



The Mentee/Protégé Guide

A Mentoring Guide for the Mentee/Protégé

The Mentee/Protégé Guide

Benefits of Mentoring

"If I have seen further than others, it is by standing upon the shoulders of giants."

~ Isaac Newton

Accelerate success
in specific goals
and objectives

**Benefits of
being a
Mentee/Protégé**

Discover fresh
perspectives and
feedback through
observation

Improve knowledge,
skills, abilities,
wisdom, insights,
ideas, strategies,
and approaches

Explore and
surmount specific
challenges and
obstacles to success

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2 Ways We Develop Ourselves

Traning



Mentoring

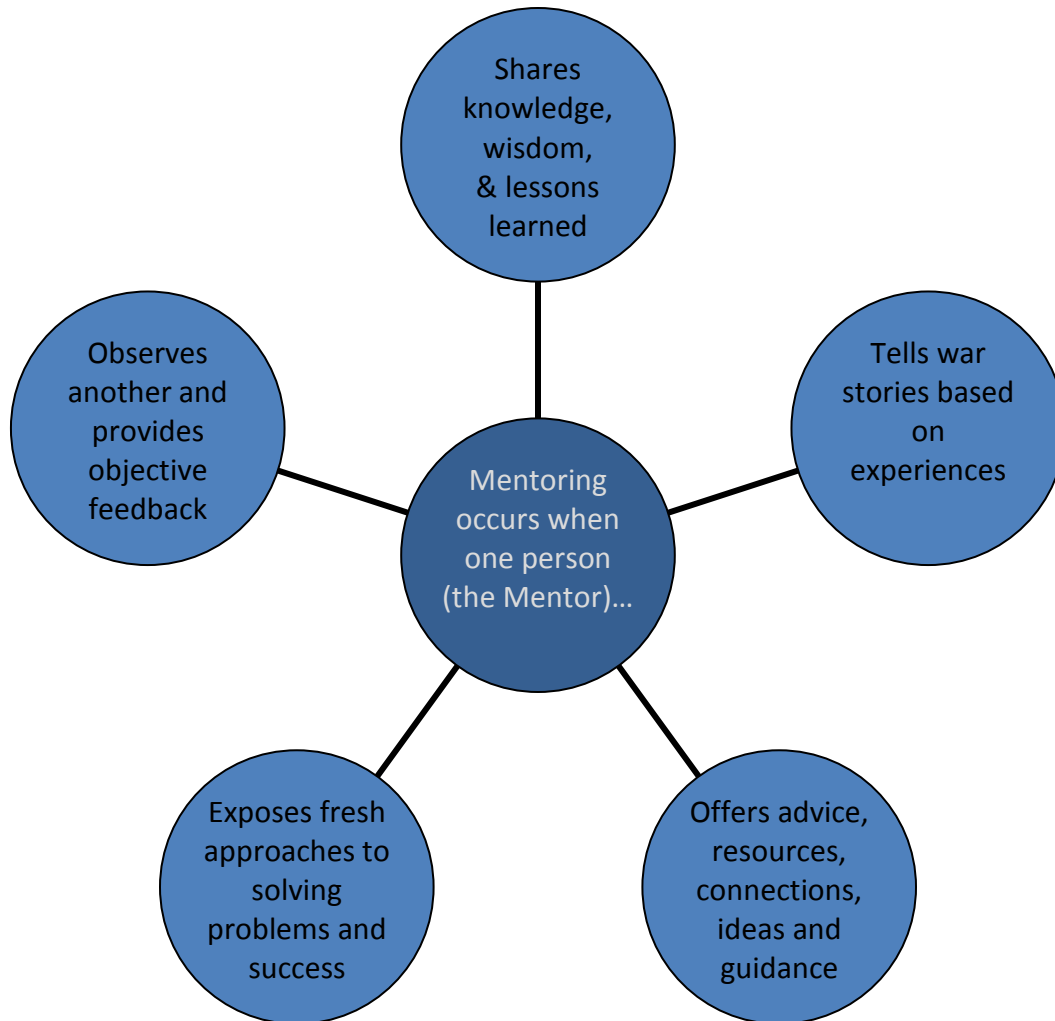


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What is Mentoring?

