

Tools for Mentor

May 2014



ONE PROGRAM BRINGING TOGETHER
ALL DOE COMMUNITIES OF PRACTICE

Office of Learning & Workforce Development



We will mentor, develop, and foster the professional growth and advancements through individual development planning for all individuals in the Department Federal workforce to ensure our employees have fulfilling and productive careers within the Department.

DOE Strategic Plan (May 2011)

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DOE Mentoring Program



Being an Effective Mentor

Mentor Preparation

Your primary goal is to use your knowledge, skills, and experience in assisting your Mentee to use the appropriate tools to develop. In addition, your secondary goal should be to look for opportunities that will allow you to grow and develop as a result of your Mentor/ Mentee partnerships. To ensure that you are ready, here are a few easy-to-use tools to prepare for success.

Tools

Tools on the following pages will assist you in achieving the above steps.

Readiness Assessment

Check the appropriate box below to check your readiness for being an effective Mentor.

	Agree	Disagree
Genuine Interest		
I have a sincere interest in continuous self-development.		
I take responsibility for directing my development.		
I am interested in developing both professionally and personally.		
Reciprocal Relationships		
I can communicate openly about my developmental goals.		
I share lessons learned with others.		
I share my failures and use them as opportunities to learn.		
I willingly give and accept constructive feedback and coaching.		
On-going Dialogue		
I have good interpersonal skills.		
I am a good listener.		
I seek to find out information through questions.		
Work Together		
I keep my commitments.		
I enjoy working with others to accomplish goals.		
I demonstrate follow-through.		
Trust		
I display a high level of integrity.		
Heighten Potential		
I regularly engage in learning experiences both at work and elsewhere.		
I have high and realistic expectations for my development.		
I am open to new perspectives and diversity of thought.		

If you agree with most of the answers to the left, you are ready for a successful Mentor/Mentee Partnership.



Congratulations!

Mentoring Rewards



Not only does mentoring provide development opportunities for the Mentee, it also provides development opportunities for the Mentor. Mentoring..

- Allows Mentors to practice interpersonal and coaching skills while instilling a sense of confidence in those employees you mentor.
- Allows Mentors to have the opportunity to share their own experiences, listen to others and identify commonalities to create personal connections. Sharing experiences provides Mentees information to make informed decisions and to learn from and avoid failures that their Mentor may have made, which gives the Mentor personal satisfaction.
- Helps Mentors expand their own horizons and keep them in touch with what's going on at other levels of the organization.



Being Chosen as a Mentor

Effective Mentors

Although the focus on the Mentor/Mentee partnership is to create a learning experience for both the Mentor and Mentee, the best Mentors exhibit certain characteristics that make them effective in developing others. You were chosen because you are...

- Experienced
- Committed to helping others
- Trustworthy
- Willing to share
- Resourceful
- Enthusiastic about their own self-development
- Supportive of others
- Knowledgeable about the organization

What Mentors Do

Mentors serve in different roles during the Mentor/Mentee partnership. You and your Mentee need to determine the roles you're going to serve in his or her development. The list below provides common ways Mentors facilitate new opportunities.

- Teach knowledge of the organization's culture, traditions, and values to help Mentees become acclimated and comfortable.
- Show them how to navigate the organization to accomplish goals.
- Help Mentees improve performance by teaching them specific competencies, making sure that they apply them properly.
- Increase the Mentee's self-confidence by encouraging them and demonstrating your trust in them.
- Encourage your Mentee to take risks, take initiative and be creative.
- Assist Mentees in overcoming pressures and strains on making transitions to positions of higher responsibility and maintaining a healthy work/life balance.
- Model proper conduct in challenging situations.
- Inspire Mentees to achieve high performance standards and develop their own style. Give Mentees constructive feedback to help them self-improve.
- Offer advice on goal-oriented career development.
- Access resources and contacts to assist Mentees in goal achievement.
- Increase Mentee's visibility in the organization by speaking about their good qualities to senior management.

Mentoring (For Mentors)—Get Acquainted Meeting

Prepare for Learning

Once you decide to become a Mentor, you need to prepare for an interested Mentee to contact you. Your Mentee will likely schedule a meeting with you (in person or on the phone), so that you both can get to know each other, which will help him or her make their decision on choosing a Mentor. This worksheet will help you plan for this meeting

Interested Mentee's Name is _____

Once your *Get Acquainted Meeting* occurs with an interested Mentee has been scheduled, complete the meeting details below.

Phone Number(s) _____

Email Address _____

We will meet on (date) _____

We will meet at (location) _____

Answer the questions below before for your *Get Acquainted Meeting* with your interested Mentee.

Ask yourself, "When have I used mentoring in my career?" Describe that experience or those experiences. What worked and didn't work in those experiences?

What are some things I could tell the interested Mentee about myself that would help us get to know each other a little bit? What about me might be interesting to share?

What are some questions I could ask to get to know the Mentee without prying? Write some possible open-ended questions below.

