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MENTTIUM CORPORATION

# PARTICIPANT LAUNCH GUIDE

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# Table of contents

<b>About Menttium</b>	<b>3</b>
<b>Components</b>	<b>4</b>
<b>Program Overview and Philosophy</b>	<b>5</b>
<b>Building Your Partnership</b>	<b>11</b>
<b>Goal-Setting</b>	<b>16</b>
<b>Measuring Results</b>	<b>26</b>
<b>Partnership Success Factors</b>	<b>28</b>
<b>Starting Strong</b>	<b>31</b>
<b>Confirming Development Goals</b>	<b>38</b>
<b>Resources</b>	<b>40</b>
<b>Technical Requirements</b>	<b>45</b>

Founded in 1991, Menttium is a pioneer and leader in formal corporate mentoring systems that support leadership development and inclusion in the global business community. Through a portfolio of programs and consulting services, Menttium designs innovative cross-company and internal mentoring programs to help organizations strengthen talent in ways that tie directly to business goals.

Our goal is to strengthen organizations through their people. We know the right mentor can accelerate learning, increase confidence, broaden perspectives and help key talent realize their true potential. We focus on the whole person and leverage formalized mentoring programs to help people thrive at work and in life.

### Make Mentoring Work

Mentoring is a powerful catalyst in helping you establish relationships that result in professional and personal growth. By participating in a mentoring relationship, senior leaders are given the opportunity to leverage the expertise, wisdom, and experience they have accumulated during their careers. Mentees are provided with guidance, insights and tools to rise to their full potential and escalate their leadership capacity.

For organizations, mentoring complements existing talent management initiatives and is most successful when tied to business goals. Because this program establishes expectations and structure at the outset, learning and development is accelerated, helping mentees and mentors be their most effective.

Menttium's proven process and methodology serves as the cornerstone for all of its mentoring systems. By using innovative mentoring programs, companies can accelerate leadership learning and employee development.

Welcome to the Menttium Network!

Sincerely,



Lynn Sontag  
CEO, Menttium Corporation

### Mentor Network at a Glance



## I. Mentoring Partnership (monthly)

- Mentoring partnerships meet monthly for 1 to 2 hours
- Mentees schedule meetings
- Meeting formats: phone or video conference, e-mail, or face-to-face as opportunity allows

## II. Business Education Webinars

Business Education Webinars are provided on a monthly basis during the program year. These webinars are facilitated by subject matter experts and provide information and tools associated with each of the performance capability categories:

- Accountability
- Collaboration
- Learning & Development
- Innovation
- Market Orientation
- Vision-Mission-Values Alignment

## III. Goal Setting and Measurement

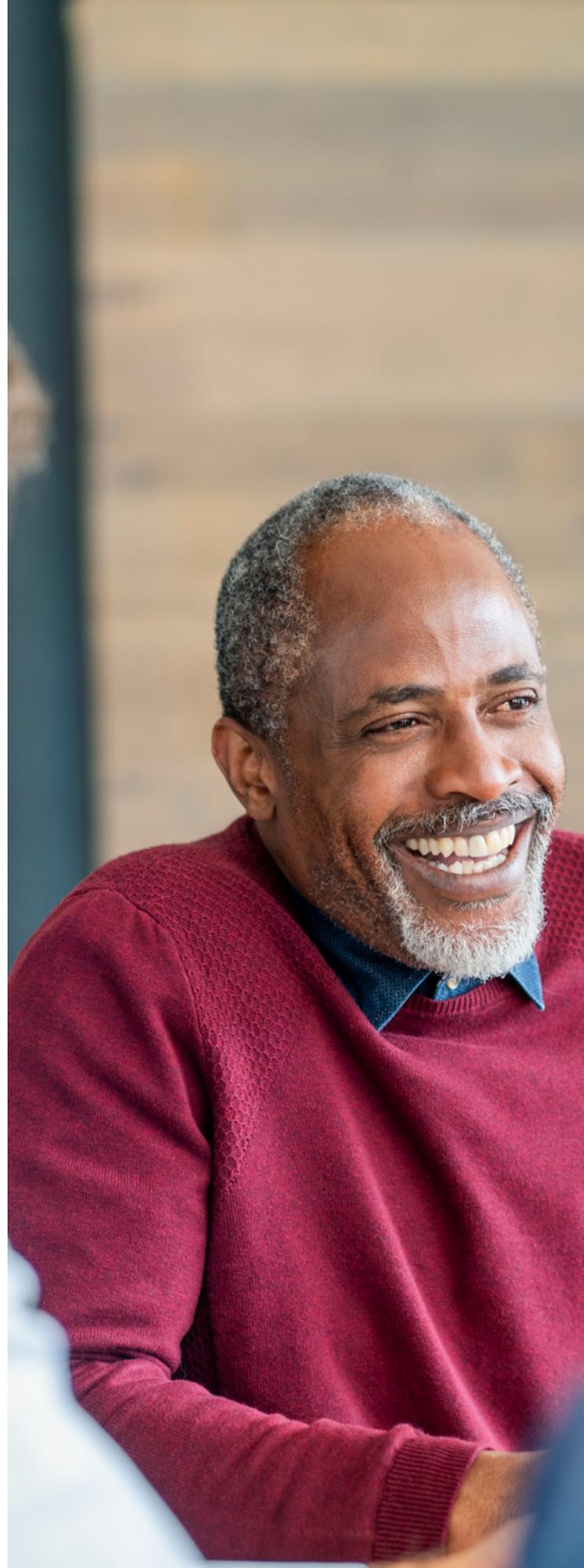
- Pre-Mentoring Assessments (completed by mentee and mentee's manager)
- Goal Setting Tool
- Goal Tracking through quarterly surveys
- Post-Mentoring Assessments (completed by mentee, mentor and mentee's manager)

