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Best Mentors: Lori Hartglass Stresses Respect, Expressing Gratitude

The Saul Ewing real estate partner first makes sure the mentee wants to be mentored.

By Catherine Wilson | September 28, 2020



Lori R. Hartglass, Arnstein & Lehr. Photo: J. Albert Diaz

LORI R. HARTGLASS

Title: Partner

Firm: Saul Ewing Arnstein & Lehr

Name a secret ingredient or two for effective mentoring. First, the mentee must be a person who wants to be mentored. There were a couple of occasions where I was asked to mentor some people, but the persons were not genuinely interested in being mentored. It is best when the request comes from the person who wants to be mentored, not a third person. Then, I think back to my personal experience and also all the advice I received from my various mentors, and I try to combine the information and make it relevant to the mentee.

What's the most important leadership lesson you've learned and why is it so valuable? It is most important to treat everyone with respect and kindness and to frequently express gratitude. This is the best way to build morale and to instill loyalty. I do everything I can to make sure great employees are rewarded and vendors who go the extra mile are paid on time. This is very valuable because whenever I have a matter that requires emergency attention, my team will be there for me to help meet any important deadlines, no matter how ridiculous or unreasonable.

Which leadership skills were the most difficult for you to develop? It took me a while to be able to speak out in meetings with primarily men. It was my nature to be polite and not to interrupt, and those traits would limit my participation. By observing male colleagues, I learned how to interject myself into a discussion and to turn up my voice volume without feeling uncomfortable.

How do you teach negotiating skills? I have permitted mentees to listen to me on phone conferences and to attend meetings with me so that they could observe what I do.

When trying to obtain buy-in for something new or sustaining, what tactics work for you? I either persuade the person how it will benefit him/her or make him/her think that it was his/her own idea.

Do you have any quick tips for re-energizing an overworked team? I suggest ordering in food, taking people out to lunch and giving token gifts to make people feel appreciated.

What are the best ways for people to stay connected to a key mentor over time and locations? It is best to touch base with an occasional email or phone call.

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