



Mind-to-Mind Mentoring Program

Mentee Toolkit

Talent Development Capability Model

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What practitioners need to **KNOW** and **DO** to develop themselves, others, and their organizations.



The Talent Development Capability Model is your blueprint for impact. It sets a new standard for the field. This future-oriented model can be personalized. It responds to those trends affecting talent development, such as digital transformation, data analytics, information availability, and partnerships between talent development and business.

Mentee Toolkit

This Mentee Toolkit provides a roadmap to help you understand your goals for being mentored and helps you establish a fruitful relationship. You will find resources, tips and tools to use throughout your mentoring experience. This toolkit is a framework and provides information on best practices.

The toolkit is organized into three sections:

1. **REFLECT:** *Understand Your Role. Using questions and the tools in this toolkit, reflect on your career and why you are seeking a mentor at this time. Learn to make the most of this valuable relationship by having a mentoring mindset and listening actively.*
2. **BEGIN:** *Establish the Relationship. Lay a solid foundation with your mentor by using the Mentoring Partnership Framework provided in this toolkit and completing the exercises. To continue a strong and productive relationship, evaluate it on a regular basis.*
3. **END:** *Navigate the Transition. The ATDChi Mentoring Program is slated to last six months. At the end of the program, reflect on your growth and provide feedback to your mentor about his/her contribution and the value of your relationship.*

Step 1

REFLECT: Understand Your Goals and Your Role

Use these resources to articulate where you are in your career and professional development, what you would like to explore or learn through mentoring, and other expectations. The answers can guide you and help both you and your mentor make the most of the mentoring relationship.



Mentoring Self-Assessment

Thoughtfully consider the following questions about your career progress and goals. *Remember to reference the Talent Development Capability Model.*

Where am I in my career? Why am I seeking a mentor at this time?
1. What are my professional goals – short-term and long-term?
2. What are my personal goals – short-term and long-term – particularly those that directly impact professional goals?
3. In what ways am I satisfied with my progress in my professional and personal goals at this point?

4. In what ways am I dissatisfied with my progress in my professional goals? What skills or competencies do I need to develop?
5. Am I facing a change or challenge where a mentor could help? What is it?
6. What groups/networks am I already involved in that help me professionally and personally that I can continue to leverage?
7. What groups might I join or what people might I get to know for professional or personal development in the areas most important to me?
8. What role(s) do I see my mentor playing (guide, trusted counselor, advocate, friend, sympathetic ear, resource for information or to develop a new skill, other)? Which role(s) are most important to me?
9. What kinds of activities would I like to engage in with my mentor?



Prioritize Your Mentoring Goals

Consider these common mentoring goals and add others you identified in your self-assessment. Which ones are most important currently in your life and career? Rate your highest priority 1, your second highest 2, and so on. Limit yourself to no more than four priorities.

What am I hoping to accomplish in my mentoring relationship? Select those that apply.

Help in establishing professional relationships	1 2 3 4
Advice in navigating a professional work environment	1 2 3 4
Support or a safe sounding board	1 2 3 4
How to develop a specific Talent Development capability	1 2 3 4
Accountability for progressing on _____	1 2 3 4
Advice on potential career path within a specific department	1 2 3 4
Other Competency _____	1 2 3 4

Skills and Tips for Being a Successful Mentee

Enjoy these tips for getting a great start with your mentor.

Have a Mentoring Mindset - Adapted from L. Searby, "Do You Have a Mentoring Mindset?"