## IV. Mentoring Resources

- Online Directory
- Monthly Emails
- Program Updates and Announcements
- Mentoring e-Minders
- Tools, Activities, and Resources (to maximize your mentoring partnership and apply learning)
- Business Education Webinars
- Curated TEDx playlist

## V. Next Steps

- Individual Sessions for Mentoring Partnerships



## Mentoring Philosophy

- Mentee-driven, mentor-guided process focused on the individual and development goals of the mentee
- Critical success factors for mentoring partnerships include commitment, intentional goal setting and measurement, and the setting and alignment of partnership expectations
- Partnerships support a two-way, active learning exchange
- Bring current reality and a “front-line” view to the partnership, and mentors offer a corporate vision, solid base of experience, and broader business perspective
- Successful formal mentoring experiences foster effective informal mentoring
- Confidentiality is essential to the success of mentoring partnerships
- Exceptions to maintaining confidentiality are the following serious and rare circumstances:
  - Discrimination
  - Sexual harassment
  - Fraud or embezzlement
  - Threat of violence

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### Mentoring

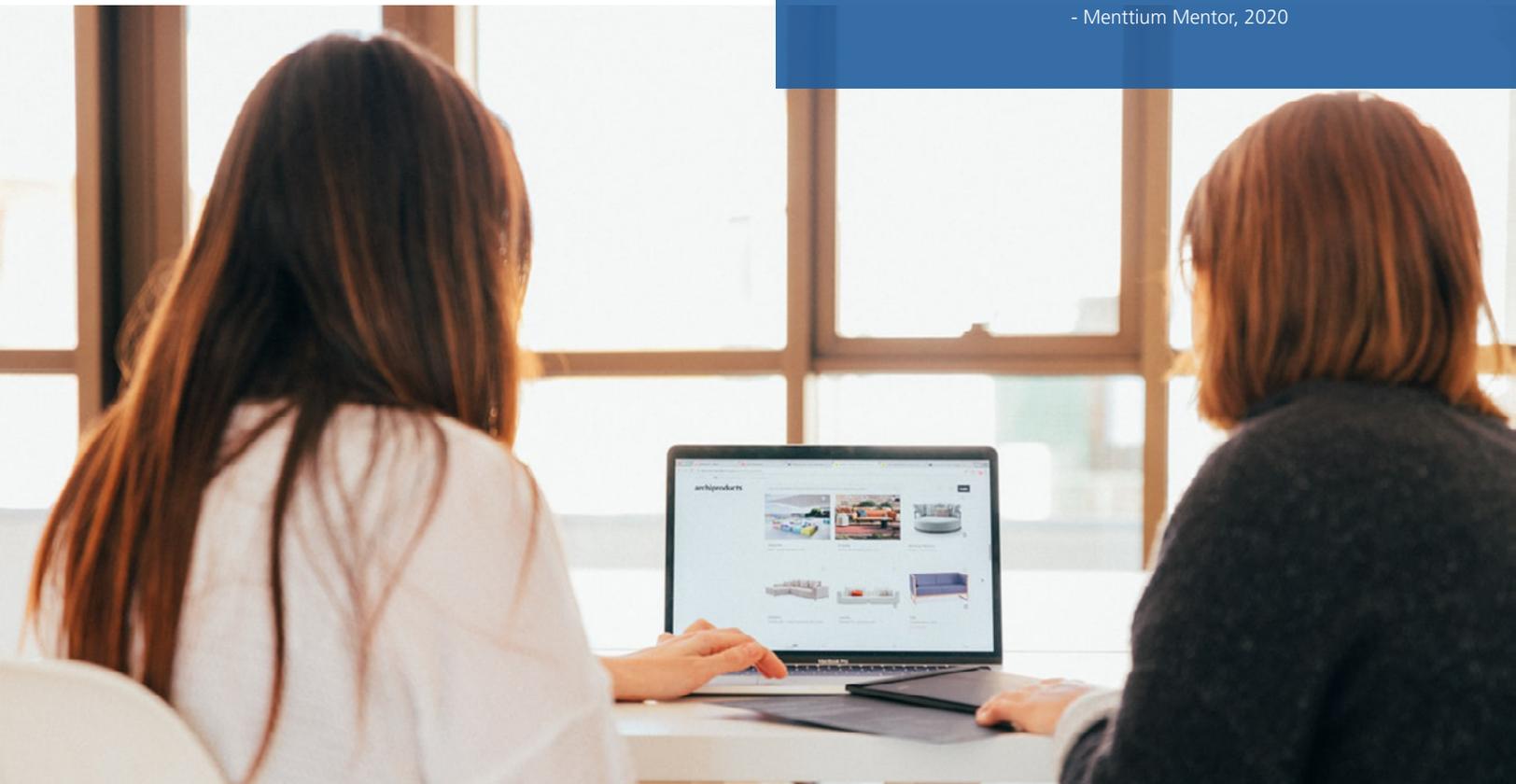
- Is an equal partnership with two-way learning
- Creates a climate of trust and promotes open and honest dialogue
- Allows you to develop leadership and performance capabilities, expand networks, and benefit from career guidance
- Works best when goals are defined and measured
- Succeeds when partnership roles, expectations, and time frames are clearly defined
- Is learning to respect and value differences
- Is an opportunity for the mentor and mentee to focus together on the mentee's growth and development needs
- Is a commitment to continuous learning by mentee and mentor

