

Mentorship Program

Mentee Guide

Contents

- Introduction to the Mentorship Guide 3
- Mentorship Guide for the Mentee 4
 - What is a Mentorship?..... 4
 - Benefits and Roles within a Mentor/Mentee Relationship 5
- Mentorship Toolkit – Launching the Relationship 7
 - Establishing a Relationship with your mentor 7
 - Setting Objectives with your Mentor..... 7
 - Guidelines to Consider 7
 - Guidelines to Consider – Cont. 8
 - The Mentoring Environment 8

Note: You can jump to a section of the guide in *Contents* by pressing: CTRL+Click over the section or topic you wish to go to

Introduction to the Mentorship Guide

This guide, focused specifically on mentoring, will help employees grow in their career development. This guide serves as an important tool in developing leaders across the organization. The first part of this guide provides a high-level overview of mentoring. The second part provides tools to support the mentoring relationship.

Mentoring happens every day and can take many shapes and forms. In this guide, we use the terms mentor and mentee to describe the participants in a mentoring relationship.

A key to understanding the mentoring relationship is that mentoring is not done to someone; it is done with someone. Successful mentoring requires an investment of time and effort – a commitment from both the mentor and the mentee.

A lot of people have gone further than they
thought they could
because someone else thought they could.

~ Zig Ziglar

Mentorship Guide for the Mentee

A mentorship can help employees acquire skills, knowledge and behaviors needed to perform in their current job successfully and to create exposure and visibility for future opportunities. Through a mentorship, a good mentor can help remove organizational barriers by providing support, direction, and feedback regarding career paths and personal development.

This guide is designed to help you better understand a mentoring program and to provide guidance, resources and steps for taking part in a program as a mentor or mentee.

What is a Mentorship?

Mentoring is a two-way relationship that can facilitate career development and organizational growth and learning. In a mentorship, a person with greater experience, knowledge or expertise is in the unique position to help another person develop both professionally and personally.

Mentoring:

- Encourages growth.
- Effectively circulates knowledge and transfers skills throughout the organization.
- Builds a sharing, trusting relationship between two people.
- Helps individuals move towards fulfilling their full potential.
- Provides a valuable, additional source of objective feedback.
- Promotes mutual learning through shared dialogue.
- The duration of a typical mentoring relationship is six (6) months or more. Mentees/Mentors are encouraged to continue the relationship as long as it is mutually beneficial.

By utilizing best practices, a mentorship is another way you can take control of your own growth and development...and your career!

Benefits and Roles within a Mentor/Mentee Relationship

Mentoring is a proven developmental technique that positively affects the mentor, the mentee, and the organization. Beyond the personal satisfaction and pride in helping others grow, mentoring others brings additional benefits, such as:

- Building a Stronger Team
- Attracting Talent
- Developing Leadership Capability

The mentee will discover key abilities that enable them to accomplish goals. The mentee may develop action steps to overcome obstacles that might arise, resulting in stronger performance and new behaviors. In addition, the mentee may also gain confidence as they progress toward their career goals.

The Mentee

The Role of a mentee is to:

- Assess your needs openly and candidly, share insights and seek feedback;
- Assume ownership of your development by booking the meetings, setting the topics when appropriate and following through on action items;
- Develop clear expectations and goals with your mentor, and be specific about what you need (e.g., help learning a particular skill) and what they expect from you;
- Actively participate in the activities, lessons or opportunities that the mentor offers; and
- Be proactive and accountable throughout this opportunity for development.

Mentees enjoy many benefits from this relationship, including:

- Gaining key insights and perspective from the mentor's experience;
- Receiving critical feedback in key areas, such as communication, relationships, technical abilities, change management and leadership capability behaviors;
- Developing a sharper focus on what is needed to grow professionally within the organization;
- Greater ability to influence within the organization;
- Learning and enhancing specific skills and knowledge that are relevant to personal goals;

The Mentee – Cont.