- Take initiative. Come to the meetings prepared with questions and/or conversation starters.
- Be a learner. Exhibit curiosity and ask probing questions. Keep a continual "I want to know" learning orientation.
- Be open and honest. Being open involves seeking feedback and accepting it graciously. It also involves being willing to ask for help, expressing career goals honestly, and progressing towards career benchmarks. Be willing to share concern or dissatisfaction in the relationship.
- Be knowledgeable. Share what you know with your mentor; be ready to discuss whatever you're reading and learning.
- Be "bifocal." A bifocal perspective allows you to see the big picture of your career and to prioritize short-term goals to reach the vision.
- Communicate. You may meet formally just twice a month, but a short email or quick message to touch base with your mentor between meetings will be appreciated. Active listening during the mentoring sessions is also part of being a good communicator.
- Contribute ideas, goals, and career plans. Although the mentor serves as an important guide and counselor for career development, you must share your own ideas for career growth. This is an important step in establishing career independence.
- Demonstrate relational savvy. Relational savvy is the ability to build relationships with others. Be sensitive to your mentor. Act with confidence (but not arrogance).
- Be reflective. Be transparent and share your private reflections aloud with your mentor. Humbly admit your mistakes, and learn from them.
- Be ethical. Trust is earned through being honest, keeping confidences and doing what you say you'll do. Make every effort to achieve the steps/milestones you and your mentor agree upon. If this isn't possible, identify the barriers and propose solutions.
- Respect your mentor's time. Just as your mentor must be able to devote the time to the relationship, you must also respect this commitment. Ensure meetings are efficient by identifying issues you want to discuss and preparing in advance.
- Be personable. Keep a positive outlook, and show appreciation to your mentor through your words and tokens of gratitude.
- Be reciprocal. As a mentee, the conversations you have with your mentor will likely revolve around *your* interests, goals, and ambitions. The relationship can also be reciprocal in nature. As you learn about the mentor's own challenges and aspirations, you may be able to provide helpful information, resources, and expertise. Often, the best mentoring relationships involve a give-and-take of information and support over time.

Hone Your Listening Skills

The best questions in the world aren't helpful unless you can listen actively.

Here are four points to bear in mind to help you listen:

- Listen for central ideas. Listen for ideas that your mentor repeats and illustrates with examples. Typically, when an idea or concept is core to us, we repeat and expound upon it to ensure the other person understands us.
- Determine what is of personal value to you in your mentor's conversation. Once you've identified the central idea, consider how it applies to you. This will help reinforce the learning, since you can now better identify with your mentor's message.
- Ask yourself what "trigger" words you've encountered in your personal and professional path. Almost everyone has certain words or modes of communication that cause an emotional reaction. These emotions can cause us to get off track in our listening and our thinking. To combat these reactions, become familiar with your own triggers. Keep track of your next few conversations to see what words, phrases, or ways of communicating trigger an emotional reaction in you. Think about the reasons for those reactions, and consider whether this information would be helpful to your mentor (if you feel comfortable sharing). Once you've identified your triggers, you can be more aware of them and better manage your own attention and responses.
- Learn to keep pace with your mentor. For all of us, there's a difference between the speed of thought and the speed of speech. Most people can think five to six times faster than another person can talk. Even when we're very interested in what the other person is saying, this difference in pace of thought and speech can lead to daydreaming and a wandering mind while another person is speaking.

Find Your Comfort Zone

Many mentoring relationships pair a mentee with a high-level or prominent leader. These relationships can be slow to develop if the mentee is uncomfortable with the mentor. A mentee's discomfort can come from a variety of factors.

You may be afraid to make mistakes or appear vulnerable in front of your mentor, or you may have trouble viewing your mentor as a partner. Some mentees report that they consider their own problems and needs as insignificant. Develop techniques to become comfortable early on in your mentoring relationship. Most of us can become more comfortable in any situation by being prepared. Try these ideas to be adequately prepared:



- Complete the Mentoring Self-Assessment and Mentoring Goals exercises
- Prepare a concrete set of goals and objectives for your mentoring relationship
- Have a written list of questions before each meeting
- Research your mentor's background (Google, LinkedIn, requesting a resume)
- Visualize conversations between you and your mentor as if you've known him or her a long time

Make the Moments Count – Reflection

Unless we reflect on our experiences, we can miss the gems in the moments we spend with others. This is especially true of professional development experiences like mentoring. Keeping notes during your mentoring meetings can help you capture and remember the lessons you learn—and it can also help you chart your progress through this important relationship. After each meeting, ask yourself what you learned and how you can apply the learning. You can capture your thoughts in the template below.