### Mentoring is not:

- Sponsoring
- Remedial
- Only spontaneous or casual advice
- A job search or recruitment strategy
- The same as managing

**“We have developed great rapport. In addition to discussing development opportunities, my mentee has felt comfortable enough to also share specific situations where he was looking for feedback on his insights and approaches.”**

- Menttium Mentor, 2020



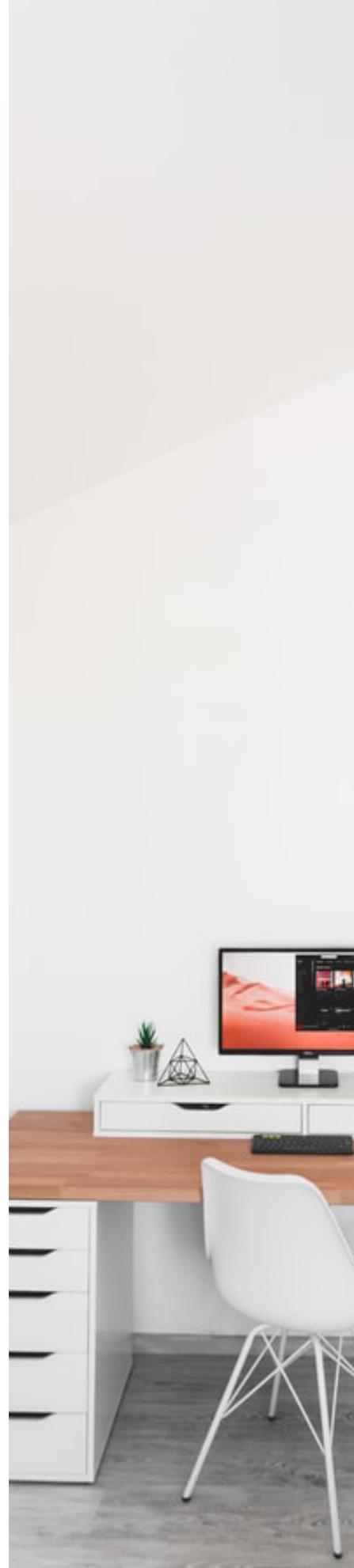
## Roles and Responsibilities

### Mentee-Driven

- Establish development goals
- Manage the meeting process:
  - Schedule meetings
  - Develop meeting agendas
  - Provide pre/post-meeting communication and appropriate follow-up
- Be open to taking a risk and trying something outside your comfort zone
- Give and be open to honest feedback
- Apply key learnings through action planning and follow-up

### Mentor Guided

- Confirm mutual understanding of the role of “mentor” from your mentee’s perspective
- Support development goal setting:
  - Clarify development goals to understand how your skills and experiences align with your mentee’s priorities
- Support the meeting process
  - Facilitate the scheduling of meetings, make calendar available
  - Suggest meeting agenda items
  - Provide post-meeting communication and appropriate follow-up
- Listen, observe, and be a sounding board
- Share experiences, both successes and challenges
- Ask and guide, rather than tell and direct
- Encourage action planning and application



