



Mentor Relationship Guide

October 2020

Mentoring is a leadership skill.



Mentor Relationship Guide

The [Leader Development Community of Interest](#) and the [Mentoring Advisory Group](#) are pleased to provide this mentor relationship guide to help you navigate your connections with your mentee.

According to the Institute for Broadening Participation, “mentoring is giving your time, attention, insights, and advice.”

Mentoring is about helping a mentee develop social capital within an environment where they have the resources and support to develop technical and intellectual capital. Simply providing resources for a mentee to accomplish a research project (i.e. develop technical/intellectual capital) is not mentoring. That is the minimum requirement to setup an appropriate learning environment. Mentoring takes place in the personal interactions with the mentee.” (The Mentoring Manual, Institute for Broadening Participation, Funded by the National Science Foundation, 2012)

For SAME, mentoring is a leadership skill. We hope this guide will help you in your role as a mentor.

Mentoring Expected Outcomes

- Mentors support the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation.
- Mentees understand individual strengths and how to apply these strengths to achieve success.
- Mentees understand team concepts including roles, responsibilities, accountability, and group dynamics.
- Mentees develop leadership skills through training, assignments, a service project, and other opportunities.
- Mentors foster in the mentees engineering leadership for the Nation!

Roles and Responsibilities

Mentors – A mentor is an experienced professional who can provide guidance to their mentee in their path to leadership. They should:

- Be a resource for your mentee, answer questions, and guide the participant in their professional development.
- Commit to engaging with your mentee every 3-4 weeks, including in-person meetings when possible.

- Listen to concerns and needs; identify gaps in skills or experience; provide support and guidance confidentially; and share knowledge about developing a career path.
- Suggest ways to respond to difficult situations; encourage, inspire, and assist in developing goals and action plans; and help open the mentee’s mind to other opportunities.

Mentees – The mentee takes the lead on their professional development, make a firm commitment to the program, and clearly state objectives to the mentor. Mentees should always:

- Be clear, honest and complete in expressing their needs and concerns.
- Be proactive in setting up meetings and setting up an agenda.
- Actively work toward their goals, assist with developing a trusting relationship, and take responsibility for professional decisions.
- Respect time and insight of others and maintains confidentiality in interactions.
- Be an active listener.

Relationship Tools

See Appendix A for tools you can use to engage with your mentee. Appendix B is a worksheet for you to use to “check-in on the relationship. Appendix C offers an “agreement” you can set up with your mentee.

Mentoring Points of Contact

For questions or guidance, contact:

- Amelia DaCruz, Mentoring Advisory Group Chair, AdaCruz@Geosyntec.com.
- Eddie Gonzalez, LD Program Manager, egonzalez@same.org.

**THANK YOU FOR SUPPORTING THE SAME COMMUNITY BY
SERVING AS AN MENTOR!**

***A mentor is a promoter, advisor, counselor and coach who is committed
to the mentee’s professional and personal development.***

Appendix A. Mentee Engagement Tools

Mentoring Goals

Top 5 List

Ask your mentee to list the top 5 wants, needs, goals and objectives to their career development:

- 1.
- 2.
- 3.
- 4.
- 5.

The Big Picture

Use the following questions to help explore your mentee's aspirations and so you can tailor their professional development. Have them think beyond their current job to where they want to go in the near term and beyond.

- What are your greatest career ambitions? To what do you ULTIMATELY aspire?
- What is your greatest career fear?
- Describe your ideas of the perfect job, with as much detail as possible.
- How do you define "success" in life, and in your career?
- Who is your hero and why? Who else do you admire? Why?
- Paint a picture of where you see yourself in 10 years...window office, managing, traveling for work, etc. What do you need to do to get there?

- What are you hoping to learn from your mentor?
 1. Career advice?
 2. Specific day-to-day job/role advice/help?
 3. Continuing education?
 4. Someone to connect you to their network?
 5. Sounding board?
 6. Help in becoming more confident?

- How do you learn the best?
 1. Reading?
 2. Listening?
 3. Doing?
 4. Monitoring/observing?

- What professional and/or personal characteristics do you want to develop?

Planning & Goals

Develop a One-year and a Three-year Plan with your mentee with achievable goals and milestones.

One Year Plan

Goals		Milestone & Completion Dates
1		
2		
3		

Three Year Plan

Goals		Milestone & Completion Dates
1		
2		
3		

Appendix B. Relationship Review: “How is it going?” Worksheet

This worksheet is intended for mentees and mentors to complete and share after working together for approximately 3-4 months into the relationship and again at 7-8 months.

