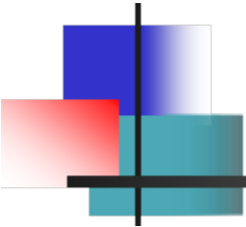






Illinois Technology Foundation Mentor & Mentee Program Guide



This student mentorship program has been developed as part of the academic mentoring initiative of the Illinois Technology Foundation. The program is intended to link students with seasoned executives in order to help develop their career objectives and aspirations.

Welcome to the Illinois Technology Foundation's Mentoring Program. This guide was developed to help direct both the Mentor and Mentee throughout the mentorship program in order to help make the entire experience rewarding for both participants. The intent of the program is to align one mentor with one mentee so each party can focus their energy on making the entire mentorship experience a success.

This guide will establish a solid foundation to the mentorship program by providing the following material to help support the Mentors and Mentees successful completion of the program. Materials provided within this guide are:

- The expectations and time commitments of the Mentor and Mentee;
- A commitment pledge for both the Mentors and Mentees;
- Mentor and Mentee action plan.
- A template to help schedule and develop the meeting agenda, objectives, and plan future meetings;
- A full list of discussion items, creating individual goals, and suggest activities for the mentors and mentees;
- A self assessment and reflection form for the mentee to fill out in order to reflect on insights and knowledge learned during the mentoring program.
- A mentorship program Evaluation Survey to capture what aspects of the program that were successful and what aspects of the program that can be improved.

Although this manual will provide mentoring guidance, tips, and activities, each mentor / mentee relationship will be unique and each of you are encouraged to develop your own mentorship roadmap. Clearly, success depends on the effort extended by both parties.

We hope you have fun with this program and that you are left with a memorable impression that will last throughout your career and life.

Expectations

This mentorship program is being sponsored by the Illinois Technology Foundation. The Foundation's mission is to support the development of the technology talent pipeline throughout the Educational Continuum from elementary to higher education. We work with organizations so the graduating students can find meaningful employment within our community. In order for this program to be successful, there are some basic minimal expectations we have from both our Mentors and Mentees.

1. **Duration of Mentorship:** The mentorship program is structured to last 10 - 12 weeks or one semester/term in a typical university/college. . It is the expectation that the parties involved in the mentorship program will minimally commit to this timeframe. If the parties feel the process is beneficial, we encourage them to continue the relationship.
2. **Monthly Meetings:** Mentors and Mentee are encouraged to meet in person at least 3 times throughout the agreed term. In addition to meeting in person, Mentors and Mentees should schedule phone meetings on alternating weeks.
3. **Length of Meetings:** Meetings are expected to last approximately 1 hour when meeting in person and no less than 30 minutes by phone.
4. **Point of Contact:** Mentors and Mentees should exchange phone numbers and e-mail addresses in order to keep in contact with each other. It is the responsibility of the Mentee to set up the first meeting and all subsequent meetings.
5. **Meeting Agenda:** It is the Mentee's responsibility to develop an agenda for each meeting. It is recommended that the agenda be prepared and shared with the Mentor prior to the meeting.
6. **Questions or Concerns:** If for any reason you are having trouble contacting each other or have questions about the program, please feel free to contact mentor@illinoistechfoundation.org.

Mentorship Commitment

I, _____, acknowledge the responsibility required by the mentorship relationship and will devote the time necessary in an effort to enrich both of our experiences with the mentorship program. I pledge to remain open to objective feedback, suggestions and guidance, and to uphold an attitude of admiration and deference to each others challenges and achievements. I know that in order for this to be a successful partnership, we must be truthful, candid and sincere. I understand that the mentorship program not only values, but insists upon a close and private mentorship relationship. I will do my part to ensure participation in the mentorship sessions, complete agreed upon assignments, ask for suggestions and advice, and keep each other informed about the leadership development progress. We will work to achieve the following leadership development goals throughout this mentorship program:

1. _____
2. _____
3. _____

I hereby pledge to abide by all of the above listed requirements, and to work together in order to achieve the agreed upon leadership development goals.

Name: _____ Date: _____

First Meeting Planning/Notes Sheet

Meeting Date/Time/Location _____

What would I like to discuss at the meeting? _____

Ideas: Progress towards development goals, current work issues, topics of general interest such as leadership, etc.