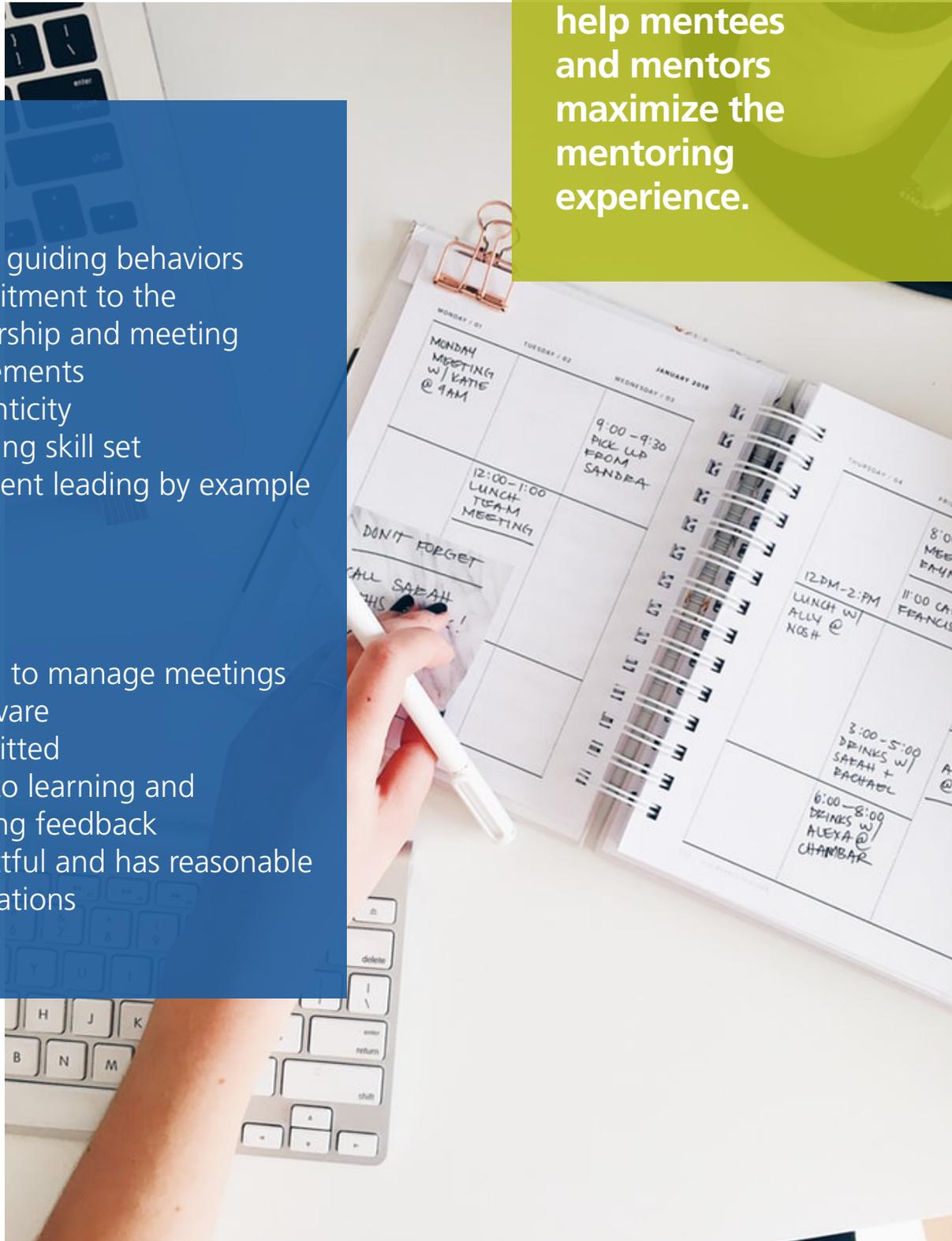
Certain characteristics help mentees and mentors maximize the mentoring experience.

## Mentors

- Strong guiding behaviors
- Commitment to the partnership and meeting requirements
- Authenticity
- Coaching skill set
- Confident leading by example

## Mentees

- Willing to manage meetings
- Self-aware
- Committed
- Open to learning and receiving feedback
- Respectful and has reasonable expectations



## Mentee Characteristics

Research indicates that certain characteristics help mentees maximize their Mentttium experience. Not all of these characteristics are instinctive; some require conscious effort to develop.

Read through the list of effective mentee characteristics below.

Place a "+" next to the characteristics that are instinctive to you.

Place a "✓" next to the characteristics that require a more conscious effort.

Once you have completed this, read the page your mentor has completed and circle 3 characteristics that are particularly important for you to have in a mentor.

