

MENTOR'S MANUAL

- 1 A MENTORING RELATIONSHIP** **PG 2-4**
Information provides a foundation for how this Program defines mentoring and identifies roles and responsibilities of both the mentor and the Mentee.

- 2. HOW DO WE DO THIS?** **PG 5-8**
Outlined process is intended to give you a guideline for how to structure your new relationship and the section provides a few tips on the basic ground rules – communication and confidentiality.
INCLUDED FORMS: *First Meeting Questionnaire*

- 3. THE AGREEMENT** **PG 9-10**
Describes what a formal agreement achieves and facilitates a discussion for starting off on the right foot.
INCLUDED FORMS: *Mentoring Agreement*

- 4. SETTING GOALS AND OBJECTIVES** **PG 11-15**
Detailing information on how to develop and document goals and objectives and why doing so is the key to this Program; provides examples of professional goals.
INCLUDED FORMS: *Defining My Goals; Goal Audit Checklist*

- 5. YOUR ASSESSMENTS** **PG 1-17**
Explains why evaluation is important and provides forms to aid in your evaluation of the program and the success of your relationship.
INCLUDED FORMS: *Monthly Worksheet; Ideas for Activities and Discussions; Mid-Term Assessment; and End-Assessment*

- 7. WHAT IS NEXT?** **PG 18**
Describes how to end the relationship and encourages you to continue mentoring.

ALL FORMS TO BE COMPLETED AND KEPT IN BINDER!!
MID-TERM AND FINAL ASSESSMENT FORMS TO BE COMPLETED AND EMAILED
TO MENTOR COMMITTEE CHAIR:
Kizzy Ferrer at nawicferrer@gmail.com

the mentoring relationship

A MENTORING relationship is a reciprocal, and self-directed learning relationship between two individuals who share responsibility and accountability for helping a mentee work toward achievement of clear and defined learning goals.

For women in the construction industry, mentoring:

- rejuvenates your career
- improves personal productivity
- strengthens leadership skills
- increases career satisfaction
- encourages sharing of information
- enhances self-confidence
- develops a loyal support group
- encourages women to achieve their full potential

Construction-related employers that support mentoring programs are directly improving the success of our industry.

ARE YOU A MENTOR?

Self Assessment

- What are you good at?
- What special experience have you had that could be helpful to others?
- When have people asked you for help?
- What career or life situations have you encountered that you think you can help other people with?
- What would you enjoy helping someone with the most?
- What would you like to learn that you could use to help others?

Mentor Roles and Responsibilities

Listen carefully to Mentee and respond to concerns, ideas, and aspirations item by item.

Treat conversations as confidential and with respect, thereby building a level of trust.

Have a strong sense and understanding of the Mentees profession.

Encourage Mentee to show initiatives, explore options, and share ideas with you and others.

Maintain consistent contact to help the relationship develop, listen with empathy, be open-minded and provide encouragement.

Follow through on commitments and provide emotional support and frequent communication.

Alert Mentee to developing opportunities, share information on own successes and failures, and give feedback when needed.

Helpful Guidelines to be a Successful Mentor

Listen: being a sounding board helps the Mentee become a more effective problem solver; clearing the mind helps to develop solutions. When you listen, you promote the Mentee's ability to dissipate their negative feelings and to move forward with problem solving.

Give Feedback: when she explains a problem it will contain facts and feelings – giving feedback on the whole issue lets the mentee know you understand and that she is not alone. Negative feelings can keep us from getting on with our lives and they need to be dealt with, not ignored. Providing information and ideas is helpful after you have listened and clarified emotional difficulties – timing is everything.

Be a Coach: help the Mentee see herself in a broader, more self-actualizing, and more rewarding light can be very effective in shifting her self-image and allowing her to maximize her potential.

Permission and Encouragement: before a person can make an important behavior change they sometimes need “psychological permission” from an authority figure. Help her explore the source of the behavior and help her evaluate positives of keeping old behavior or for changing. Help the Mentee to explore options and brainstorm.

