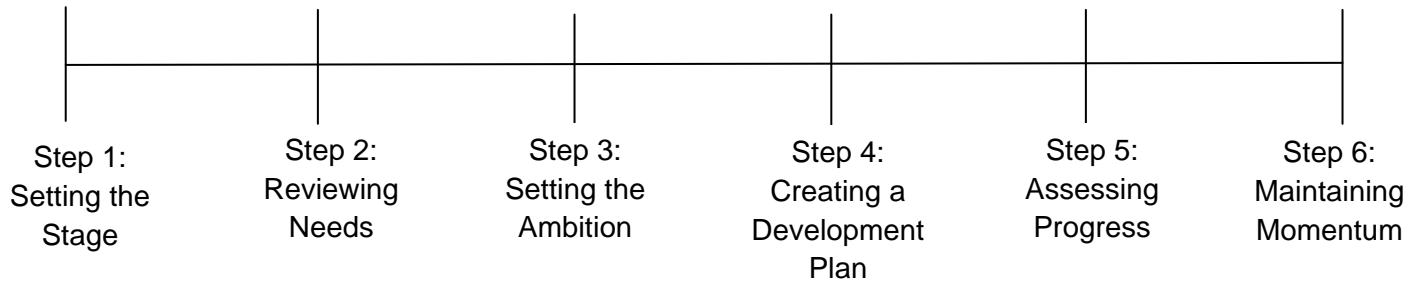


Overview of Mentoring Program

- Mentees and Mentors meet each month for 1.5 to 2 hours for six to seven months
- Mentees and Mentors complete monthly feedback and tracking reports on-line
- Mentees and Mentors provide on-line evaluation upon completion of the mentoring program

Mentoring Process



Setting the Stage

Introduction

- Find commonalities
- Share interests
- Share professional background
- Share personal and professional goals
- Share strengths and areas that need development

Setting Expectations

- Define expectations
 - What do you expect from a mentor?
 - What do you expect from a mentee?
- Setting ground rules
 - How we will meet our expectations

Contracting

- What we will discuss
 - Issues
 - Development plans
 - Coaching
- How I will give feedback
- How I will receive feedback
- Agree on meeting times and dates
- Active listening
 - Empathy
 - Paraphrasing
 - Being Attentive
 - Not interrupting
 - Asking open-ended questions

Mentor and Mentee Contract Agreement

Directions:

1. Discuss each question with your partner, then write down answers
2. Sign at the bottom of the page to indicate your commitment to these agreements

Meeting guidelines:

Day	Time	Hours	Location	Frequency

What are our roles?

Mentee:

Mentor:

Who will initiate the meetings and interactions?

If meetings are cancelled, what will we do?

How will we track progress?

If we have a conflict, how will we resolve it?

Do you agree to keep what is discussed in each meeting confidential unless an agreement is made to disclose information?

Are there any expectations not listed?

Define your concerns about potential problems:

We agree to the commitment stated above

Mentor Signature: _____

Mentee Signature: _____

Suggested Criteria for Evaluation

Name of Mentee: _____ Area(s) of development: _____

Candidates Being Considered as Mentor:

Grading: 1. Don't Agree 2. Somewhat Agree 3. Strongly Agree

Prerequisites	Does Candidate Meet The Requisite? (Y/N)		
	Candidate #1	Candidate #2	Candidate #3
Personality Match No reason to believe that Mentor and Mentee will not be able to forge solid and close working relationship			
Applicable Knowledge Transfer Meets Mentee's specific organizational knowledge needs (refer to mentor's performance evaluation)			
Other Criteria			
Seniority Level Is a senior leader who understands the leadership needs of the organization			
Experience Within Organization Has sufficient tenure as a leader to understand and predict the challenges Mentee is likely to encounter at next stage in career development			
Business and Strategic Acumen Thoroughly understands the business and strategic direction of the organization and the competitive landscape within the industry			
Desire to Mentor Enjoys the role of mentoring, and educating, and will make the time to commit to such an endeavor			
High Emotional Quotient Has high emotional intelligence and the ability to perceive challenges and connect with those being mentored			
Character Strength Has demonstrated a strong character, integrity, and credibility			
Total			

Mentor Progress Report

To be filled out by mentor

Instructions: Please fill out the following form, listing last month's goals and indicating whether goals were met. In addition, please list any new goals for the upcoming month.

After completing this form, please return to your program coordinator.