Topic/Issue (Pre-Meeting)	Conversation Notes (During Meeting)
Action Items (During Meeting)	
Topics for Next Meeting	
Additional Notes	

First Meeting: Introductory Meeting

Objective

The objective of the first meeting is to establish a meaningful relationship with each other. There should be an open and honest dialogue to ensure clear, concise and attainable goals are developed and the expectations of both the Mentors and Mentees are understood. This first meeting will be the foundation for which the mentorship relationship is built. An in person meeting is suggested for this initial critical interaction. The Mentorship Commitment agreement should be discussed, committed to, and signed by both the Mentor and Mentee.

Agenda

1. Introductions (15 minutes)

In order to get to know each other and start a dialogue, briefly discuss each other's job history, education, family and any outside interests. Remember, you have committed to each other for the next several months. Have fun! In order to get the conversation started, here are a few topics you may want to talk about during the initial meeting:

- What are you known for outside of work?
- What do you like to spend your free time on?
- Who are some people in your life that have influenced your character?
- Who is your hero?
- If you could travel anywhere in the world for pleasure – where would you go and why?
- Are you from Chicago or from some other part of the country or world?
- What is a favorite book or movie you have read or seen recently?
- In what ways do you feel united with your co-workers? In what ways do you feel separated from your co-workers?
- What are your strengths and weaknesses?
- What challenges do you see emerging in your career?
- Where do you see yourself in one year? 3 years? 5 years?
- Have you been part of a mentoring program before?

2. Guidelines and Expectations (15 minutes)

Lay the groundwork for what is expected from each other throughout the mentorship program.

- Exchange telephone numbers and e-mail addresses.
- Determine each other's preference for contacting each other during the day and evening.
- Decide on the most convenient place to meet.
- Agree upon what expectations should be set about the mentorship relationship.
- Mentees should be prepared prior to the first meeting with an idea of the goals they would like to achieve as a result of the mentoring relationship. Goals are meant to evolve over time.
- An evaluation should be completed immediately after each meeting to ensure progress is made in achieving your goals.
- It is to be expected that a scheduled meeting may have to be cancelled due to priorities that may change for the Mentor or Mentee. In order to be respectful of each other's time and schedules, determine how cancellations should be handled.

3. Initial Goal Development and Planning (20 minutes)

See the Sample Learning Activities and Tips for Developing Your Dialog at the end of this guide.

4. Future Meeting Planning (5 minutes)

Schedule and outline your second meeting and discuss generally how often and the location of each future meeting will be held. Monthly, in person, meetings are encouraged, but Mentors and Mentees should minimally meet in person 3 times throughout the mentorship program. In addition, the Mentee should schedule semi-monthly phone calls with their Mentor in order to grow the mentorship relationship into a successful experience.

5. First Meeting Reflections (5 minutes)

Please use the following questions as a guide to help track your development.

- What actions/steps can I take from this meeting to advance my mentorship objective(s) set during the meeting?

- How have my objective(s) changed as a result of insights gained during this meeting? Note any new objective(s) below or restate the original.

- What elements have contributed to the success of this meeting? What elements can be improved?

- What advice did my mentor have for me?

- How will I apply the key learning's from the subject matter discussed and the feedback I received from my mentor into my school, work and personal life?

Second Meeting Planning/Notes Sheet

Meeting Date/Time/Location _____

What would I like to discuss at the meeting? _____

Ideas: Progress towards development goals, current work issues, topics of general interest such as leadership, etc.

Topic/Issue (Pre-Meeting)	Conversation Notes (During Meeting)
Action Items (During Meeting)	
Topics for Next Meeting	
Additional Notes	

Second Meeting: Moving Forward

Objective

The objective of the first meeting was to help establish a relationship between the Mentor and Mentee. The second, and future, meetings should be directed toward accomplishing the objectives and goals that have been established between the mentorship partners. Remember, goals evolve over time and are subject to change.

Agenda

1. Meeting Planning

The following information should have been agreed upon in the prior meet. Schedules can be very busy, so it is important clearly arrange each meeting in order to give both parties time to follow up on deliverables and be properly prepared for this meeting. Immediately fill in the information below as soon as the meeting is agreed upon.