Discuss what you have circled with your mentor to communicate expectations about the mentor characteristics most important to you.

### Effective Mentees:

- \_\_\_ Drive a learning agenda to ensure the greatest growth and development from the partnership.
- \_\_\_ Take primary responsibility for initiating and managing the mentoring partnership.
- \_\_\_ Devote necessary time to make the partnership a priority, even during demanding work times.
- \_\_\_ Accept that growth requires taking action and accountability.
- \_\_\_ Demonstrate trustworthiness and respect the confidentiality of the partnership.
- \_\_\_ Are active and curious listeners.
- \_\_\_ Seek out different perspectives.
- \_\_\_ Discuss their developmental needs openly and honestly.
- \_\_\_ Give mentors feedback regarding the value of their coaching and communication styles.
- \_\_\_ Are prepared with thoughtful questions and agendas.
- \_\_\_ Demonstrate that they are open to help and guidance.
- \_\_\_ Take risks and are willing to put their learning into practice.

## Mentor Characteristics

Research indicates that certain characteristics help mentors maximize their Mentttium experience. Not all of these characteristics are instinctive; some require conscious effort to develop.

Read through the list of effective mentor characteristics below.

Place a "+" next to the characteristics that are instinctive to you.

Place a "✓" next to the characteristics that require a more conscious effort.

Once you have completed this, read the page your mentee has completed and circle 3 characteristics that are particularly important for you to have in a mentee.

Discuss what you have circled with your mentee to communicate expectations about the mentee characteristics most important to you.

### Effective Mentors:

- \_\_\_ Allow mentees to take primary responsibility for managing the mentoring partnership and actively engage in their role as "guides."
- \_\_\_ Eliminate barriers to scheduling meetings and are accessible and available for informal contact between meetings.
- \_\_\_ Devote the necessary time and energy to make the partnership a priority, even during demanding work times.
- \_\_\_ Demonstrate trustworthiness and respect the confidentiality of the partnership.
- \_\_\_ Are active, curious, and patient listeners.
- \_\_\_ Know that they do not need to have all the answers, and initiate connections to others, when appropriate.
- \_\_\_ Are sensitive that their executive title may be intimidating and they do what they can to minimize this perception.
- \_\_\_ Consistently follow up meetings with calls or notes, demonstrating the priority of the partnership.
- \_\_\_ Demonstrate enthusiasm for and commitment to the mentoring process.
- \_\_\_ Pro-actively offer both positive and constructive feedback regarding mentee development and the mentoring partnership.
- \_\_\_ Are open to integrating both work and life challenges into their discussions.
- \_\_\_ Use coaching skills and behaviors with an emphasis on asking open ended questions.



## Valuing Different Perspectives

You and your partner have been matched for many specific, relevant reasons. However, no matter how well reasoned the match, the two of you will undoubtedly be different in many ways and will hold different points of view. A key success factor in your relationship will be your ability to integrate these differences into the fabric of your relationship.

Similarities in race, gender, values, backgrounds, beliefs, and work styles do not guarantee a successful partnership. Likewise, differences in these areas do not preclude a successful, meaningful relationship. When both partners are willing to try to understand the other person's experiences and perspectives, to look at the world through the other's eyes, the relationship can be enriched by these differences. In fact, research indicates that partnerships between diverse people often lead to significant growth for both mentee and mentor. The key is to be aware of, and appreciate, the perspective of others.

### An Effective Partner:

- Avoids stereotyping
- Acknowledges biases that may have gone unrecognized
- Establishes boundaries as to what will be discussed during meetings
- Refrains from judging others on the basis of life experiences
- Articulates concerns about working with a partner who has a significantly different perspective
- Is open about their life outside of the workplace
- Finds commonalities
- Is open to different perspectives based on different life experiences
- Is candid regarding issues of difference
- Always maintains professional behaviors



**“We shared our inner debates, and it helped our partnership grow.”**

- Previous Mentee

## Areas of Feedback

Giving and receiving feedback is a key component of a mentoring relationship. Effective feedback supports learning and development and enhances overall partnership value.

To enhance the value of giving and receiving effective feedback as part of your mentoring relationship, it is important to understand your partner's experience with feedback, and then determine how best to give and receive feedback in a way that will be meaningful and useful for both partners.

During your partnership, there are two key types of feedback that you may either give or receive:

### Growth and development

- Observations about behaviors, attitudes, or styles that are either effective and will continue to help the mentee to be successful, or are ineffective and may hinder effectiveness or success
- Progress toward development goals

### Your partnership

- Comments related to suggestions and advice given by the mentor
- Behaviors on the part of both mentee and mentor that make the partnership either productive or challenging

### Effective Feedback Is:

- Descriptive rather than evaluative
- Specific rather than general
- Accountable to the needs of both the recipient and provider
- Directed toward behavior the receiver can control
- Solicited rather than imposed
- Well-timed
- Checked to ensure clear communication

### A note for international and cross-cultural partnerships:

It is very important to understand the role and context of giving and receiving feedback in one another's cultures. Be sure to compare and contrast cultural norms early on in your partnership to avoid misunderstandings.