What?	What did our mentoring discussion(s) reveal?	Notes:
So what?	What are the implications or the discussion outcomes for you?	Notes:
Now what? Stop, Start, Continue	How can you build on the implications/outcomes? What will you Stop, Start, or Continue do?	Notes:
Anything else to note:	Anything Else?	

Step 2

BEGIN: Establish the Relationship

By following the Mentoring Partnership Framework, you and your mentor can find out more about each other as you establish the focus for your relationship. Also included here are possible agendas to guide your meetings and tools to evaluate your relationship on a regular basis. Please note that the **ATDChi Mentorship Committee** will provide monthly topics you can use during your mentoring partnership.

Partnership Framework

Use this 3-step Mentoring Partnership Framework with your mentor to find out more about each other and set goals and expectations. The Mentoring Partnership Framework is also included in the Mentors Toolkit.



Partnership Agreement Step 1: Who Are We?

To launch a successful mentoring partnership, it is important to get to know each other. Below are some items you may want to know about each other.

- Personal Background: Life history, career history, experiences, core values, personal motto...
- Goals: Personal, career, progress toward achieving, obstacles in achieving...
- Perspectives: Keys to success, development needed, about work, about organizations, your commitments...
- Thinking Process: How you like to learn, solve problems, or make decisions...your new areas of interest...
- Skills and Abilities: What you do best, what you want to do more of, what you want to learn to do...

Notes

Mentoring Conversation Starters

- What are your short-term and long-term goals?
- What books have influenced your thinking? What newspapers and magazines do you read often?
- Who do you talk to when you need advice?
- How do you handle professional obstacles/roadblocks?
- What was your biggest career move so far?
- How do you deal with criticism? What's the best way to get feedback at work?
- What skills do you find new professionals lack? How can I get better at these skills?
- What part of your job is the most challenging?
- What strategies do you use to deal with difficult people at work?
- How do you stay motivated? How do you handle stress?



Partnership Agreement Step 2: What are Our Expectations and Goals?

One of the most important things both partners can do is agree on expectations, goals, ground rules and a time frame for your mentoring partnership. Periodically come back to these and evaluate “how we are doing”. Write your thoughts to the questions below individually, then fully discuss them with each other. The **Mind-to-Mind Mentoring Program** is 6 months of duration.

1. Why do I want to participate in a mentoring partnership?	
2. What do I want from you?	
3. How do I want this partnership to function?	
4. How much time can I invest?	
5. What should be the approximate length of our meetings?	
6. What other support do I want?	

7. What ground rules do I want for our meeting/partnership (e.g., confidentiality, reciprocal trust/respect, commitment, etc.)?	



Mentor/Mentee Worksheet

This worksheet sets the parameters of a mentoring relationship to meet the needs of both the mentor and Mentee. Any questions and answers from the previous two pages can be used for this worksheet.

Planning Meeting	Date/Time (Recommend that you meet twice a month for the duration of the program.)	
Goals/Expectations:	1. 2. 3.	
Teaching/Learning Styles	Mentor Teaching Style	Mentee Learning Style



Partnership Agreement Step 3: What Are We Going to Do?

Work together to define at least one action item that will help reach your goal(s). Mentors are there to facilitate the discussion and move it toward a definable action chosen by you – it is you who act and make something that is easily incorporated into daily activities and is short term.

1. Incorporate practice: Consider simulating the actual situation, asking “what if” questions and role playing or rehearsing what the action will look like in real time.
2. Reflect on outcomes: Did things go as planned? If not, what actions are needed? What was learned that has broader application?

Move to action! We have also provided a blank action plan at the end of the toolkit.

The first action plan is:

The target date for completion is:

What do we want to work on together, or what does the Mentee need to practice?