Accept Limitations: it is acceptable and earns trust to admit to the mentee that you are not comfortable and/or experienced in providing support with a given circumstance; consider referring your Mentee to others.

Accountability: honor your commitments to the Mentee and be a model for behavior.

Confrontation and Advice: use caution when telling Mentee how to behave or how you would solve a problem. It is an art to give a clear and non-judgmental description of what you see and not damage the Mentee's self-image or the relationship. By giving advice, you might shift the responsibility for making a decision.

Rescuing and Sponsoring: the Mentee will not always learn from you preventing her mistakes to happen; help her to recognize and use information to make her own better decisions.

Building Barriers and Discounting: be aware of potential intimidation by position; avoid negative assumptions without careful and conscious assessment.

The Role of the Mentee

When you decide to enter into a mentoring relationship with the Mentee, you are helping them make an investment in themselves. It is important to learn why they are seeking growth.

- Is this relationship for personal or professional purposes, or both?
- Do they want to increase their effectiveness, knowledge, or productivity?
- Are they seeking a mentor because they want to advance their career to a new level or in a new direction?

The answer to such questions will help to make your mentoring relationship more productive and will help you and your Mentee achieve the desired outcome.

Mentees are expected to play an active role in their own development by identifying their specific needs, soliciting mentor assistance, and making effective use of the benefits acquired from the relationship. It is clear that each person is unique; it can be challenging to understand what makes us unique but such understanding will help us to develop to our fullest potential. It is critical for you to recognize that **Mentors Help Mentees Take Action!**

Mentee Roles and Responsibilities

Recognizes that the relationship is dependent on her ability to be open-minded to the mentor's input and concerns.

Appreciates the mentor's insight but yet understands that she should not feel a sense of inferiority, fear, or awkwardness.

Learns and practices self-reflecting and self-empowering behaviors.

Is not defensive and is willing to discuss failures.

Is sincere about her goals and deficiencies while she searches for ways to achieve program objectives.

Recognizes that mutual respect and openness is required.

Initiates frequent contact with her mentor; she is on-time and prepared for the discussions.

Helpful Guidelines for the Mentee

Initiate: it is your responsibility to make it happen. Take the lead. Be proactive in establishing goals and researching solutions on your own; discuss your findings with the mentor.

Communicate: listen carefully; be aware of interruptions and avoid developing your response before all of the information has been provided; and ask questions when you don't understand something being said by the mentor.

Process: take notes and review the information; ask yourself how the context applies to you. Avoid being judgmental or dismissive with yourself AND your mentor. Remember, they are there to help you!

Practice Practice Practice: Be willing to incorporate new behaviors and to approach situations with self confidence. Review your actions in an honest manner with your mentor. Be patient with yourself and set realistic expectations.

how do we do this?

So, you found a match? **Congratulations!** Where do you begin? The following process is intended to give you a guideline for how to structure your new relationship. We have also included a few tips on the basic ground rules – communication and confidentiality.

STEP 1: Mentor to initiate the first meeting. She is to call or email her matched Mentee to pick a time and place comfortable and safe for you both to conduct the first "ice breaker" meeting.

STEP 2: Prepare for Your First Meeting:

- Mentee and Mentor: read these guidelines; highlight areas that you believe warrant a discussion.
- Mentee: Complete the “**Defining My Goals**” forms ***bring 2 copies of the form to the first meeting.***
- Mentee and Mentor: ***Bring a blank copy of the following to the first meeting:***
 - “**First Meeting Questionnaire.**
 - “**Mentorship Agreement**”

STEP 3: Your First Meeting

- Use “**First Meeting Questionnaire**” to help initiate the conversation.
- Read and sign the “**Mentorship Agreement**”
- Discuss the Mentee’s “**Defining My Goals**” form.

STEP 4: Scheduled Monthly Meetings:

Included in this manual are forms for both of you to use for your monthly meetings. This form is completely optional; it can be helpful to keep on focus with the Mentee’s objectives. Consider using the “Optional Activities” checklist to initiate informal paths of communication.

STEP 5: Mid-term & Final Assessments: Please use both with a mid-term and final assessment form. The completion of these forms is encouraged; they should be submitted to the Mentor Committee Chair .

