

Career Advisory Committee



Guide to the Mentoring Program

- Program Overview
- Program Structure
 - Duration
 - Time Commitment
 - Frequency
- Roles and Responsibilities
 - Mentor, Mentee and Joint
- Getting Started and Next Steps
- Initial Conversation Checklist
- Topics that can be discussed
- Evaluating the Relationship
 - Assessing progress
 - Questions to ask
 - Moving forward

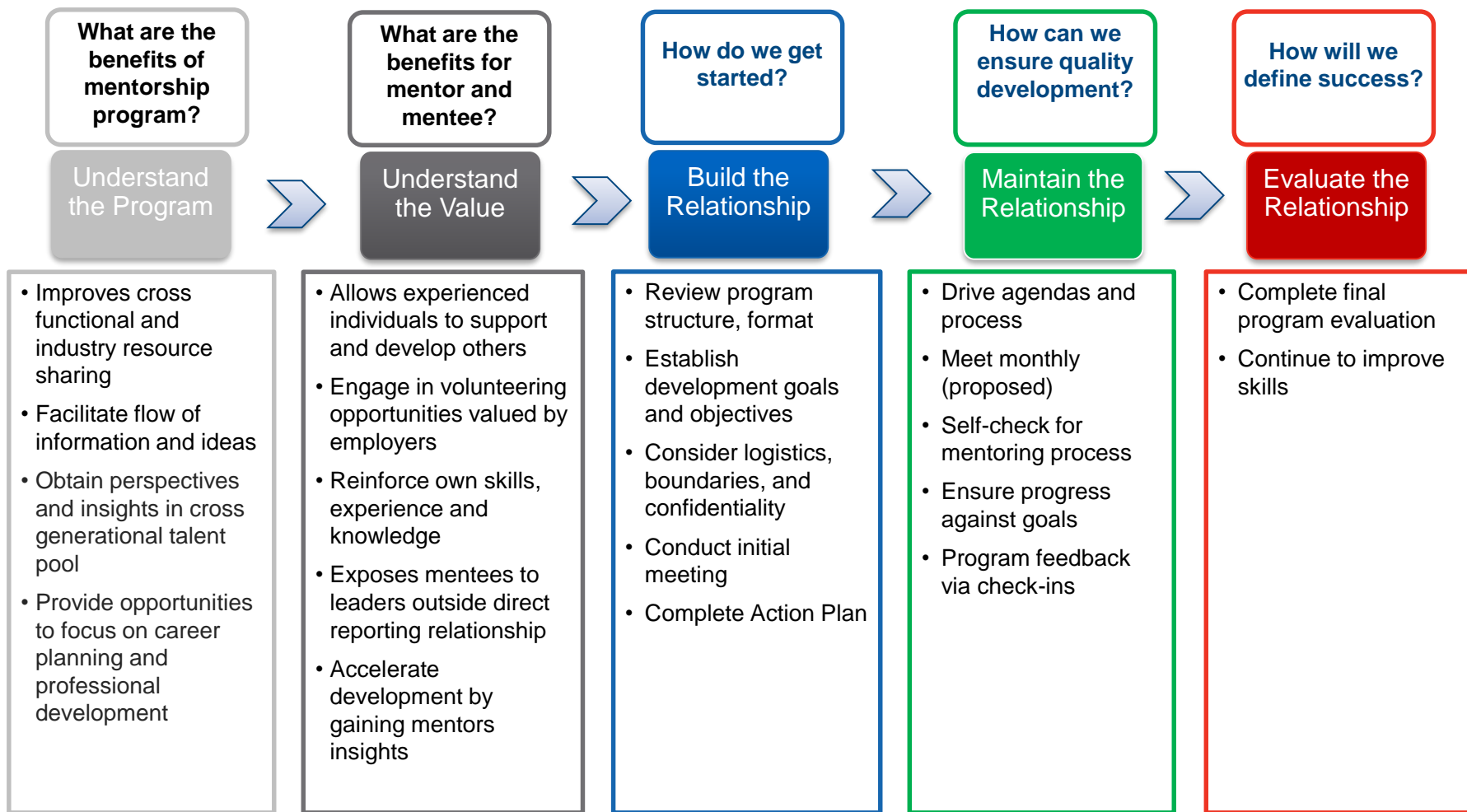
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Program Overview

The goal of this program is to promote leadership and development through effective mentoring relationships. In addition, support the growth of internal networks, facilitate knowledge sharing, and build capabilities in both mentees and mentors.