A partnership, a relationship, an engagement, a conversation

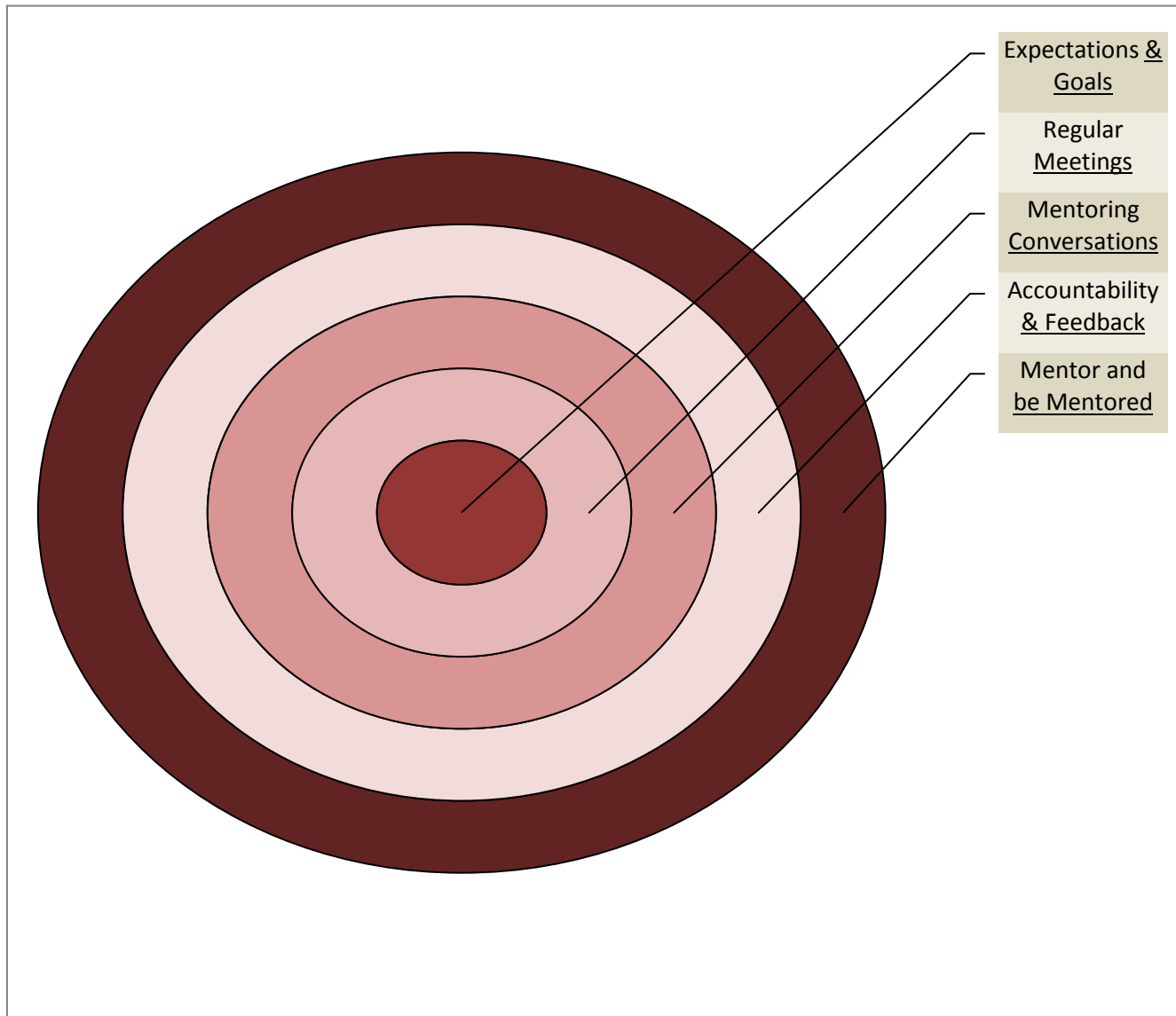
One person (Mentor) contributing to the growth & development of another (Mentee/Protégé)