Date: _____

Location: _____

Time: _____

Length: _____

Other Considerations: _____

2. Preparation

It is important for both the Mentor and Mentee to be prepared for each meeting. It is not expected to take an inordinate amount of time, but thought should be given to establish an idea of the type of agenda items to be discussed prior to each meeting.

3. Mentorship Goals for Second Meeting

What was discussed in the prior meeting in regards to what was to be accomplished to attain and fulfill the established goals? Was it accomplished?

4. Questions

What questions do I have for my Mentor? You should feel free to ask any and all questions. The only dumb question is the one unasked.

5. Create the Next Agenda

The Mentee is responsible for suggesting main agenda items, but both the Mentee and Mentor should agree upon agenda before the next meeting. A list of future agenda items are as follows:

- Review mentorship objectives set during the previous session
- Recap previous session insights and important learning's
- Update your leadership development progress
- Assess your current mentorship objectives
- Select activities to work on for Session 3
- Plan Session 3
- Follow-up on previous meeting action items

6. Second Meeting Reflections

Please use the following questions as a guide to help track your development.

- What actions/steps can I take from this meeting to advance my mentorship objective set in our first meeting?

- How have my objective(s) changed as a result of insights gained during this meeting? Note any new objective(s) below or restate the original.

- What elements have contributed to the success of this meeting? What elements can be improved?

- What advice did my mentor have for me?

- How will I apply the key learning's from the subject matter discussed and the feedback I received from my mentor into my school, work and personal life?

Future Meetings: Accomplishing Objectives

Meeting Date/Time/Location _____

What would I like to discuss at the meeting? _____

Ideas: Progress towards development goals, current work issues, topics of general interest such as leadership, etc.

Topic/Issue (Pre-Meeting)	Conversation Notes (During Meeting)
Action Items (During Meeting)	
Topics for Next Meeting	
Additional Notes	

Future Meetings: Moving Forward

Objective

The objective of the first and second meetings was to help establish a mentorship relationship and develop goals to be accomplished throughout the mentorship program. Future meetings should be directed toward addressing your goal objectives, scheduling mentorship activities and building upon career aspirations. Keep in mind that goals evolve over time, are subject to change and may even completely change. Make your time together fun, exhilarating, and memorable for both of you. (Please copy this section for future meetings)

Agenda

1. Meeting Planning

The following information should have been agreed upon in the prior meet. Schedules can be very busy, so it is important clearly arrange each meeting in order to give both parties time to follow up on deliverables and be properly prepared for this meeting. Immediately fill in the information below as soon as the meeting is agreed upon.

Date: _____

Location: _____

Time: _____

Length: _____

Other Considerations: _____

2. Preparation

It is important for both the Mentor and Mentee to be prepared for each meeting. It is not expected to take an inordinate amount of time, but thought should be given to establish an idea of the type of agenda items to be discussed prior to each meeting.

3. Mentorship Goals for Future Meetings

What was discussed in the prior meeting in regards to what was to be accomplished to attain and fulfill the established goals? Was it accomplished?

4. Questions

What questions do I have for my Mentor? You should feel free to ask any and all questions. The only dumb question is the one unasked.

5. Create the Next Agenda

The Mentee is responsible for suggesting main agenda items, but both the Mentee and Mentor should agree upon agenda before the next meeting. A list of future agenda items are as follows:

- Review mentorship objectives set during the previous session
- Recap previous session insights and important learning's
- Update your leadership development progress
- Assess your current mentorship objectives
- Select activities to work on for the next session
- Plan next session
- Follow-up on previous meeting action items

6. Future Meeting Reflections

Please use the following questions as a guide to help track your development.

- What actions/steps can I take from this meeting to advance my mentorship objective set in prior meetings?

- How have my objective(s) changed as a result of insights gained during this meeting? Note any new objective(s) below or restate the original.

- What elements have contributed to the success of this meeting? What elements can be improved?

- What advice did my mentor have for me?

- How will I apply the key learning's from the subject matter discussed and the feedback I received from my mentor into my school, work and personal life?

