



ERAPPA Mentorship Program (M&M)

Resource Guide for Mentors & Mentees

April 2014



MENTOR MOTIVATION INVENTORY

For each item below, put a check in the “yes” column if the reason listed reflects why mentoring appeals to you. If it does not, put a check in the “no” column. Following each item, list concrete examples to illustrate your answer.

Reasons Mentoring May Be Right for Me:	Yes	No	Examples
I like the feeling of having others seek me out for advice or guidance.			
I find that helping others learn and grow is personally rewarding.			
I have specific knowledge or industry expertise that I want to pass on to others.			
I enjoy collaborative learning.			
I find that working with others who are different from me is energizing.			
I look for opportunities to further my own growth.			
I have time to build a relationship with a mentee.			
I am willing to openly and honestly discuss my work and life experiences in order to help a mentee realize their potential.			

Complete these questions as truthfully as you can.

I want to be a mentor because:

My experience and expertise will contribute to this relationship by:

If you answered yes to most of these questions, you should give mentoring some thoughtful consideration. You may really enjoy it and learn a lot about yourself along the way!

MENTOR READINESS

How ready are you to engage a mentee?

Take a few minutes and complete the following Mentor Characteristics Assessment. This is one way to assess whether you're ready to be a mentor or not. Assess each characteristic by asking: *Am I...? or Do I...?*

Circle the appropriate number using the scale below as a guide:

- | | |
|---------------------|-----------------|
| 1=Always | 4=Rarely |
| 2=Frequently | 5=Never |
| 3=Sometimes | |

Effective Characteristics	Always				Never
	1	2	3	4	5
1. Spot the Potential & Believe in Others	1	2	3	4	5
2. A Networked & Resourceful Guide	1	2	3	4	5
3. Display Patience and Tolerance	1	2	3	4	5
4. Give Encouragement	1	2	3	4	5
5. See the Big Picture	1	2	3	4	5
Ineffective Characteristics	Always				Never
	1	2	3	4	5
1. Too Busy to Mentor	1	2	3	4	5
2. Use the Mentee as Help	1	2	3	4	5
3. Overly Critical	1	2	3	4	5
4. Not with the Times	1	2	3	4	5
5. Ego Striving	1	2	3	4	5

Based on this assessment, are you ready to become a mentor? If not, what would need to be done in order to get ready?

MENTEE READINESS

How ready are you to be a mentee?

Take a few minutes and complete the following Mentee Characteristics Assessment. This is one way to assess whether or not you are ready to be a mentee. Assess each characteristic by asking: *Am I...? or Do I...?*

Circle the appropriate number using the scale below as a guide:

- | | |
|---|--|
| <p>1=Always
 2=Frequently
 3=Sometimes</p> | <p>4=Rarely
 5=Never</p> |
|---|--|

Effective Characteristics	Always					Never
	1	2	3	4	5	
1. Goal-Oriented	1	2	3	4	5	
2. Seek Challenges	1	2	3	4	5	
3. Take Initiative	1	2	3	4	5	
4. Show Eagerness to Learn	1	2	3	4	5	
5. Accept Personal Responsibility	1	2	3	4	5	
Ineffective Characteristics	Always					Never
	1	2	3	4	5	
1. Too Self-Promoting	1	2	3	4	5	
2. Too Busy	1	2	3	4	5	
3. Lack Passion for Others' (Mentor's) Area of Expertise	1	2	3	4	5	
4. Lack Focus	1	2	3	4	5	
5. Overly Dependent	1	2	3	4	5	

Based on this assessment, are you ready to become a mentee? If not, what would need to be done in order to get ready?