## Past Experiences with Feedback

Begin this exercise by reflecting on your personal experience with feedback. While situations may be unique, think about your overall experience and how it might relate to your interactions with your partner.

Describe your experience with constructive feedback intended to **change** your behavior.

Frequency   
None Frequently

Helpfulness   
Not Extremely

My Tolerance   
Low High

Describe your experience with positive feedback intended to **reinforce** your behavior.

Frequency   
None Frequently

Helpfulness   
Not Extremely

My Tolerance   
Low High

## Creating a Meeting Feedback Guide

We recommend that you and your partner devote time at the end of each meeting or activity to consider and discuss the following questions. Both mentee and mentor should offer their responses to these questions, and the questions can be modified to meet your unique relationship and goals.

What did I learn about myself during this meeting or activity?

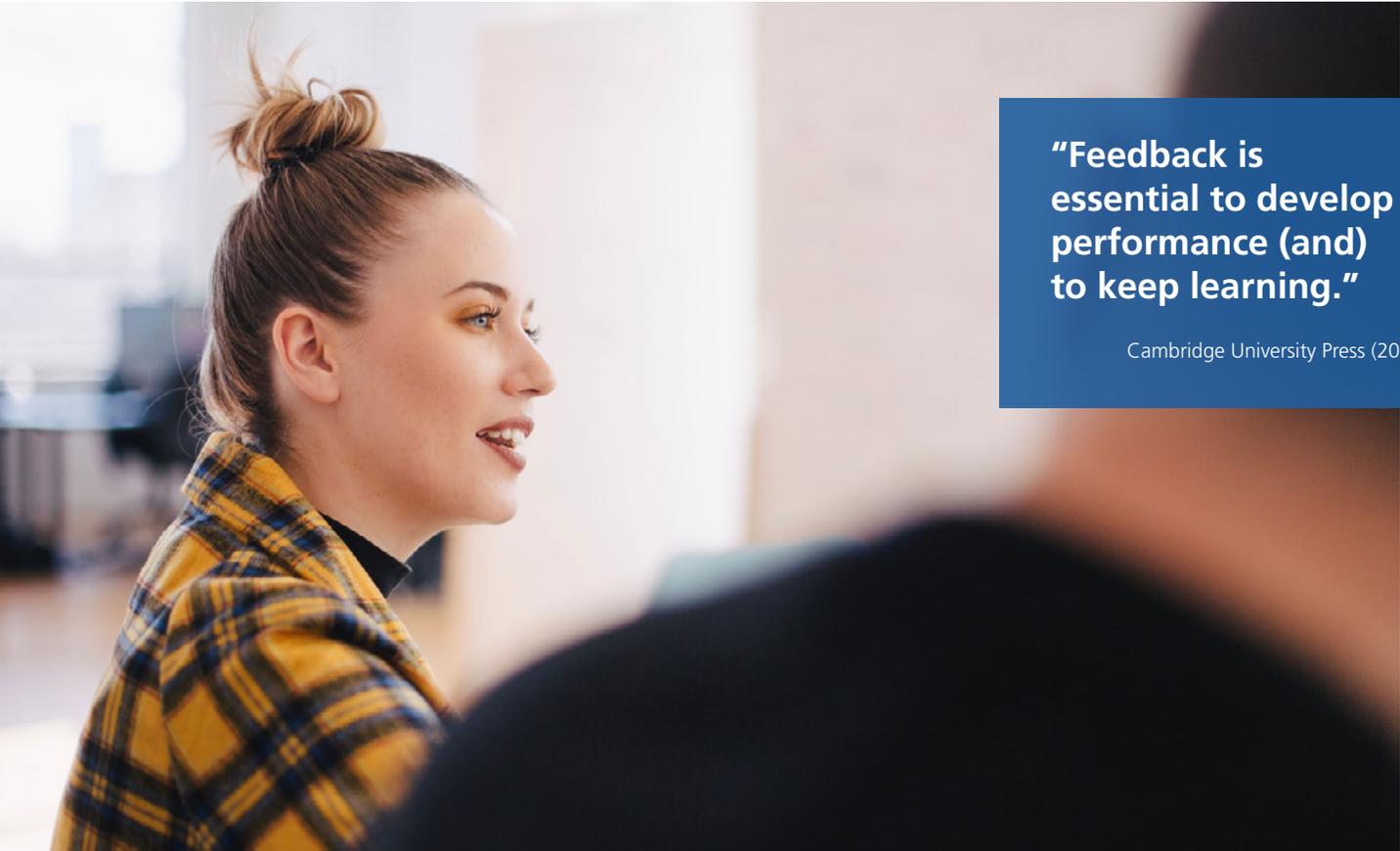
What did I learn about you?