- Gaining knowledge and insight about the organization’s culture and rules; and
- Greater organizational commitment and sense of affiliation.

The Mentor

The Role of a mentor is to:

- Offer knowledge, insight, perspective, or wisdom;
- Listen, give honest feedback, and provide guidance on possible solutions when solicited;
- Share the unwritten rules and culture of the organization and/or function; and
- Teach you (the mentee) what they know, but lets you be you.

Mentors enjoy many benefits from this relationship, including:

- Gaining internal satisfaction in sharing expertise with others;
- Re-energizing the mentor’s career;
- Learning more about other areas within the function and/or organization;
- Developing and/or practicing leadership skills;
- Stimulation by the mentee’s energy, ideas and perspective; and
- Organizational recognition as a teacher and advisor.

Benefits to the Organization

When the mentoring process is successful, the organization experiences:

- Increased employee productivity;
- Higher job competence;
- Reduced or lower turnover;
- Better employee socialization to organizational norms;
- Enhanced organizational commitment by employees; and
- The use of an additional resource for developing talent.

Mentorship Toolkit – Launching the Relationship

These guidelines and helpful tips are designed to help you quickly begin your mentor/mentee relationship with greater success.

Establishing a Relationship with your mentor

- Set an appointment to meet with him/her, sharing what you hope to accomplish in your time together (share a brief agenda). Remember to share and discuss goals you have in your career or development.
- Spend some time learning about each other and building a personal relationship before tackling mentor objectives and your development goals.
- Be prepared (be ready to explain your goals, objectives both short term and long term).
- Be clear on what you hope to accomplish
- Let them know you value their time, and commit to take their time investment seriously.
- Express gratitude for their time and energy.

Setting Objectives with your Mentor

- Refine your objectives and goals with your mentor to help focus your discussions and ultimate outcome of the relationship. Established objectives to allow your mentor to evaluate progress.
- If the mentor is someone you do not know very well, it gives them an idea of who you are and what you are trying to achieve in the mentor/mentee relationship.

Guidelines to Consider

- What passes between the mentor and the mentee should be kept private unless specific permission is given. Be mindful that both parties may be sharing insights and experiences that require some discretion.
- Typically, it is the mentee's responsibility to set up meetings.
- It is best to meet in person. Mentors and mentees are encouraged to keep in touch by phone calls and/or video conference when face-to-face meetings are not possible.
- It is advisable to choose a mentor who is not in the immediate chain of command unless there is specified value in doing so. This would mean mentees are typically not mentored by anyone who supervises them.

Guidelines to Consider – Cont.

- Throughout the mentorship, there may be situations that arise that are sometimes missed or not considered during the initial meeting. To help you address some of these issues, discuss and provide an agreed upon solution for each item below.
 - How will we meet and what will be the duration?
 - What happens if someone needs to cancel?
 - Who else needs to be involved in the mentoring relationship?
 - How should we involve other parties, as necessary?
 - What other considerations do we need to discuss?
- Both mentor and mentee must agree to keep trusted information confidential and understand that trust is built through honesty, constructive feedback and follow-up. However, any conversation that reveals a violation of law or ethics policies or potential harm to oneself or to another must be reported.

The Mentoring Environment

An encouraging and genuine environment is the source of a successful mentoring experience. Ensure these key components are present:

Suspension of Judgement

It is important for both the mentor and mentee to create a safe environment where ideas, fears, truths, concerns and hopes can be expressed without fear of judgement by either party.

Common Trust

The mentor and mentee both bring their experiences, perspectives, backgrounds, and personal histories to the mentoring relationship. By sharing honestly, respect and trust will flourish in the relationship.

Open Communication

Open communication involves deep, accurate listening and asking precise, probing and open-ended reflective questions. The willingness to be authentic, vulnerable, and transparent from both the mentor and mentee is critical.

Obtain Commitment

Making a commitment to a mentoring relationship means investing time and talent in the development of another person. Failure to keep commitments will break the relationship of trust.