Final Meeting: The Wrap Up

Meeting Date/Time/Location _____

What would I like to discuss at the meeting? _____

Ideas: Progress towards development goals, current work issues, topics of general interest such as leadership, etc.

Topic/Issue (Pre-Meeting)	Conversation Notes (During Meeting)
Action Items (During Meeting)	
Topics for Next Meeting	
Additional Notes	

Final Meeting: Winding Down

Objective

Congratulations, this is your final meeting. All attempts should be made to attend this meeting face to face. The objectives of the prior meetings were to help establish a mentorship relationship and develop the goals to be accomplished throughout the mentorship program. The time allotted during this meeting should be used to mutually reflect upon the months spent together during the mentorship relationship.

Agenda

1. Meeting Planning

The following information should have been agreed upon in the prior meet. Schedules can be very busy, so it is important clearly arrange each meeting in order to give both parties time to follow up on deliverables and be properly prepared for this meeting. Immediately fill in the information below as soon as the meeting is agreed upon.

Date: _____

Location: _____

Time: _____

Length: _____

Other Considerations: _____

2. Preparation

It is important for both the Mentor and Mentee to be prepared for each meeting. It is not expected to take an inordinate amount of time, but thought should be given to establish an idea of the type of agenda items to be discussed prior to each meeting.

3. Mentorship Goals for Future Meetings

What was discussed in the prior meeting in regards to what was to be accomplished to attain and fulfill the established goals? Was it accomplished?

4. Questions

What questions do I have for my Mentor? You should feel free to ask any and all questions. The only dumb question is the one unasked.

5. Create the Next Agenda

The Mentee is responsible for suggesting main agenda items, but both the Mentee and Mentor should agree upon agenda before the next meeting. A list of future agenda items are as follows:

- Review mentorship objectives set during the previous session
- Recap previous session insights and important learning's
- Update your leadership development progress
- Assess your current mentorship objectives
- Select activities to work on for the next session
- Follow-up on previous meeting action items

6. Future Meeting Reflections

Please use the following questions as a guide to help track your development.

- What actions/steps can I take from this meeting to advance my mentorship objective set in prior meetings?

- How have my objective(s) changed as a result of insights gained during this meeting? Note any new objective(s) below or restate the original.

- What elements have contributed to the success of this meeting? What elements can be improved?

- What advice did my mentor have for me?

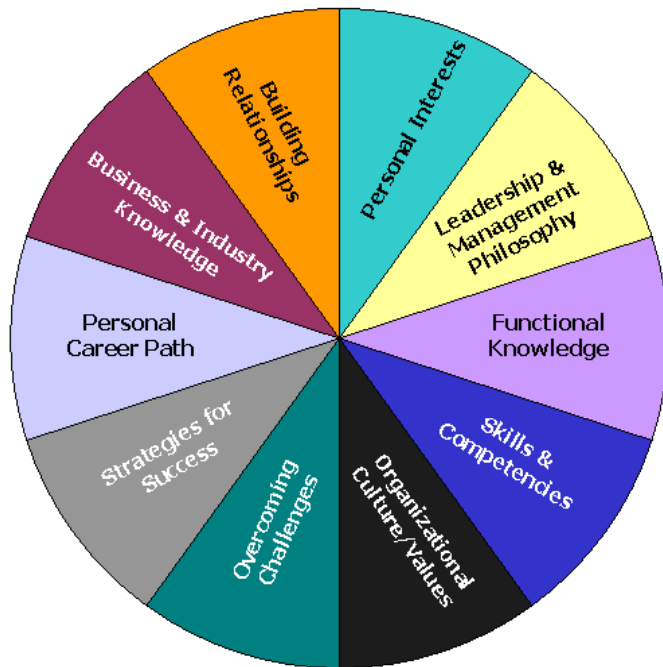
- How will I apply the key learning's from the subject matter discussed and the feedback I received from my mentor into my school, work and personal life?

Discussion Topics

As your comfort level with your mentoring partnership increases, it is important to practice the art of challenging your own personal views of the world and to understand what the world looks like through other people’s eyes. Growth is learning and change often happens best when your perspective is challenged.