TIPS FOR MENTORS

- Make an effort to be available to your mentee at least once every two months (in a distraction free environment).
- Interact and share; share your mistakes and struggles, as well as your successes.
- Share your specific expectations for the relationship up-front with your mentee.
- Invest time in learning about the ambition, qualities and preferences of your mentee; the better you know them the more guidance you can provide.
- Periodically identify opportunities in your organization or professional networks for your mentee.
- Actively assist the mentee in the development of his/her personal network of professional contacts.
- Honor commitments to and confidences of your mentee.
- Be clear about purpose and boundaries.
- Periodically validate with your mentee the value of the information and guidance you are providing.
- Provide honest, caring, regular and tactful feedback to your mentee.
- Listen attentively and ask powerful and probing questions.
- Maintain and respect privacy, honesty and integrity.
- Accept that the relationship is temporary, but be open for the possibility that it may exceed for a longer timeframe; this should be a mutual agreement as to how you wish to proceed.
- Make a list. When preparing for your first meeting, make a list of things you would have wanted to know when you were in a similar position or situation of the person you will be mentoring. It may include information about yourself, the place you work, your position, and your expectations covering the mentor-mentee relationship.
- Have an agenda. It may include: (1) Getting to know each other (2) Logistics (3) Goals/Expectations (4) Concerns that might interfere with meeting again (5) Initial impressions (6) Questions to ask the mentee.
- Believe in your ability to mentor.

TIPS FOR MENTEES

- Plan a face-to-face meeting with your mentor as soon as possible. You can keep in contact via email and phone, but it is good to have some face-to-face contact as time and logistics permit.
- Initiate meeting with your mentor at least once every two months.
- Take responsibility for forming a list of what is discussed at your meetings.
- At the onset of the relationship, communicate clearly and negotiate with your mentor your goals for your time together.
- Invest time in learning about the mentor's organization and professional roles and responsibilities.
- Honor commitments made to the mentor and respect the basic privacy and confidentiality inherent in the communication that occurs within the relationship.
- Actively request information and guidance from the mentor on a periodic basis and communicate with the mentor as to how the advice or information was used.
- Accept that the relationship is temporary, but be open for the possibility that it may exceed for a longer timeframe; this should be a mutual agreement as to how you wish to proceed.
- Express your appreciation for the mentor's time, guidance, and sharing of information and opportunities.
- Be punctual and prepared.
- Enter the relationship with a positive attitude.
- Believe in achievement and have confidence in yourself.

YOUR Past Mentors

Chances are that you've had mentors in the past and you didn't realize that's what they were. This activity allows you to look back on your life to identify past mentors and to give thought as to what characteristics they possessed that helped establish a mentoring relationship and what behaviors you exhibited that made the mentoring work.

Think back on various stages of your life and remember those individuals who had significant impact on your life. You might ask yourself, "If I hadn't met _____, how would I have learned _____?" Some types of people to think about include: teachers, coaches, friends, relatives, supervisors, and co-workers.

Complete the table below to get a better idea of how your own personal and professional development has been enhanced by mentors, whether or not the relationship was recognized as mentoring.

Mentor's Name	How Mentor Helped Me	Characteristics the Mentor Possessed that Helped Me Grow

Getting to Know Each Other:

The First Step

The first time a mentor and mentee meet, a priority is to get to know one another. The following are questions you may wish to use to begin building your mentor/mentee relationship.

Your Current State

1. What do you love about your work?
2. What do you wish you could change?

Goals and Achievements

3. What are your most satisfying achievements not just in your current job but in your entire career?
4. What do you want to accomplish this year?
5. Where do you see yourself in the next five years?
6. What support and/or resources do you need to achieve your immediate goals?
7. What support and/or resources do you need to achieve your career aspirations?
8. What is your ideal job? Describe what it would be.
9. What skills do people acknowledge you for?
10. What skills or talent would you like to be acknowledged for?

Your Work Style

11. How well do you communicate with others?
12. How well do you keep promises to yourself and others?
13. How satisfied are you with your level of productivity?
14. How much of a priority are you in your own life?
15. What routinely gets in your way?
16. What areas of your work life would you most like to improve?

Your Vision

17. If you were the leader of your current organization, what would be your vision?
18. What two steps could you take right now that would make the biggest difference in your life and work?

Mentoring Action Plan Worksheet

Name of Mentee: _____

Date: _____

Career Goal: _____

Knowledge to Gain/Skills to Build/Attitudes to Develop to Accomplish my Career Goal. <i>(What must I acquire/improve?)</i>	Projected Outcome <i>(How will I know I did it?)</i>	Action Steps <i>(How will I actually gain/build/develop these?)</i>	Resources Needed <i>(Besides the help of my mentor, I will need what?)</i>	Target Completion Date <i>(When will I be there)</i>