Sample Questions:

How do you like to be mentored?

How would you like for me to contribute to the Mentor/Mentee partnership?

What expectations do you have of me?

What are your professional strengths?

You might even bring it along when you do meet. Remember to look over what you've written before the meeting—this will make you more comfortable and relaxed.

Reflect on Learning—after your *Get Acquainted Meeting* occurs with the interested Mentee, reflect on your experience and summarize the meeting in the space below.

Here's how I would summarize my "Get Acquainted Meeting"...

--

Act on Learning—Develop your action plan by completing the following sentence.

I will apply what I learned about myself by...

--



Preparing for a Successful Mentor/Mentee Partnerships

Meetings with Your Mentee

Everyone can benefit from an effective Mentor. The most important part of ensuring that your partnership is successful is to prepare for it. Once you're chosen as a Mentor, there are a few steps that you must take and this guide will provide you with a few easy-to-use tools to prepare for success.

Here are a few simple steps to prepare for a successful Mentor/Mentee partnership...

1. Plan a strategy to avoid mentoring traps
2. Prepare for and conduct initial mentoring meeting
3. Sign Mentor/Mentee Partnership Agreement
4. Complete Mentoring Action Plan
5. Prepare for and conduct follow-up monthly meetings

Tools

Tools on the following pages will assist you in achieving the above four steps.

- To plan your strategy for avoiding mentoring traps... complete the **Avoiding Mentoring Traps Strategy**.
- To prepare for and conduct the first monthly mentoring meeting ... complete the **Mentoring (For Mentees) Initial Meeting** worksheet prior to the meeting.
- The **Mentor/Mentee Partnership Agreement** is located in Appendix B.
- The **Mentoring Action Plan** is located in Appendix C.
- To prepare for your subsequent monthly mentoring meetings... complete the **Mentoring (For Mentees) Follow-Up Meeting** worksheet prior your meetings.

Mentoring Traps Strategy

There are times when Mentor/Mentee Partnerships experience conflict for various reasons. You should prepare a strategy to address these issues when they arise. Being prepared for these traps allows you to use the conflict as an opportunity for development, which may save your partnership.

For each trap...

- 1) List two actions you will take to avoid the trap.
- 2) List two indicators that alert you that you have fallen into a trap.

Misunderstood roles. Mentors should not assume the Manager's role. You are there to provide support to the Mentee's development. The Mentee is ultimately responsible for his or her own development.

To avoid misunderstood roles, I will...

If we fall into this trap, I will...

Distrust. Revealing confidential or sensitive information. You can't be effective if your Mentee doesn't trust you.

To avoid distrust, I will...

If we fall into this trap, I will...

Unrealistic goals. The partnership is not a substitute for formal training, it's an enhancement.

To avoid unrealistic goals, I will...

If we fall into this trap, I will...

Mentoring (For Mentors) – Initial Monthly Meeting

Prepare for Learning

You and your Mentee will work on building trust in the beginning of your partnership. One way to demonstrate your commitment to your partnership is to complete the Mentor/Mentee Partnership Agreement. You and your Mentee will complete your Partnership Agreement during your Initial Meeting after you're chosen. Be prepared to complete the Partnership Agreement during that meeting. Review the sample Mentor/Mentee Partnership Agreement.

Mentor's Name: _____

Meeting Date: _____

Determine your development goals. What do you wish to gain from the Mentor/Mentee Partnership?

How will I support my Mentee in meeting his or her development goals?

What is my plan of action for contributing to creating/maintaining an effective Mentor/Mentee partnership?



During this meeting, you will create your Mentor/Mentee Partnership Agreement (see Appendix A) and Mentoring Action Plan (see Appendix B).

Reflect on Learning

After your initial meeting with your Mentee, reflect on your learning experience, summarize the meeting in the space below, and review your Mentor/Mentee Partnership Agreement.

Here's how I would summarize my initial meeting with my Mentee...

Act on Learning

Develop your action plan by completing the following sentence.

I will apply what I learned from meeting with my Mentee by...

Mentoring (For Mentors) –Follow-up Meeting

Prepare for Learning

Prior to each meeting after the initial one, with your Mentee, review the summary from your last meeting and ask yourself the following questions

Meeting Date: _____

What is the purpose of this meeting?

What is my desired outcome(s) of this meeting?

What information will I share with my Mentee?

What actions have I taken since the last meeting?

Reflect on Learning

After meeting with your Mentee, reflect on your learning experience by answering the following questions.

Is there more I can do to make the Mentor/Mentee partnership more effective? Be specific.

Here's how I would summarize this meeting with my Mentee...

What did I learn from this meeting?

Am I providing the support which facilitates my Mentee's development? If not, describe how that can improve?

Act on Learning

Develop your action plan by completing the following sentence.

I will apply what I learned from the meeting with my Mentee by...