By leveraging your learning opportunity to understand, appreciate, and effectively work with a broader, more inclusive view of the world, you can build upon your core strengths and better understanding the people around you. Partners can learn how things are perceived from different vantage points in and outside of an organization.

The following 10 discussion topics will give you the opportunity to learn more about your mentor as well as their insights about the business world and how to better understand the perspectives of people you will have to deal with on a daily basis.



- Personal Interests
- Leadership and Management Philosophy
- Functional Knowledge
- Skills and Competencies
- Organizational Culture/Values
- Overcoming Challenges
- Strategies for Success
- Personal Career Path
- Business and Industry Knowledge
- Building Relationships

Notes

Personal Interests

- Tell me about your family/friends
- What do you do for fun in your spare time?
- Where do you live / where did you grow up?
- What life experiences influenced your development as a person?
- _____
- _____

Leadership & Management Philosophy

- Where do you stand on the manager vs. leader debate?
- What are your management/leadership strengths?
- How did you develop over time as a leader?
- Do you have a personal leadership philosophy?
- Who was your favorite boss and why?
- What leadership skills would you like to improve?
- How do you effectively delegate?
- _____
- _____

Functional Knowledge

- Give me an overview of your function and your role in it
- What are the key drivers of success in your function?
- How does your function interact with other functions?
- What specialized skills are needed to be effective in your function?
- _____
- _____

Skills & Competencies

- What skills and competencies have made you successful?
- How did you overcome a weakness and/or turn it into a strength?
- How do you keep growing your skills and competencies?
- _____
- _____

Organizational Culture/Values

- What are some of the unwritten rules here?
- How does work get done here?
- How do you keep work/life balance?
- _____
- _____

Overcoming Challenges

- What is the biggest work challenge you've had to overcome, and how did you do it?
- How has overcoming personal challenges prepared you for work challenges?
- What challenges are you facing in your job right now?
- _____
- _____

Strategies for Success

- What's your recipe for success?
- How have your strategies for success adjusted over time?
- How do you define success?
- What motivates you about your job? Where do you find the greatest reward?
- How do you like to give/receive feedback?
- How do you manage your time and prioritize?

- When have you failed? What did you learn from it?
- What book has most influenced you at work and why?

- _____
- _____

Personal Career Path

- How did you get started in your career, and how did it progress?
- How did your educational background prepare you (or not prepare you)?
- How do you see your future career trajectory?
- Was your career mapped out, or did it evolve through serendipity?
- What are your short- and long-term career goals?
- How can I expand responsibility and accountability in my current position?
- How do your career goals align with United Stationers' organizational goals?

- _____
- _____

Business & Industry Knowledge

- What customers do you interface with, and what are their concerns/challenges?
- How does your function/role contribute to the goals of the business?
- How is the business/ industry changing from your perspective?
- What are your short- and long-term business challenges?

- _____
- _____

Building Relationships

- What are some of your key relationships in the organization?
- Have you had/do you have a mentor? How have they contributed to your growth?
- How do you go about building your professional relationships?
- How have you turned around a struggling business relationship?
- What relationships would you like to build? How?
- _____
- _____

Other Discussion items

1. Discuss how your organization is viewed from your perspective – internally, and from your mentor’s perspective.
2. Discuss how business news and trends are impacting the different environments
3. Discuss upcoming challenges and their implications for both of your organizations, and their impact on your respective organizational cultures
4. Share your insights from a recent Business Forum and tap into your mentor’s perspective

Even More Prospective Broadening questions for mentoring partnerships

1. If you could change one thing about your organization, what would that be and why?
2. What are some of the “unwritten rules” in your organization and how do they impact your effectiveness in the work that you do?
3. Identify a recent organizational change. Discuss the process your organization used to implement the change. What went well? What recommendations would you have for future change initiatives?
4. Respond to this quote: “The people who change best and fastest are the ones who have no choice,” Robert Frey, *Harvard Business Review*.
5. Discuss a time when you were a part of, or observed an extraordinary display of cooperation between diverse organizations or groups. What made that possible?