What did we do well?

What could we do differently in the future to improve our effectiveness and strengthen our partnership?

What positive and constructive feedback do you have for me?

If not already discussed, how will I apply what I've learned about the subject matter, your feedback, and myself into my work environment?



**“Feedback is essential to develop performance (and) to keep learning.”**

Cambridge University Press (2014)

## Developing Your Goals

Menttium uses a proven model to support you in establishing development goals. The model consists of four consecutive steps that focus on reflecting and adjusting the goals as your partnership progresses.





## **“Where do my preliminary goals come from?”**

There are several sources you may use to identify your preliminary goals for your partnership: assessments or other development tools provided by your company, the Menttium Pre-Assessment, your manager’s input, etc.

Soon, you will meet your mentor. As you learn about their background, career experiences, and expertise, you may discover that your mentor’s talents and capabilities have an impact on the goals you ultimately choose to work on, or that their background becomes something you would like to emulate in your own way.

### Development Goals Based on Menttium’s Pre-Assessment

Here are some examples of broad categories of goals based on the six capabilities found in the Menttium Pre-Mentoring Assessment. When utilizing the results of your assessment, at least two of your program goals should align to these capabilities.

<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Goal-setting</li> <li>• Leading an integrated life</li> <li>• Strategic decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Managing up</li> <li>• Seeking and applying feedback</li> </ul>
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>• Managing conflict</li> <li>• Influencing skills</li> <li>• Cultural competence</li> </ul>	<ul style="list-style-type: none"> <li>• Political savvy</li> <li>• Working effectively in cross-functional teams</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>• Risk management</li> <li>• Thriving during change</li> <li>• Expanding perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating new ideas</li> <li>• Creative thinking</li> </ul>
<b>Learning and Development</b>	<ul style="list-style-type: none"> <li>• Developing a team</li> <li>• Career planning</li> <li>• Building a professional network</li> </ul>	<ul style="list-style-type: none"> <li>• Your personal brand</li> <li>• Selling oneself across the organization</li> </ul>
<b>Market Orientation</b>	<ul style="list-style-type: none"> <li>• Mergers and acquisitions</li> <li>• Leveraging external networks</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous process improvement</li> <li>• Managing client relationships</li> </ul>
<b>Vision-Mission-Values Alignment</b>	<ul style="list-style-type: none"> <li>• Executive presence</li> <li>• Presentation skills</li> <li>• Motivating others</li> </ul>	<ul style="list-style-type: none"> <li>• Succeeding in a new environment</li> <li>• Empowering others</li> <li>• Being an inclusive leader</li> </ul>

To learn more about Menttium’s six performance capabilities, please see pages 25-26.

## Establishing Development Goals

When establishing development goals for your mentoring partnership, it is helpful to begin by considering the big picture and your long-term goals. It is also valuable to consider how you might use your mentor as a resource or sounding board to discuss broader organizational topics.

On the next several pages, you will be instructed to outline long-term goals, and then narrow those down to more narrow, specific goals. Although you may adjust these throughout the next year, take time to really think about these, as they will be the first step in directing your partnership with your mentor.

### Long-Term Goals

#### Articulate a personal vision

What does the future look like? What are the outcomes associated with this future? How is this aligned with your current role?

#### See reality clearly

What are the gaps between your personal vision of the future and your current reality? What do others know/see in you that you may not be aware of? What are the challenges, opportunities, and barriers to achieving your vision? What in your current reality needs to be let go, modified, or maintained?

#### Commit to take action and create the change required to achieve your vision

What are the actions required to achieve your vision? What are the initial steps you will take (short-term goals)? Who/what are your resources? What is your timeline? How will you measure progress and success?

## Narrowing Your Goals

### Summarize your long-term personal and professional goals

What do the next 3-5 years look like in your ideal career path? Be as specific as possible. At a minimum, indicate the type of work you would like to be doing and the level of responsibility to which you aspire.

### Identify opportunities for growth

What are 3 to 4 strengths or competencies you would like to build upon or leverage? How can you accomplish this?

### Identify large discussion topics

What are 2 to 3 "at-large" topics you would like to discuss with your mentor? These may range from general industry challenges, managing change, or organizational culture.



### Goal-Setting Tool

Once you have identified areas of opportunity, this goal-setting tool will allow you to identify specific action steps needed to accomplish them. This is a living document and should be reviewed and updated during your mentoring meetings. You will refer to this tool during the program check-in surveys to report on your progress.

