

# H.U.M.A.N. First™ Leadership

## PSA Airlines ASCEND Mentorship Program

A Summary Guide for Mentors & Mentees

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Whether you were in today's session or are reading this to catch up — what follows is everything you need to know to show up fully for the person PSA paired you with.

This is not a recap. This is a foundation. Read it before your next meeting.

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### WHY THIS MATTERS


#### Proximity is not connection.

Many of you work within feet of each other at PSA. Same building. Same hallways. And until ASCEND — you had never met.

ASCEND closed that gap. But the program only becomes something real if both of you decide to make it real. Not just in the first meeting. Consistently. In every conversation that follows.

75% of what this relationship becomes is determined by how both of you show up. Not the program design. Not the matching algorithm. Both of you.

That means how present you are. Whether you follow through on what you said you would do. Whether a canceled meeting gets a new time on the calendar that same day. Whether the conversations go somewhere real — or stay safe.

 **BOTH:** Choosing harder means — when a meeting gets rescheduled, you put a new time on the calendar that same day. Not eventually. That day.

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## THE H.U.M.A.N. FIRST™ FRAMEWORK

### Five capabilities. One relationship.

These are not new skills. You are not here because you're missing something. You're here because the pace of everything around you has quietly crowded out what you already know how to do.

These five capabilities — practiced consistently — are what make this relationship worth everything PSA invested in building it.

**H**  
HEAR

Listen beyond the words to what's really being communicated.

**MENTOR** Listen for what your mentee isn't saying yet. The most important things rarely get said first — they get said when someone feels safe enough.

**MENTEE** When your mentor asks how it's going — tell them something true. Not just 'good.' Something true. That's what transforms a check-in into a real conversation.

**U**  
UNDERST  
AND

Read what's really happening beneath the surface of every interaction.

**MENTOR** You see PSA from a vantage point your mentee hasn't reached yet. What felt confusing at their stage that nobody explained to you? That's exactly what they need to hear.

**MENTEE** Your mentor can only meet you where you actually are — not where you're pretending to be. Showing up as the polished version of yourself keeps this relationship at the surface.

**M**  
MOTIVATE

Connect individual effort to what actually matters.

**MENTOR** Before your next meeting — think about one specific thing your mentee did that deserves to be acknowledged. Name it out loud. Don't assume they know you noticed.

**MENTEE** When your mentor checks in on you — don't rush past it. What they're really asking is: how are you, really? Answer that question.

**A**  
AMPLIFY

Elevate the right voices — including your own.

**MENTOR** Your job is not to clone yourself. It's to make your mentee's best ideas louder than yours. Think about one person in your network they should know. One introduction before this program ends.

**MENTEE** Amplify also means speaking up when something isn't working. If you need something different from your mentor — say it. That's not complaint. That's ownership.

**N**  
NAVIGATE

Lead with clarity even when certainty is off the table.

**MENTOR** When you don't know what to do in a session — say so. Communicate before someone asks: what I know, what I don't, what I'm doing about it.

**MENTEE** Don't go quiet when you feel uncertain about where this program is taking you. Uncertainty is normal. Going silent is where distance starts.

💡 **BOTH:** The question underneath the answer sounds like — 'say more about that' or 'what's making that hard right now?' Two sentences. That's the difference between a surface conversation and a real one.

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#### ON AI AND HUMAN CONNECTION

## 89% of HR leaders say AI will reshape how we work in 2026. And they're right.

AI can analyze data. It can optimize schedules. It can surface patterns no human could find in the same amount of time.

But AI cannot sit across from someone who just got passed over for a promotion and know exactly what to say. It cannot notice that the person it's developing has gone quiet in the last two meetings. It cannot decide that another human being is worth its full attention on a Tuesday afternoon when there are a hundred other things competing for that attention.

That is a human capability. Specifically — it is a H.U.M.A.N. First capability. And in this relationship, it belongs to both of you.

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#### THE DRIFT

## The drift is silent. The cost is invisible. Until it isn't.

Here is what drift looks like in a relationship like this.

It doesn't start with a big falling out. It starts with a meeting that gets rescheduled once — because something came up. That's fine. Life happens.

But then it gets rescheduled again. And this time nobody sets a new time that same day. And the conversations — when they do happen — start staying at the surface. Not because either person decided to check out. But because going deeper takes energy that everyone is already running low on.

So the questions get safer. The answers get shorter. And somewhere along the way the person on the other side of this relationship quietly learns — this isn't that kind of relationship.

Nobody quits. Nobody says they're disengaged.

The relationship just becomes a calendar item nobody cancels but nobody means anymore.

Not because you stopped caring. Because the pace crowded it out.

You are three weeks in. The introductions are done. The energy of something new is starting to settle into the reality of everything else on your plate.

This is exactly the moment drift begins. And this is exactly the moment you get to decide it won't.

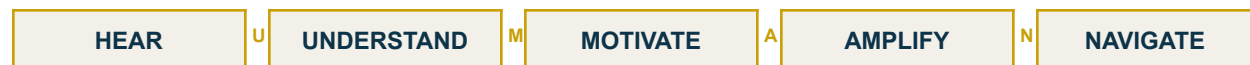
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#### YOUR COMMITMENT

### Choose one. Your next meeting is where it starts.


Of the five H.U.M.A.N. First capabilities — which one does this relationship need most from you right now?

Not the one you're best at in general. The one this specific relationship is asking of you.



Before your next meeting — send one message, schedule one conversation, or do the one thing tied to that capability.

Not a plan. One thing. This week.

 **BOTH:** Commitments made after sessions like this one either happen in the next 48 hours — or they don't happen at all. Don't let this be a good document you read once.

**BEFORE YOUR NEXT MEETING**

## **Send one message.**

Not about logistics. Not about the agenda.

Just —

| "I'm glad we're in this together."

That's how it starts.

## **Growth has no finish line.**

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