

WELCOME

We are pleased to have you to be part of the CAFPNA 2019-2020 Mentoring Program!

This guide will provide you with information and resources to assist you during your Mentoring relationship. Included in the guide are introductions to the Mentoring Program, descriptions of what mentoring is, suggestions and helpful hints for Mentees, and materials intended to supplement the structure of the program.

Should any questions or concerns arise, please contact one of the members in the CAFPNA Mentor & Mentee committee.

I. MENTORING REFRESHER

1.1 What is Mentoring?

Mentoring is....

- *“A developmental relationship between a more experienced participant (the mentor) and a less experienced participant (the mentee) for purposes of sharing leadership insight, and organizational knowledge with respect to a particular occupation, profession, or endeavor.”*
- Mentoring is a relationship-based development strategy where one individual facilitates the leadership development of another, as well as their expertise, skills, insights perspectives, attitudes, and proficiencies. It allows the mentee to build additional leadership capabilities and knowledge.
- The mentee gains from the mentor’s tacit professional and organizational knowledge and gets accelerated experience and insight. The mentor gains a sense of sponsorship and legacy, as well as fresh insights and renewal.
- Mentoring is less about competencies and more about knowledge sharing and developing leaders.

1.2 What is a Mentee?

- A mentee is one who seeks valuable advice and support from someone more experienced in order to grow personally and/or professionally.
- Mentees are equal partners in the mentoring relationship. They play an active role in their own development by identifying their needs, making those needs specific and measurable, soliciting mentor support and actively listening to constructive feedback, and making effective use of the mentoring relationship to increase their own personal leadership effectiveness and productivity.

1.3 Benefits of Mentoring

Mentor Benefits:

- Prove themselves as valuable leaders
- Share their expertise with another
- Expand their professional network
- Obtain fresh perspectives on a subject
- Provides the mentor with important information on the issues and problems that exist at the mentee's level
- Enhances capacity to translate values and strategies into productive actions
- Renews enthusiasm for their role as a more senior leader

Mentee Benefits:

- Identify career path and objective through the conversation and mentor's guidance
- Expand their leadership competency and capability through understanding
- Explore their potential in development areas
- Increased organizational knowledge
- Additional feedback on performance & abilities

II. 2019-2020 PROGRAM OVERVIEW

2.1 Goals and Objectives

- Develop career objective and path for participants
- Improve participants' engagement, and identify potential leadership within organization
- Promote shared ideas, enhance teamwork
- Foster communication
- Enhance cross-functional teamwork

2.2 Structure and timeframe

- The current mentoring program is designed to last approximately 8-12 months in duration. (Kick-off meetings begin in September 2019)
- Participant can choose either one of the following format of communication:
 - **ONE-ON-ONE communication:** each mentee will have the chance to communicate with one mentor from multiple fields (academia, industry or government), to obtain the guidance and experience from mentor.
 - **GROUP discussion:** Based on the fields (academia, industry or government), each group will have one mentor and two or three mentees, the group will communicate via email. Every mentee in the group will take turns to initiate the discussion and to come up with topic monthly. For example: Q&A discussion.

- The expectation is for each mentor/mentee to have one informational conversation at least quarterly. (Four total conversations for the program), a monthly or bi-monthly frequency is also encouraged but dependable on participants' schedule.
- Each conversation should take between 1/2 - 1 hours, per mentor/mentee.

III. ROLES AND RESPONSIBILITIES

In order to ensure a successful program, you must be able to understand your mentee role & what you will bring to the relationship. Being clear about your mentee expectations & role as a mentee, and setting goals at the beginning of the relationship will help provide consistent communication/interaction across the year. If needed, hold interim discussions surrounding the success of relationship, and seek out resources to support your mentoring relationship.