Mentee's Name:	Date:
Mentor's Name:	Date of next session:

Last Month's Goals:

	Objectives	Success Metrics	Date Due	Completed
1				
2				
3				

Comments on last month's progress

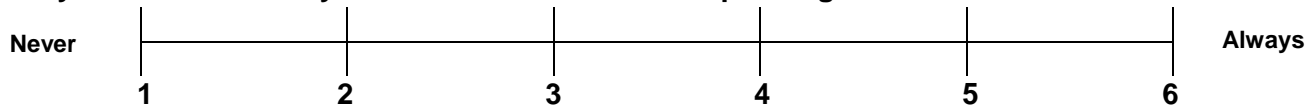
This Month's Goals:

	Objectives	Success Metrics	Date Due	Completed
1				
2				
3				

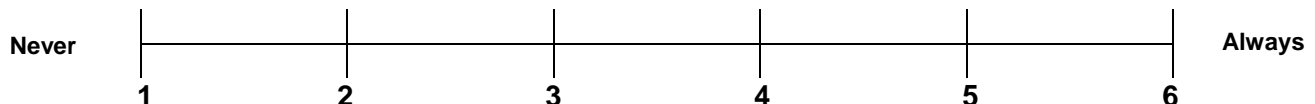
Session Feedback

Instructions: Please respond to the following statements using the scale provided below. Any additional qualitative comments can be provided at the end of the form. Please provide concrete examples to support your answers to these questions.

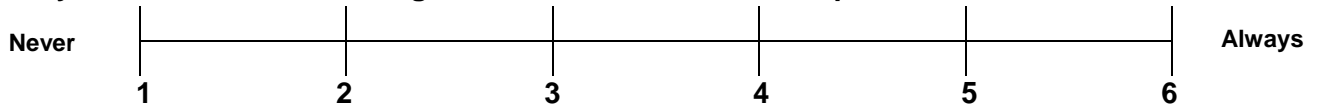
My mentee effectively uses time to ensure development goals are met



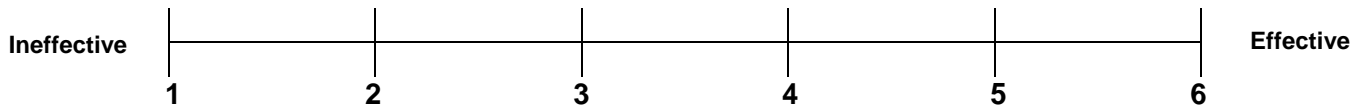
My mentee arrives at meetings on time and is prepared to brief me on recent progress and achievements



My mentee lets me know if goals are unrealistic or action plan needs revision



Overall satisfaction with session



Additional Comments:

Is there any assistance you need from your program coordinator?

Mentee Session Feedback Form

To be filled out by mentee

Mentee's Name:	Date:
Mentor's Name:	Date of next session:

Instructions: Please respond to the following statements using the scale provided below. Any additional qualitative comments can be provided at the end of the form. Please provide concrete examples to support your answers to these questions.

My mentor runs effective sessions, beginning the sessions on time and setting and adhering to an agenda

Never |-----| Always
1 2 3 4 5 6

My mentor provides appropriate feedback in a constructive manner

Never |-----| Always
1 2 3 4 5 6

My mentor is aware of available development offerings and can identify valuable opportunities to improve my competency

Never |-----| Always
1 2 3 4 5 6

Overall satisfaction with session

Ineffective |-----| Effective
1 2 3 4 5 6

Additional Comments:

Is there any assistance you need from your program coordinator?

Individual Development Plan

1. Develop Competency

Focus on competency identified in mentee's performance evaluation as area for development

2. Identify Root Cause Behaviors

Record behaviors in this competency in which mentee would like to improve

1. _____
2. _____
3. _____

3. Define Personal Development Objective

Frame your response in terms of your goal for changing behavior in this area

Consider:

- Become more skilled in...
- Increase my ability to ...
- Obtain assistance in ...

Personal Development Objective

4. Identify Action

Note the two or three specific actions mentee should take to achieve objective

1. _____
2. _____
3. _____

5. Develop Skills/Obtain Resources

Identify what mentee can do and what resources mentee needs to succeed in this effort

Skills

- Training/education
- Coaching
- Observation
- Independent reading and study

1. _____

2. _____

3. _____

Resources

- Materials
- Time

1. _____

2. _____

3. _____

6. Set Metrics

For each action in Step 4, what will be the standard for success?

Consider:

- Qualitative
- Quantitative

	Objectives	Success Metrics
1		
2		
3		

7. Map Timeline

What are the major milestones for each action?

Consider:

- Short- or long-term goal
- Specific action
- Resource motivation
- Getting Support

Milestone:

