' from HBR's 10 Must Reads on Managing Yourself. (2010) This is available in the Institute's library:

<https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=675132&site=ehost-live>

Now, please update your meeting record on the IoH website and schedule meeting #2.