STEP 6: Celebrate! Go do something fun together and be proud of your accomplishments.

SCHEDULE FOR MENTORING PROGRAM		
MEETING	WHAT DO WE DO?	DO WE TURN SOMETHING INTO THE PROGRAM COORDINATOR?
MATCH UP	<i>MENTOR AND MENTEE EXCHANGE INFORMATION AND DECIDE TO BE PARTNERS.</i>	NO
SOCIAL	<i>MENTOR AND MENTEE ATTEND A FUN SOCIAL (BOWLING, HIKING, ETC...) EVENT TO BREAK THE ICE.</i>	NO
FIRST	<i>MEET TO COMPLETE: DEFINE STRUCTURE ("FIRST MEETING QUESTIONNAIRE" FORM); SIGN THE MENTORING AGREEMENT; AND DISCUSS THE MENTEE'S GOALS AND OBJECTIVES ("DEFINING MY GOALS" FORM).</i>	YES: SIGNED: MENTORING AGREEMENT MENTEE'S "DEFINING MY GOALS"
SECOND THIRD	<i>MEET TO DISCUSS MENTEE'S PROGRESS TOWARDS COMPLETING HER GOALS/OBJECTIVES.</i>	NO
MID-TERM ASSESSMENT	<i>MEET TO ASSESS THE RELATIONSHIP; DISCUSS CHANGES OR WAYS TO IMPROVE; AND COMPLETE/SUBMIT "MID-TERM ASSESSMENT" FORM.</i>	YES: MID-TERM ASSESSMENT FORM
FOURTH FIFTH SIXTH	<i>MEET TO DISCUSS MENTEE'S PROGRESS TOWARDS COMPLETING HER GOALS/OBJECTIVES.</i>	NO
FINAL ASSESSMENT	<i>MEET TO DISCUSS THE RELATIONSHIP; WHERE TO GO FROM HERE; AND COMPLETE/SUBMIT "FINAL-ASSESSMENT" FORMS.</i>	YES: 1. MENTEE'S: FINAL ASSESSMENT FORM 2. MENTOR'S: FINAL ASSESSMENT FORM 3. PROGRAM FEEDBACK FORM
CELEBRATE	<i>MENTOR AND MENTEE DO SOMETHING FUN TOGETHER.</i>	NO

GROUND RULES:

We recommend that you both consider these tips as your ground rules for the relationship.

Communication

- Establish Rapport: Take the time to connect and get to know each other. This early-formed rapport will establish the foundation of your mentoring experience and can make or break the process.
- Keep the communication honest, clear and trustworthy: time and efforts are wasted if discussions aren't genuine, directed towards meeting the overall goals/objectives of the relationship and/or two-way. Being an active listener is just as important to the mentoring process as open communication.
- Open and honest communication will build trust; keeping said communications private between the two of you is crucial to maintaining the established trust.
- Active involvement of both the mentor and the mentee is necessary for this program to benefit both parties.

Confidentiality

- First and foremost, the mentor/mentee relationship is voluntary.
- Trust, confidentiality, and candor between mentoring partners must prevail at all times.
- Establish the "meaning," to each of you, what confidentially means within the context of the mentoring program.
- Once established, define the safeguards that need to be put in place to honor the confidentiality of your relationship.
- Should a boundary be crossed, establish a means of addressing the situation; maintain direct communication with the program director/coordinator if necessary.

FIRST MEETING QUESTIONNAIRE

Mentor Contact Information

NAME:
PHONE:
PHONE:
EMAIL:

Mentee Contact Information

NAME:
PHONE:
PHONE:
EMAIL:

Have you ever been involved in a mentoring relationship? Discuss.

Where do we meet

How often will we meet? (Pick a day and time that works best for both)

Do you mind if I call or email you between or monthly meetings?

Who will be responsible for setting up the meetings?