Tips and Agendas for Mentors and Mentees

- Have a focus for each discussion: compelling question, case study, new experience, article, etc. **The ATDChi Mentorship Committee** will provide monthly topics you can focus your discussion on.
- Be open and honest. Ask for what you need, solicit feedback, and share what you are learning.
- Keep confidences. It’s important that you can count on each other to treat confidential information with integrity.
- Honor the commitments you make to each other (meetings, follow up, etc.).
- Ask powerful questions and continue to be curious about each other as individuals.
- Enjoy the experience! It’s a gift to have someone who is interested in the same work you are and wants to learn and share knowledge.

Possible Mentoring Agendas	
First Meeting (in Month 1) <ul style="list-style-type: none">• Get to know each other• Review Who Are We Activity, Expectations & Goals, Mentor/Mentee Worksheet• Set up the next meeting	Additional areas to explore <ul style="list-style-type: none">• Jobs, functions, and roles the Mentee might benefit from and enjoy• Current job functions, skills, successes, failure, and obstacles/challenges• Challenges or concerns created by change• Opportunities for further exposure and challenge• Managing work-life balance• Challenges in the development toward goals

	<ul style="list-style-type: none"> • Influences of the functional group and management perspectives of Mentee's performance • Options for training, education, continuous learning • Organizational culture and how to influence and impact the organization • Networking and creating social capital • Mutual feedback on your relationship and progress
Months 1.5-4 <ul style="list-style-type: none"> • Discuss any situations that occurred between meetings • Discuss action plan • Offer positive and constructive feedback 	Potential Questions <ul style="list-style-type: none"> • What has taken place since we last met? • What questions or issues were raised for you by the experience? • What did you learn from the experience? • What will you do differently in the future? • What could you do to continue to advance your growth?
Month 5 <ul style="list-style-type: none"> • Explore possible career interests and questions • Set clear professional development goals • Identify potential action plans 	Additional Areas to Explore <ul style="list-style-type: none"> • Discuss final project outcome • Evaluate results • Discuss future actions and potential actions
Month 6 <ul style="list-style-type: none"> • Solidify the action plan(s) • Create a series of achievable goals • Agree on how relationship will come to a close at the end of the mentoring period 	Closing Meeting <ul style="list-style-type: none"> • Discuss closing items for the action plan • Reflect on the mentorship process • Discuss positive changes that occurred for both of you • How are you going to apply and integrate what you have learned through the mentoring? • Redefine the relationship • Any terms going forward • Celebrate your success

Step 3

END: Navigate the Transition

The **Mind-to-Mind Mentoring Program** is scheduled to last 6 months. At the end of the 6 months, you are responsible to end the partnering. Ending well is important – first impressions and last impressions are what we remember most about others.

Remember that a mentoring relationship is not a permanent commitment. The goal is to help the Mentee move forward in career and life goals. Perhaps these goals have been met. Or if this is not occurring and

you do not see adjustments that can be made to meet those goals, end the relationship respectfully and honestly.

Your “formal” mentoring relationship may shift to a more informal, infrequent interaction. You never know when your paths may cross again, under what circumstances, and when you may need help or advice from each other in the future.

Tips to end your mentoring relationship on a positive note

- Be clear about why you and your mentor are ending the relationship. If the Mentee has achieved his or her goals, celebrate!
- If either of you has chosen to end the relationship for other reasons, share them. Perhaps the relationship is not moving the mentee forward and other professional development activities would make more sense.
- Regardless of the reason, give your mentor clear feedback about what went well, what growth you have seen, what strengths you see in your mentor and in yourself, what the mentor might consider doing differently in future mentoring relationships, and what you gained from the relationship.

Action Plan Template:

With your mentor, set goals that are focused, realistic, and tied to your competency/development goals.

Effective goals should be **SMART**: • **S**: Specific • **M**: Measurable • **A**: Achievable • **R**: Results-oriented • **T**: Time based.

Focus on competencies important to you and your organization. Be sure to leverage the **Talent Development Capability Model**. Build on your strengths as well as your areas of opportunity. Look for opportunities to learn by doing as well as observing and listening.

Development Goals: Competency/development goals I want to develop?	
Learning activity: What action will I take to develop this?	
Beginning date and ending date	
I'll know I have achieved my goal when...	