Assessing Mentor/Mentee Partnerships

Check-in With Your Mentee

Through the use of the Mentor/Mentee Partnership Check-In, you will know how the relationship is going. You will also be able to ensure that you are both benefiting from this experience. This allows your partnership to remain on track and will enable you to identify any significant changes, before they present a problem, for either of you. Feedback captured on the Mentor/Mentee Partnership Check-In Forms should be shared between you and your Mentee to initiate discussion three months into the partnership and/or 6 months for one-year partnerships. It also serves as a check on you, receiving the level of support from your supervisor and DOE Mentoring Program Manager in order for you to be successful.

The check-in form has two parts. The first part is for the Mentee to complete based on their view of the partnership (which has been provided to them). Likewise, your part will be completed and shared with your Mentee based on your view of the partnership. Once both of the check-in forms have been shared, a plan of action is developed, so that both you and your Mentee know how to proceed with your partnership.



Mentoring Check-In Form (For Mentor)

Instructions: Complete this form 3 months and/or 6 months (for one-year partnerships) from the start of the partnership.

My relationship with my Mentee is meeting my expectations.

Strongly Agree Agree Disagree Strongly Disagree

The average amount of time a month spent with my Mentee is...

Once a Month Twice a Month Once a Week

More than once a week I did not meet with my Mentor

We meet often enough to foster an effective partnership.

Yes No

I feel we established enough trust between us to make our partnership effective.

Yes No

I feel my Mentee is developing.

Strongly Agree Agree Disagree Strongly Disagree

Top three things I feel are going well with Mentor/Mentee Partnership.

1.

2.

3.

One thing I can encourage my Mentee to do differently is ...

After reviewing our Mentor/Mentee Partnership Agreement, I think we need to re-adjust our goals.

Yes No

If yes, which goal(s) and what changes do you suggest.

The DOE Mentoring Program Manager is providing necessary support.

Strongly Agree Agree Disagree Strongly Disagree

My supervisor provides me with resources to support my development.

Strongly Agree Agree Disagree Strongly Disagree

Additional Comments:

Mentor's Signature & Date

After you and your Mentee complete your worksheets, discuss your responses during your monthly meeting. Remember to remind your Mentee and yourself that no relationship is perfect. Constructive feedback is healthy and can help strengthen your connection.

Compare your responses. Be sure to value both where you agree and disagree – it's all good information. After you are done sharing, talk about the next steps – what you each can do to strengthen the good stuff and overcome any difficulties. Commit to a plan of action together.

Appendix A

Mentor/Mentee Partnership Agreement

We developed this agreement together. In it, we are writing some ground rules on how we want our mentoring relationship to work. By creating and signing this agreement, we are both committing to do our best to honor these ground rules.

As we spend time together, we will both try to:

-
-
-
-
-
-

Work on our shared goals for this mentorship, which include (list goals below):

-
-
-
-
-
-

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 are 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. Remember to laugh.

We will have our check-in meeting on _____ (3 months from today).
We will have our close-out meeting on _____ (6 months from today).

_____ Mentee Sign

_____ Mentee Sign

Mentor/Mentee Partnership Agreement (*Sample*)

We developed this agreement together. In it, we are writing some ground rules on how we want our mentoring relationship to work. By creating and signing this agreement, we are both committing to do our best to honor these ground rules.

As we spend time together, we will both try to:

- Meet or speak at least twice per month, for at least two hours.
- Pick meeting places that allow us to talk openly and honestly.
- Call ahead – giving at least 24 hours notice if possible – if we have to cancel or reschedule
- Come to our meeting prepared. If we've agreed to do some assignment between meetings, have it completed. Don't bring along friends or family members to meetings without talking about it first – usually this won't be a good idea.
- If we have a problem or something doesn't feel right to one of us, we'll talk about it – even if it is uncomfortable. We won't avoid facing a problem. We'll deal with it together.
- Keep what is said between us – maintain confidentiality. This means that we won't go telling other people what our Mentor/Mentee told us. We'll keep it private. The only exception would be when the law requires the Mentor to report a dangerous situation or when a criminal act has been committed.

Work on our shared goals for this mentorship, which include (list goals below):

- You as my mentor will assist me in preparing for my presentation at the Division Manager's meeting in September.
-
-
-

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 are 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. Remember to laugh.

We will have our check-in meeting on Sept. 30, 2012 (3 months from today).
We will have our close-out meeting on February 28, 2013 (6 months from today).

Mentee
Mentee Signature

June 30, 2012
Date

Mentor
____Mentee Signature

June 30, 2012
Date

Appendix B

Mentoring Action Plan

We developed this Action Plan together to document planned mentoring activities as they relate to my mentoring goals.

Mentoring Goal #1:

Learning Activity	Competency	Beginning Date	Ending Date	Funding	Status/Comments

Mentoring Goal #2:

Learning Activity	Competency	Beginning Date	Ending Date	Funding	Status/Comments

Mentoring Goal #3:

Learning Activity	Competency	Beginning Date	Ending Date	Funding	Status/Comments