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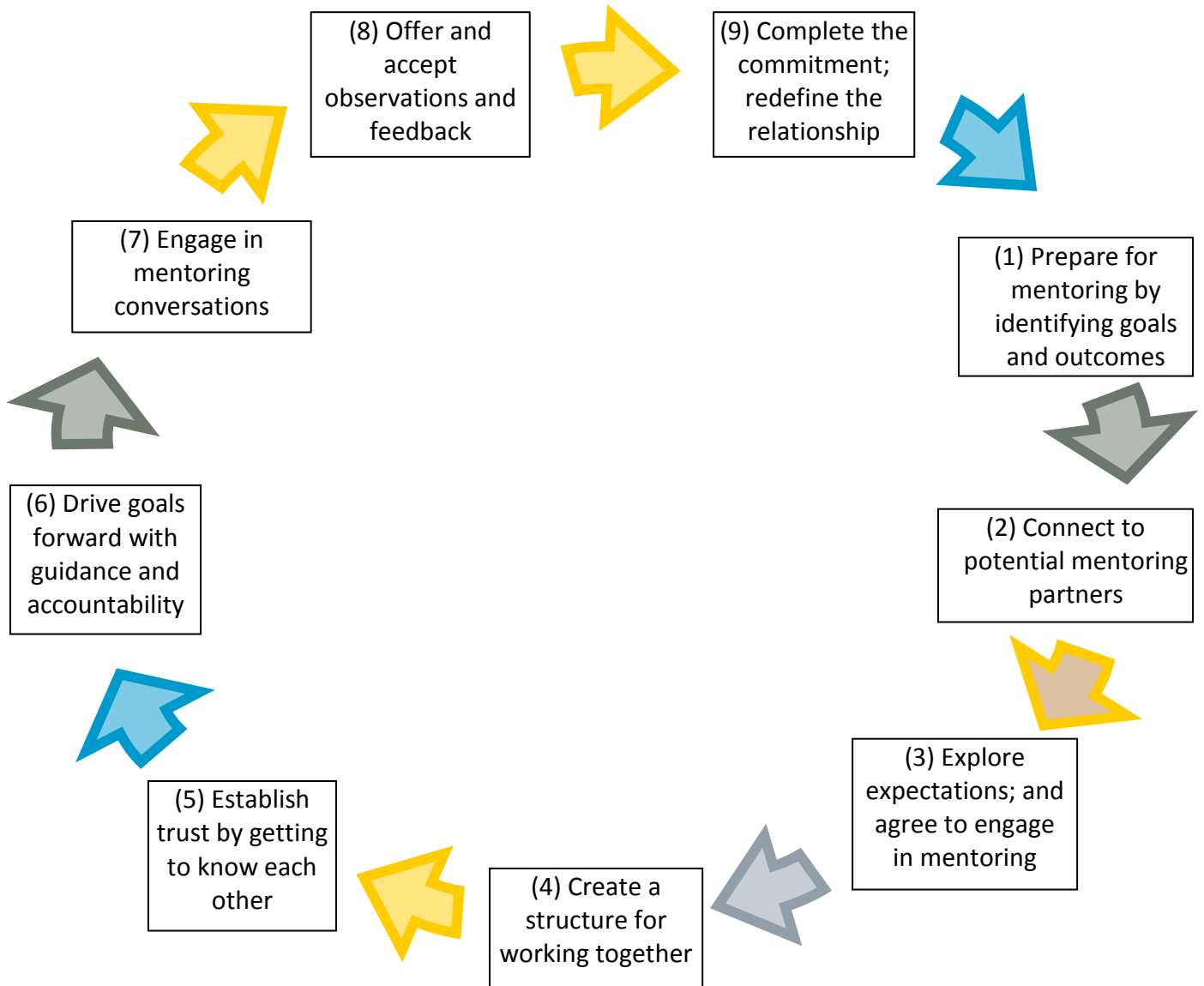
Best Practices for Establishing Effective Mentoring Relationships

1. Identify expectations and goals for working together
2. Meet on a consistent, regular basis (ex: weekly or monthly)
3. Engage in mentoring conversations (see “Resources” for explanation)
 - Use the art of questions to explore career experiences & aspirations
4. Be held accountable by Mentor
 - Request constructive feedback and objective observations
5. Mentor and Be Mentored
 - If you are the Mentor, be mentored by someone else
 - If you are a Mentee/Protégé, be a Mentor for someone else



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9 Steps in the Mentoring Process



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The Mechanics of the Mentoring Experience