3.1 Expectations of Mentors

- Help their mentee identify with their professional environment and career objective/path
- Be available to their mentee on a frequent basis
- Ensure communications are clear, open and reciprocal
- Help develop independent thinking
- Maintain confidentiality

3.2 Expectations of Mentees

- Develop mutually agreeable goals for the mentoring relationship that are specific, measurable, achievable, realistic and timely
- Select aspects of the self-career development plan which mentor can help them with
- Communicate openly and honestly with the mentor
- Take responsibility for establishing expectations between the mentor and mentee
- Make good use of time spent with the mentor
- Be mindful of the mentor's needs and expectations
- Be trustworthy and maintain confidentiality

3.3 What Mentees Do

- Respect and value the similarities and differences that you and your mentor share
- Create and manage realistic expectations of the depth and breadth of the mentoring relationship
- Be proactive, take responsibility for your own development and growth
- Respect commitments
- Be open-minded, coachable and willing to change (if necessary)
- Ask for and be receptive to constructive feedback
- Listen, act on advice, put things into effect and implement

3.4 Elements of a Successful Mentoring Relationship

In order to be effective, your mentoring relationship needs to possess:

- **Collaboration** – Both you and your mentor play a partnership role in your development.
- **Respect** – Mutual appreciation is core—both your investment in time and energy and your mentor’s knowledge. Learning is greatly enhanced when you and your mentor feel a sense of personal and professional respect for one another.
- **Responsiveness** – As in any respectful collaboration, both you and your mentor need to be sensitive and responsive to the goals, needs, and perspectives of the other. Responsiveness is a willing attitude put into action. If it is present, you will find it revealed in the consistent pacing and priority placed on the mentoring relationship.
- **Confidentiality** – This supports the ability to be vulnerable, yet safe in difficult conversations.
- **Joint Accountability** – When you and your mentor keep agreements, this strengthens trust and helps keep the learning relationship focused and productive. Accountability supports the sense of meaning and purpose in the mentoring process.
- **Free and Honest Expression** – You and your mentor can share strengths and development areas, aspirations and goals; and past, present, and anticipated experiences. Both of you can offer and hear feedback in the spirit of building on competencies and strengthening development areas.

IV. APPENDIX

4.1 Mentee FAQs

1) “From the relationship aspect, what should I be doing or not doing as a mentee?”

Here are some helpful tips and guidelines:

- Take initiative; don’t depend on your mentor to identify your goals for you.
- Be respectful, don’t assume your mentor has unlimited time for this relationship, intrude into your mentor’s personal life or expect to be close friends.
- Be a good listener; don’t tune out when the topic seems irrelevant to your immediate needs or ramble on, ignoring clues that you’re talking too long.
- Give back; don’t forget to share the outcome of help your mentor gives.
- Stay open minded; don’t immediately defend or explain yourself, or criticize your mentor.
- Stay positive, don’t end the relationship on bad terms.

2) “What if I don’t feel comfortable with my mentor?”

Not all relationships work out initially... even mentoring ones. Be patient. As with any relationship, it takes both you and your mentor to communicate openly and honestly about your goals, aspirations and the endeavors it will take to achieve them.

3) “What if my mentor is not available enough for me?”

You should begin by reviewing the parameters and see if they can work more effectively. The parameters of the relationship should be established at the first contact including:

- preferred method of contact (i.e. in-person, e-mail, phone)
- frequency (i.e. quarterly or otherwise)
- time schedule (i.e. lunch, morning, afternoon, after work hours)
- also, check yourself to be sure that you are being reasonable in terms of what you expect

4) “What if I don't agree with suggestions of my mentor”

Be your own person. You are in charge of your own future and should make your own decisions and take responsibility for the results. However, it is always good to consider that others may have insight that you may not have. Weigh the advice you receive against what you believe will enhance and enable you to develop and measure the intended results according to your needs and expectations

4.2 Planning your meetings

Build a plan for your meetings

- Schedule meetings as far out as possible - Bring calendars to first meeting
- Communicate busy periods
- Do not leave a meeting without plans for the next meeting
- Be creative - If you are unable to meet face-to-face for full session, think about Skype, the phone, IAFP catch up...

Determine potential agenda topics

- Personal history
- Experiences
- Career objective and path
- Leadership development

Activities to complete

- Walk through interim work products
- Brainstorm ideas for individual development on career and leadership
- Identify shadowing opportunities

Sample Meeting Agendas

- Introductions and desired outcomes of the program
- Connecting your work and your interests
- Leadership skills development
- Setting goals

- Networking
- Influencing others
- Big picture thinking
- Career planning
 - Short-term
 - Long-term
- Final meeting, debriefing, and recognition