If it is necessary to cancel or change a time or place of a meeting, how do we address this?

the AGREEMENT

The purpose of having a 'Mentorship Agreement' between mentor and Mentee is to build a positive professional working relationship. It provides the ground rules on how the mentoring relationship will work. The form that the agreement takes is not as important as its contents. Although a formal agreement is not always critical, the very act of putting something in writing can help the partners better understand what the relationship is to accomplish and agree on the practicalities of how it will actually work. It encourages guided communication between mentor and mentee in an effort to promote professional and personal growth for all involved.

- STEP 1:** Mentee and Mentor review following agreement; feel free to modify as you both deem appropriate. This is your agreement and it will promote a more effective relationship.
- STEP 2:** Mentee to complete "***Defining My Goals***" form. The Mentor may assist the Mentee with this form; both partners shall initial this form and attach it to the agreement.
- STEP 3:** Mentor should email a copy of the "***Mentoring Agreement***" and "***Defining My Goals***" to the Program Coordinator, Kizzy Ferrer.

Mentorship Agreement

(Between Mentee and Mentor)

Mentor, _____ and Mentee _____, voluntarily enter into a mentoring relationship for six months which we expect to benefit both of us. We want this to be a rich and rewarding experience and agree to both be committed to do our best to honor the ground rules on how our relationship will work. To this end, we have mutually agreed upon the terms and conditions of our relationship, as outlined in this agreement.

- Commit to meet at least once a month.
- Pick meeting places that allow us to really talk.
- Call ahead – giving at least 24 hours notice, whenever possible, if we have to cancel or reschedule.
- Come to the meetings prepared - if we have agreed to do some assignment between meetings, have it completed.
- Maintain confidentiality. All information is private and the only exception would be when the law requires the mentor to report a dangerous situation.
- If a problem arises or something does not feel right to one of us, we will talk about it. We won't avoid facing a problem and will deal with it together. If the problem cannot be resolved we will contact the Program Coordinator.
- No-Fault Termination. Our agreement is voluntary. Either partner can end it for any reason without having to justify the decision and without being subjected to recriminations.
- Work together to achieve the Mentee's goals for this mentorship relationship, as defined on the attached form. Evaluate the effectiveness of the relationship on a regular basis.
- Recognize that we are two different people, and that is a good thing. We can learn from each other if we respect and value each other and the ways we're alike and the ways we are different.
- Really listen to each other. Try to understand the other person's viewpoint. Make sure we get things done and have fun doing it.
- Add:
- Add:
- Add:

Mentor: _____

Mentee: _____

Date: _____

Date: _____

ENCLOSE AND SIGN: MENTEE'S "DEFINING MY GOALS" FORM

setting GOALS and OBJECTIVES

Goal setting is a powerful process for thinking about your ideal future, and motivating yourself to turn your vision of this future into reality. The process of setting goals helps you decide what you want to achieve in this relationship. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that can, so easily, lead you astray.

Goals and objectives are the keys to success.

REACHING YOUR GOALS: Reaching your goals can be difficult, if you are the only person involved. Having a mentor is a great resource for encouragement, self-confidence and friendship. A mentor is there to help you succeed and develop ways you can reach your goals. Just having the advantage of discussing your goals with someone else and sharing another perspective will help you develop in all aspects of your life.

On the next pages the mentee will find a work sheet to:

- Brainstorm all of your goals and write them down. You can do this with your mentor or on your own; next, you and your mentor can separate the goals into major categories of your life such as career, personal and other.
- Prioritize these goals based on your desire to achieve them.
- Write down your objectives to meet these goals. Make a list of the benefits you would get after achieving these goals. Write as much as you want. This exercise will help you create a desire to achieve the goals and will be a reminder of why you are working hard to meet them.
- Discuss the information with your mentor. With clear expectations shared, mentoring should be easy and beneficial.
- Review progress on the objectives each time you and your mentor meet.

*Life isn't about finding yourself.
Life is about creating yourself.*

-George Bernard Shaw

DEFINING MY GOALS

Goal: _____

Objectives:

Benefits:

Goal: _____

Objectives:

Benefits:

Goal: _____

Objectives:

Benefits:

GOAL AUDIT CHECKLIST: Review your goal & objectives with your mentor based on the SMART Goal Setting System and record your responses in the spaces below.