- Stage 1: Prepare for Mentoring
 - ✓ Register online
 - ✓ Complete a personal profile
 - ✓ Understand your role
 - ✓ Create goals and desired outcomes for engaging in mentoring
- Stage 2: Connect to Potential Mentoring Partners
 - ✓ Getting matched by Mentors and Mentoring Champion Team
- Stage 3: Explore Expectations; Agree to Engage in Mentoring
 - ✓ What does each mentoring partner expect the other?
 - ✓ How will you meet those expectations?
 - ✓ Does Mentor's experiences and availability match Mentee/Protégé's needs and desires?
- Stage 4: Create a Structure for Working Together
 - ✓ Set up expectations, structure, commitments, goals
- Stage 5: Establish Trust by Getting to Know Each Other
 - ✓ Create rapport and trust between mentoring partner
- Stage 6: Drive Goals Forward with Guidance and Accountability
 - ✓ Accountability
- Stage 7: Engage in Mentoring Conversations
 - 5 types
 - Connecting
 - Navigating
 - Teaching
 - Observing
 - Advising
- Stage 8: Offer and Accept Observations and Feedback
 - ✓ Mentee/Protégé has responsibility to ask for Feedback
 - ✓ Mentor has responsibility to give feedback and share observations
 - ✓ Identify opportunities for observation
- Stage 9: Complete the Commitment; Redefine the Relationship
 - ✓ Determine how you will keep in touch
 - ✓ Ascertain what is next for each of your development
 - ✓ Cultivate the network

Advice for Being an Effective Mentee/Protégé**Seek out Greatness**

- Look for someone who has experience in areas that you need
- Look for someone who is interested in mentoring and interested in contributing to you

Set Goals for Relationship

- Do you need a new skill? (ex: making a presentation or interviewing new people)
- Are you facing a new challenge? (ex: building a team for a new project)
- Are you avoiding a conflict? (ex: a miscommunication with a colleague)
- Be clear about your goals – write them down
- Think big, and then break them down to accomplishable bites
- Use goal setting worksheet to clarify your goals (*a form is available in the Resource Center*)
- Choose different Mentors to help you accomplish different goals

Create Structure

- Define length of mentoring partnership and goals that you'll work on together
- Schedule regular meetings
- Create structure Mentoring Agreement
- Set clear objectives for each meeting
- Confirm your meeting the day before via email to your Mentor

Do the Work

- Track your own progress
- Put your Mentor's guidance into practice early and often
- Keep your commitments to your Mentor
- Ignore your excuses – Ask yourself: what are we going to do about it?
- Keep a mentoring notebook or document your experience in the Mentoring Connection Log on the mentoring website

Stay on the Radar Screen

- Send a weekly email to your Mentor with a status report
- Send emails with questions or topics that you want to cover in your next meeting
- Remind your Mentor of your scheduled call or meeting and send an agenda

Be Curious

- What do you want to know from your Mentor?
- Show up to your meeting with questions for your Mentor
- Rely on your Mentor to share experiences and offer guidance and perspective
- Ask a lot of questions

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Be Honest

- Be honest about your development needs
- Be willing to accept ideas, resources, guidance, feedback from your Mentor
- Don't be a "yeah, but"
- Be open to feedback from your Mentor
- Give your feedback – what is working and not working in your relationship?

Listen and Share

- Share accomplishments, challenges, frustrations (avoid gossiping)
- Listen for feedback, ideas, advice
- Implement guidance your way; you don't need to do it Mentor's way

Expand Each Other's Worlds

- Provide connections and resources for your Mentor
- Introduce him/her to people in your network

Transition On

- Complete your relationship with a debrief
- Show your appreciation for your Mentor's time
- Provide feedback on mentoring skills learned
- Stay in touch with your Mentor
- Periodically update your Mentor on your progress, even after relationship is complete
- Show Mentor the impact he/she has had on you
- Cultivate and maintain the relationship you created
- Be a Mentor to others

Add your own advice that you've learned since serving as a Mentee/Protégé:

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Expectations

Circle the top 5 Expectations below that you feel will contribute most to the success of your mentoring partnership.