After you’ve each completed this worksheet, compare your responses. Consider devoting one of your meetings to share your responses. Remember that no relationship is perfect and constructive feedback is healthy and can help strengthen your connection.

Be sure to address both situations where you agree and those where you disagree – it’s all good information. After you’ve finished sharing, talk about next steps – what you each can do to strengthen the “good stuff” and overcome any difficulties. Commit to a plan of action together.

Worksheet

My mentor and I have been meeting/have met _____ (quantify the amount of time spent, i.e. once a month in person, twice a month by phone, etc.).

I feel we have established enough trust between us that we can work well together.

- Yes
- No
- Not Sure

I feel we’ve made real headway in setting my goals and taking steps to implement them.

- Strong Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

Five things I feel are going great in our mentoring relationship are:

- 1.
- 2.
- 3.
- 4.
- 5.

One thing I wish I could change about how we interact with each other is...

If I had to guess what my mentor likes best about how we work together it would be...

Sometimes I think my mentor wishes I would...

Appendix C. Mentorship Agreement

Mentorship plan in support of Insert Mentee Name Insert Program Year

To best facilitate a valuable mentoring relationship, let the following outline serve as the framework to inform and guide this experience and both parties' (mentee and mentor) reflection, input, critical thinking and honest, open communication for the beneficial growth of the mentee, Insert Mentee Name.

Mentee Name

Mentor Name

Self-Assessment Questionnaire

The below self-assessment questionnaire will hopefully further your own self-reflection as well as my own understanding of who you are, what you know and perceive of yourself, what's important to you, what your goals are, what makes you tick (and otherwise potentially not tick) and your expectations of this mentorship relationship.

1. What are your known/perceived strengths?
2. What are your known/perceived weaknesses?
3. What gets you going in the morning? What are your motivators?
4. What are your distractors/stressors?
5. Any home/life concerns you might have?
6. List and rank your top 5 priorities (covering all aspects of your existence)
7. What has been your greatest, most rewarding work success to date? For what reasons? What did you learn from that experience?
8. What has been your greatest work challenge to date? Why and how so? What did you learn/take away from that experience?
9. What are your short-term (w/in one year), mid-term (w/ 5 years), and long-term (w/in 10 years) goals?
10. What are your expectations from this mentorship relationship?
11. What mentor qualities do you prefer?

If you have taken any formal self-assessments, such as Myers-Briggs, feel free to share the results.

Feedback from your Self Reflection/Self-Assessment – Establishing/Tracking Action Plans

- 1) Express/Capture your three greatest “problem” statements. For example, some considerations might be:
 - a. I want to develop my skills in _____, so that I can _____.
 - b. I want to position myself for greater responsibility & opportunities within my organization/industry.
 - c. I want to build a stronger professional network.
 - d. I want to improve my relationship and/or reduce conflict with _____.

- 2) Develop and establish Action Plans in addressing each of your three greatest problem statements.
 - a. Mentee to develop these within the first two months the relationship.
- 3) Based on mentee's action plans, mentor will develop tailored brief exercises for mentee to address in aiding with progress toward improvement and goal attainment.
- 4) Mentee and mentor will periodically check and discuss progress monthly

Professional Readings – Developing Professional Reading Reference Library

The mentor and mentee will develop a professional reading list in support of mentee's short, mid and long-term goals and ongoing professional growth.

Communications Plan

- 1) Bi-monthly (twice per month) video chats (most beneficial); approx. 30 mins in duration (or longer if/as necessary by both parties)
 - a. One of these bi-monthly sessions could address any thoughts, struggles/challenges, inspirations, and/or questions you might have. Ideally these should be formulated and submitted for reflection/preparation in advance of these bi-monthly sessions.
 - b. Ideally, the first session could/should present an opportunity for the mentee to discuss any professional responsibilities the mentee might have questions about either for clarifications or possible relatable experiences/perspective for discussion.
 - c. Second bi-monthly sessions could/should present an opportunity for the mentee to address and prepare for any upcoming projects or deliverables, especially any work that will require additional professional development.
 - d. Recognize Bi-monthly may not be practical/possible every month depending on mentee's work schedule; therefore, both parties pledge to coordinate schedules to virtually meet at least once a month for 1 hour.
- 2) Utilize regular communications to check on progress of professional responsibilities.
- 3) Coordinate opportunities to meet in person if/as safe and available to do so should opportunities present themselves