SMART Goal Component	Yes	No	What Needs to Be Changed, Added, or Deleted?
Specific: 1. Is what I want to accomplish clear? 2. Are my goals specific and concrete?			
Measurable: 1. Can the goals be measured? 2. Will I be able to measure my success?			
Action-oriented: 1. Are the goals future-oriented? 2. Are the immediate results I anticipate apparent? 3. Are the long-term results articulated?			
Realistic: 1. Is what I am attempting to accomplish through mentoring achievable? 2. Can I accomplish my goals alone, or will I need to rely on collaborators and resources?			
Timely: 1. Is this the right time to get started? 2. Is the time I have allocated for creating this initiative adequate?			

MONTHLY WORKSHEET

Date: _____ Meeting #: _____

Mentor _____ Mentee: _____

What were 3 positives & 3 negatives that happened this month?

Did you work on your planned goal this month?

If yes, which objectives did you accomplish/work on?

Were there any challenges associated with achieving this goal?

Lessons learned from working on this goal; good or bad?

Any changes to the objective?

Other comments:

Goal to work on during upcoming month?

Where to meet next month?

Would it be valuable to make contact during the month?

IDEAS FOR ACTIVITIES AND DISCUSSION

Instructions: Work through this checklist on your own and share your answers with your partner next time you meet. Use this list to choose activities you might like to do and think about what purposes they might serve. Talk about the choices you each made and together compile a list of the activities you would like to pursue... balancing both, working toward your mentee's goals and having fun.

Activity / Discussion Topics	Interested in?	
	Yes?	No?
<u>ACTIVITIES:</u>		
Lunch together		
See a movie		
Meet for a coffee or drink		
Do a volunteer project together		
Take a hike		
Walk the river trail		
Bike the river trail		
Play a round of golf		
Watch a sporting event		
Give a tour of my job		
Talk about my very first job		
Talk about planning a career		
Do a pretend job interview		
Talk about how to look for a job		
Set up a work internship		
Talk about networking		
Talk about what it takes to get ahead		
Go to an association meeting together		
Talk about balancing work and personal life		
Talk about work relationships		
Talk about communication skills		
Other?		

MID-TERM ASSESSMENT

(Complete this form together; turn into Program Coordinator).

Date: _____

Mentee: _____ Mentor: _____

List Mentee objectives and determine if they have been achieved yet.

Yes/No

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Discuss factors contributing to each outcome/grades. Be specific – why and how.

Describe one to four developments that have occurred in your relationship. (Example: My communication style has improved; I am more relaxed when approached with a conflict.)

How many times a month did you meet? _____ Is this enough? _____

What would you like to change or do differently going forward? _____

How would you rate this experience? Successful Valuable Satisfactory No Value

FINAL ASSESSMENT

(Use 3 Copies: 1 – Together, 1 – Mentee, 1 – Mentor; turn into Program Coordinator).

Date: _____

Mentee: _____ Mentor: _____

List Mentee goals and determine if the goals were met.

Yes/No

Describe if your expectations of the relationship were met, exceeded, or not met.

How many times did you meet? _____ Was it enough? _____

Would you like to be a mentor? _____ mentee? _____

Do you expect to stay in contact? _____

How would you rate this experience? Successful Valuable Satisfactory No Value

What would you change about this program?

what is next?

Celebrate! Celebrate your successes and end the connection in a healthy and positive way and affirming it for both of you. Concluding a successful mentoring relationship is a significant life event that deserves a ritual. Some ideas may be a special meal together or an activity, or perhaps a meeting with important people in your lives.

Remember this does not mean goodbye, ending on time and on purpose allows each of you to talk about remaining in touch, and if so, how. Start by setting a realistic expectation for your ongoing connection and reach a new agreement on how this informal relationship may work for both of you.

Be sure to email your Program Coordinator your assessments and any suggestions that may improve this program for other women in the construction industry.

Who is your next mentor matchup?

- Do you want to switch roles? Consider if you want to be a mentor/mentee again. Can you participate in more than one relationship? Contact our Immediate Past President for more information on how to continue mentoring.