- Own the mentoring partnership and your career
- It is your responsibility for keeping the partnership on task
- Communicate weekly with mentoring partner to confirm meetings and touch base
- Prepare for every meeting
- Ask questions and take notes
- Have clear goals and expectations to work on and accomplish
- Understand my mentoring partner's role at the company
- Respect, appreciate, and value the opportunity to learn from your mentoring partner
- Follow up and follow through on all commitments made
- Communicate with Mentoring Champion about participation and progress
- Communicate with your supervisor about your participation and your progress
- Show up to training sessions and to all scheduled meetings
- Execute – do the work, don't expect the work to be done for you
- Employ the guidance, encouragement, and advice received from Mentor
- Always be open to constructive feedback and objective observations
- Connect with other Mentees/Protégés to build your network at the company
- Be a role model

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Commitments

*By the end of your mentoring partnership, you should have accomplished the following . . .
(create commitments at the beginning of your relationship to ensure intentionality and effectiveness)*

Meet w/ Mentoring Partner on a Scheduled Basis

- *Example:*
 - Monthly for an hour
 - Weekly for 15 min touch-base call

Observe and Offer Feedback

- *Example:*
 - Create opportunities for Mentee/Protégé to shadow Mentor
 - 2 opportunities for Mentor to shadow Mentee/Protégé
 - Give/get feedback from shadowing experiences

Skill Practice

- *Example:*
 - Identify a skill Mentee/Protégé wants to improve
(ex: leading a meeting)
 - Practice the skill with Mentor in role-play and on-the-job experiences

Checklist of Knowledge, Skills, and Abilities

- Review/Assess Mentee's/Protégé's knowledge, skills, and abilities that they must know in their current or aspired role

Complete a Project / Deliverable *(see next page for ideas)*

- *Example:*
 - Assessment of Potential and Opportunities for Ongoing Development
 - Leadership Insights
 - 5-year Career Plan

Deliver Feedback on Mentoring Experience

- *Example:*
 - Feedback to your mentoring partner
 - Feedback to the Mentoring Champions

Additional Examples of Commitments

- Attend Mentoring Training with Mentor
- Attend a Goal-Setting Training
- Attend Mentee/Protégé-only Mid-Mentoring Training
- Attend Success @ Work webinars
- Attend Success @ Mentoring webinars
- Sign confidentiality agreement with Mentor
- Meet Mentor in person at a minimum 1x/week for 1 hour
- Be available and touch base with Mentor in between meetings via phone, email
- Observe Mentor at work at least once
 - o *ex: running or participating in a meeting, making a presentation*
- Identify opportunities for Mentor to observe Mentee/Protégé in 3 different situations
 - o *ex: situation debrief, running a meeting, giving feedback, making a presentation*
- Schedule a conversation between Mentor and Mentee/Protégé's supervisor
- Deliver the Mid-Mentoring Dashboard - assessment of progress and program
- Deliver the end-point feedback on mentoring experience
- Deliver *Leadership Insights Report* (see Deliverable examples)

Sample Deliverables***Mentee/Protégé: Leadership Insights Document***

The purpose of the leadership insight document is to discover Mentor's approach to and perspective on leadership.

Areas to Cover

- What did you learn about leadership from your Mentor?
 - Describe ways that you saw leadership in action in your Mentoring Partnership?
 - From your perspective, what is the difference between managing and leading?
 - What problems does your Mentor solve in his/her day-to-day role? How does he/she use leadership to solve those problems?
 - What kind of leader are you now and what kind of leader do you want to evolve into?
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Mentor: Assessment of Mentee's/Protégé's Potential & Opportunities for Growth

Assess your Mentee/Protégé's leadership potential and opportunities for further growth and development. This "Leadership Assessment" will be based on your unique perspective, interactions, observations, and relationship throughout the year.

Areas to Cover:

- Ability and potential to be an effective leader at the company
- Leadership skills and competencies
- Ownership of root causes and progress in implementing Mentor's recommendations
- Major development milestones this year
- Career/professional aspirations
- Mentor's recommendations for additional experiences, training, and opportunities for Mentee's /Protégé's further growth and development

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Structuring the Terms of Your Mentoring Engagement

Instructions: Set yourself up for success by creating the structure for your time together.

Terms of Engagement

Mentoring Engagement Start Date: _____

Mid-point Meeting Date: _____

Observation Dates: _____

Observation Dates: _____

Mentoring Engagement End Date: _____

Weekly Meetings *ex: every Friday @ 8:00am for 1 hour in Mentor's office*

Day(s): _____

Time: _____

In-Between-Meetings Questions:

(Indicate your preferred method of communication)

email phone drop-in schedule a meeting

Desired Outcome for Engagement:

[in addition to the Deliverables, what do you want to accomplish?]

