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## **What the Best Mentors Do**

conventional failure over unconventional success; good mentors should encourage exploration of the latter.

**Be more loyal to your mentee than you are to your company.** Of course, we all want to retain our best and brightest. We also want our people to be effective in our organizations. That said, the best mentors recognize that in its most noble and powerful form, leadership is a duty and service toward others, and that the best way to inspire commitment is to be fully and selflessly committed to the best interests of colleagues and employees. Don't seek only to uncover your mentees' strengths; look for their underlying passions, too. Help them find their calling. Most of us have experienced people, such as friends, religious leaders, and family members, who serve as our anchors and guides outside our workplaces. Why can't we bring this same high level of trust and support *inside* the workplace? In a lot of cases, we owe it to mentees to serve as something more than just career mentors.

The best mentors avoid overriding the dreams of their mentees. If an employee and a job aren't a good fit, or if an ambitious employee realistically has limited upward mobility in a company, a good mentor will help that employee move on. They might be better suited to another role within the organization, or even to a new path somewhere else.

At its highest level, mentorship is about being "good people" and having the right "good people" around us — individuals committed to helping others become fuller versions of who they are. Which is why the organizations and leaders I've come to admire most are the ones devoted to bringing others along.

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