Discuss the following perspective on leaders from an expert in management: “What I’m most curious about is what they believe is their unique potential and calling and how they discovered it, what they’ve

Initial Development Goal Planning
Sample Learning Activities for Common Development Areas¹

Becoming a Leader

- Conduct informational interviews with executive leaders
- Observe leadership first hand through job shadowing – “Day in the Life”
- Both mentee and mentor read and discuss an executive leadership book, such as “Harvard Business Review on What Makes a Good Leader”
- Both mentee and mentor complete an executive leadership assessment tool (if possible, from within your own organization), review and discuss the results. We also recommend visiting LeaderValues at: <http://www.leader-values.com> for more tools and information.
- Seek out your organization’s leadership development resources and select several to pursue.

Strategic Planning

- Identify individuals in the mentee and mentor’s organizations who are skilled at strategic planning. Interview and discuss your observations.
- Identify a book on strategic planning – read and discuss (even as simple as “Strategic Planning for Dummies”).

Career Planning

- Explore the available resources and assessment tools in career planning at your organization. Bring instrumental results to discuss.
- Pick 2-3 career paths that hold high interest to you. Interview someone in each area and report back with compare contrast notes.
- Ask a series of 5-10 people who know you well what they could see you doing in 10 years. Discuss.
- Read and take the on-line assessment from the book, “Now, Discover Your Strengths.”
- Increase your exposure to different areas of the business by volunteering for a project that is multi-functional or across business units.

Improving Interpersonal Relationships

- Take the EQ-I (Emotional Intelligence) assessment. Discuss results with your partner.
- Interview 5 people that you think have great “people skills,” and discuss what you discover with your partner.
- Identify a specific “people skill” you want to develop. Create a weekly plan and journal.

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 MENTTIUM 100® Participant Guide 09/2005

- Review the strategic plan for your department with your partner – get his/her feedback.
 - Participate in a strategic planning task force.
 - Conduct background research to support the planning process.
 - Develop a strategic plan for one area of your department – or your life – a “low risk” way to practice.
- Select a new one each month.
- Shadow your mentor for a half-day, reporting back observations of people skills in action.
 - Develop a presentation that teaches a key interpersonal skill, identifying behaviors for effectiveness.

Mentorship Assessment and Reflection

1. What insights did I gain from this mentorship?

2. How did my leadership objectives changed over the course of the year?

3. What advice did I most value from my mentor? In what ways do I expect to grow in the near future because of this advice?

4. If not already discussed, how will I apply the key learning's about the subject matter, mentor's feedback, and myself into my work environment?

5. How has my leadership objectives changed over the course of the year?

6. What advice did I most value from my mentor? In what ways do I expect to grow in the near future because of this advice?

Mentorship Program Evaluation Survey

This survey signals the end of your mentorship participation in the Illinois Technology Foundation's Mentorship program. We hope that you have found your experience to be

valuable and insightful. Please take the time to fill out this short survey so we can continuously improve upon the mentoring program.

Mentee Name: _____ Date: _____

Mentor Name: _____

1. How effective was the Student Mentorship Program in developing your leadership skills?

- Highly effective
- Effective
- Somewhat Effective
- Highly ineffective

Comments: _____

2. How often, do you think, should you and your mentor meet / communicate?

- Twice a month
- Once a month
- Once every two months
- Other (please specify) _____

3. How did you communicate with you mentor/mentee (check all that apply)?

- Regular face to face meeting
- Telephone contact
- E-mail contact
- Networking luncheons or social events
- Other (please specify) _____

4. Please rate your satisfaction with the Mentorship Program.

- Very Satisfied
- Somewhat Satisfied
- Satisfied
- Somewhat Dissatisfied
- Very Dissatisfied

5. Please indicate your reasons for participating in the Illinois Technology Foundation's Mentorship Program (check all that apply).

- Business Development

- Career Guidance
- Community Service
- Networking
- Personal Development
- Other (please specify) _____

6. Please share the main challenges in maximizing your relationship with your mentor/mentee.

7. How would you improve the Mentorship Program to make the program more effective for you?

8. In what ways have you grown professionally over the past 12 months through your participation in the Mentorship program?

9. What types of problems and leadership development strategies did you and your mentor work toward during your mentorship?

10. Please feel free to make any general comments.

Please return your completed survey to the
Illinois Technology Foundation
200 S. Wacker Drive, 15th Floor, Chicago, IL 60606