Program Structure



Commitment	Description
Duration	The mentoring program requires least 6 months of commitment. Changes due to unforeseen circumstances should be communicated to program admin immediately.
Hours and Schedule	3 hours every quarter This can be scheduled as convenient to mentor and mentee's work schedule, deliverables and commitments.
Frequency	Once every month While this is an ideal recommended frequency, this is base minimum required to be completed.

Roles and Responsibilities



Mentor

- Build a partnership, trust and understanding
- Grow skills, build new competencies
- Ask open ended questions
- Develop leadership skills
- Provides constructive feedback

Mentee

- Owns and drives the relationship, schedules meetings
- Identify and set clear and definable goals and objectives
- Commit to professional development
- Commit to owning the mentorship relationship
- Establish meetings and set agenda
- Accept constructive feedback
- Seek feedback and support
- Adapt and plan for continued learning

Joint Responsibilities

- Comply with Confidentiality, build trust and partnership
- Be flexible with scheduling
- Be a good listener
- Communicate openly and honestly
- Extract maximum learning from your experience
- Show appreciation for mentorship commitment
- Participate in program feedback surveys

Getting started and Next Steps



Set up the first meeting

- Mentee's responsibility to set up first meeting within two weeks of notification
- Mentee should take the initiative to make first contact
- Mentors should be considerate to try and respond promptly

First meeting

- Define meeting logistics, e.g. format, frequency, duration
- Discuss expectations around confidentiality between mentor and mentee
- Consider sharing work experiences during your first meeting
- Career history and background
- Future career or development goals
- What you hope to gain during the mentoring relationship
- Define goals and measurable success criteria

Initial conversation checklist



Initial Conversation Checklist

- Use the following checklist to build the foundation for your mentoring relationship throughout the year. This checklist is a guide and can be modified to meet your individual needs
- Take time to get to know your mentor and mentee
- Ask about their background, experience, current responsibilities, and location
- Ask if they have been in a mentoring relationship before. Find out what did and did not work in the past and any preferences they may have
- Define a successful mentoring relationship
- Ask for their goals and objectives. What do they want to learn? What are their expectations from this partnership?
- Create goals that are SMART:
 - Specific, Measurable, Attainable, Relevant, Timely
- Other considerations when creating goals
- Skill-building
- Advocacy for career development
- Discuss opportunities and preferences for learning
- Ask what assistance is the most useful to the mentee. Does the mentee want to shadow, work on a project, or other? How does the mentee learn best?
- Define Meeting Logistics
 - Discuss when and where you'll meet
 - Meeting face-to-face or virtual, or combination of the two
 - Frequency of your meetings
- How to handle ad hoc requests or needs

Topics that can be discussed



Mentoring sessions involve a lot of questions, discussions and dialogue. Below is a list of topics for you to consider. They largely fall under three categories which are: Getting to Know Your Mentor, Development and Perspective, and Maintaining a Strong Relationship.

- Establish expectations, deliverables
- Brainstorm ideas for mentee's Employee Development Plan
- Discuss an interesting book, article, or TED talk
- Identify shadowing opportunities for your mentee
- Soft skills:
 - Review communication style/personality assessments (e.g. Insights, 360°, Kolbe, Myers-Briggs)
 - Presenting the right image during an interview, or in front of leadership
 - Relationship management
- Participate in a community service project together
- Providing constructive feedback based on recent project, audit or assignment
- Developing thought leadership and skills
- Tips and techniques on striking work life balance
- Career evaluation, change of career, transition pathways from internal audit

Evaluating the Relationship

- **Assessing progress**

- Every 6 months, step back and reflect on the process and development progress
- Be candid with your mentor/mentee and discuss potential adjustments and invite feedback

- **Questions to ask**

- Are we meeting with appropriate frequency and length of time?
- Are we both doing well with following up on items after meetings?
- What are the most favorite and least favorite aspects of the relationship? Is there anything we could do differently?
- Is this relationship challenging your behaviors and assumptions?
- What skills are we building as a result of the mentorship?
- Are we meeting the goals and objectives set at the beginning of the relationship?
- Is this helping seeing the big picture, and learning from this relationship?

- **Moving Forward**

- Redefine your future relationship; discuss how you will stay connected with your mentor or mentee once the official mentoring program has ended.