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Suggested Format for Weekly Meetings

Mentor to ask Mentee/Protégé:

- What did you accomplish this week/month regarding your goal?
- What was your biggest challenge this week/month in driving your goals forward? What have you done so far to address it?
- What did you discover in the process?
- What frustrated you in working on your goals?
- What information, resources, and connections do you need in order to keep moving forward?

Mentor and Mentee/Protégé to Discuss:

- Mentor's observations of Mentee/Protégé and progress on goals
- Mentee's observations of Mentee's/Protégé's own progress
- Competencies and alignment with Mentee's/Protégé's goals
- Mentee's/Protégé's current work projects
- Performance management cycle, if appropriate

Additional Suggestions:

- Use the *Mentoring Log* to record notes, action items, ideas, discoveries, and observations during each meeting/call.
- Review the list of Commitments at the end of each meeting to assess progress

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Mentoring Log

Instructions: Record notes, action items, and observations from each meeting/conference call.

Date: _____ Phone Email In-Person Meeting

Topic: _____

Accomplishments from last meeting: _____

Challenges faced and **Solutions** attempted: _____

Mentor's Feedback/Recommendations: _____

Mentor Action Items for next meeting: _____

Mentee/Protégé Action Items for next meeting: _____

Date of Next Meeting: _____

Phone Email In Person Meeting

Observations of Self/Mentoring Partner:

Other Notes:

Review Commitments and Deliverables

5 Types of Mentoring Conversations and Scripts to Engage in Each

1. Connecting

- For “Connecting” conversations, Mentee/Protégé and Mentor explore resources and connections.

Mentee/Protégé Script:

- *“Based on my goals, what is your recommendation for what I should be reading? What events should I attend? With whom should I connect?”*

2. Navigating

- For “Navigating” conversations, Mentee/Protégé and Mentor explore the industry, the company, and potential career paths.

Mentee/Protégé Script:

- *“What do you think a leadership career at the company looks like?”*
- *“What do you think of the latest healthcare bill?”*

3. Teaching

- For “Teaching” conversations, Mentor teaches Mentee/Protégé the inside scoop, the unwritten rules, the way to get things done. Sometimes the Mentor teaches skills, functional competencies, and knowledge of role

Mentee/Protégé: *“What suggestions do you have for improving my leadership skills?”*

4. Observing

- For “Observing” conversations, Mentor inquires about Mentee/Protégé’s progress on action items from last meeting and progress on goals and makes observations that contribute to Mentee/Protégé

Mentor: *“Would you like some feedback?”*

Mentor: [review Mentee/Protégé’s deliverables]

“Last time we met, we agreed that you would.... Please update me.”

Mentor [in response to any excuse that Mentee/Protégé offers for not doing an action item]:
“I understand. So, what are you going to do to get the results you want?”

5. Advising

- For “Advising” conversations, Mentee/Protégé seeks Mentor’s advice, wisdom, and lessons learned. Mentor helps Mentee/Protégé think through options and provides his/her feedback on Mentee/Protégé’s options and solution chosen.

Mentee/Protégé: *“Here is what happened this week and what I did. What do you think? What would you recommend that I do differently in the future?”*

Mentor: *“What do you think you can do differently next time based on the outcome?”*

Mentor: *“Here’s what I would have done, based on what has worked for me in similar situations.”*

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Script for Making Observations and Holding a Mentee/Protégé Accountable

6 Characteristics of Observations that Serve as Mentoring Contributions:

1. Clearly define purpose of feedback/observation
2. Be specific and descriptive - use facts, not emotions or judgments
3. Provide relevant information
4. Make it actionable feedback/observation
5. Be timely with your feedback/observation
6. Provide an opportunity for other person to respond and then listen intentionally (not passively)

SCRIPT

1. Ask Permission
"Would you be open to some feedback?"
2. Share Observations/Experience [can be reinforcement or redirection]
"I have noticed recently..."
"I have observed lately that you..."
"My experience is..."
3. Understand their Perspective/Experience
"What's your experience?" [listen intentionally to your Mentee/Protégé's answer]
4. Describe the Impact
"As a result, you come across as rather . . . professional / unprofessional / rude / strategic."
5. Explore Options
"Let's see what we can do to address the situation."

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Components of Your Mentoring Program:



5 Easy Steps to Get Started





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Notes