#### Example

GOAL	ASSOCIATED ACTION ITEMS	TARGET COMPLETION DATE
Continue to develop my executive presence to be able to effectively influence at all levels in my organization.	Collect feedback from peers, team members and leaders on how I am perceived regarding my executive presence; identify strengths and opportunities.  Identify resources/training to sharpen my skills.  Take on assignments/projects that will provide me increased visibility and opportunities to hone my executive presence skills.  Learn best practices and tips from my mentor in influencing with and without authority.	May 15  June 8  November 15  Ongoing

Complete a Goal-Setting Tool for each of your goals. Make sure your mentor has a copy of these goals and that they are regularly revisited and adjusted during your meetings.

GOAL	ASSOCIATED ACTION ITEMS	TARGET COMPLETION DATE
	1.  2.  3.  4.	

GOAL —	ASSOCIATED ACTION ITEMS —	TARGET COMPLETION DATE —
	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4.</li></ol>	

GOAL —	ASSOCIATED ACTION ITEMS —	TARGET COMPLETION DATE —
	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4.</li></ol>	

## Sample Goals

Increase my effectiveness in managing cross-functional teams; particularly, when dealing with conflicting agendas and priorities.

Enhance my communication effectiveness; particularly, around how cultural norms impact perception and executive presence.

Enhance my skills in managing employees; including goal setting, providing feedback, delegation, development planning and delivering performance evaluations.

Expand my knowledge of financial management; including setting financial goals, developing a budget, capital expenditure analysis and financial reporting.

Develop my strategic planning skills; including customer needs, completing a competitor analysis and assessing internal capabilities.

Enhance my skills in team leadership; including selecting team members, assigning tasks, monitoring progress, managing conflict and supporting communication.

Expand my knowledge of business practices in other parts of the globe; including networking, building relationships, negotiation and business protocol.



### **Additional Goal-Setting Outline**

Still having trouble defining your goals? Work through this outline for additional inspiration.

Describe your job responsibilities, strengths and interests.

What knowledge, skills and abilities do your peers have that you would like to develop?

What are your mentor's strengths and areas of interest and expertise?

Where does your organization want to go in the next 5 years? What will you need to be an influential part of that goal?

What topics have you put off researching or investing time in when it comes to your professional development?

## Preparing to Meet Your Goals

Learning is more effective when it is integrated into real-world situations. As you work with your mentor on your goals and action plan, consider selecting some activities to put your learning into practice. Additional suggestions are included in the Action/Activity Recommendation tool you received with your Pre-Mentoring Assessment Report.

Performance Capability	Goal Focus	Activity
<b>Accountability</b>	Managing Up	Roleplay a negotiation conversation you may want to have with your manager. Ask your mentor to give you feedback. Debrief the outcome of this conversation at your next mentoring meeting.
<b>Collaboration</b>	Applying strategies for inter-cultural communication	Practice creating a culture that values new ideas. Use the 80/20 rule when attending meetings on topics you are an expert on. 80% listening, 20% sharing insights and opinions.
<b>Innovation</b>	Taking risks with confidence	Ask your mentor to help you do a risk analysis for a business problem you have been avoiding.
<b>Learning &amp; Development</b>	Taking on leadership roles	Volunteer for a community service role that challenges you to develop in an area that could fill an experience gap. (Example: sharpen your speaking skills by fundraising for a charity you feel passionate about. Hone your budgeting skills by sitting in the finance committee of your local neighborhood association).
<b>Market Orientation</b>	Identifying strengths and weaknesses of solutions to market/customer needs	Read an article that challenges your thinking on global business trends. Share the concepts you're learning with your mentor to get their feedback.
<b>Vision-Mission-Values Alignment</b>	Offering ideas and opinions on how to achieve a vision	Review your division or organization's vision statement. Identify what you are doing that supports this vision. Share the concepts you're learning with your manager. (If the idea of doing this makes you uncomfortable, roleplay a conversation with your mentor first and get their feedback).

## Tracking Your Progress

Menttium incorporates goal setting and measurement into our mentoring programs to ensure value during the mentoring experience and share the return on mentoring with our clients. Goals should align with our clients' talent management objectives, as well as the performance capabilities we have identified in high-performing organizations. Goal progression is measured through our Pre-Mentoring Assessment, quarterly check-ins, and Post-Mentoring Assessment.

### Menttium's Capabilities

#### Accountability

Employees effectively balance work and personal demands, and apply strategies to ask for, receive, and act on performance feedback. They can describe the metrics used to assess their company's achievement of business performance objectives, and how they manage relationships with their boss and other senior leaders.

#### Collaboration

Employees demonstrate an understanding of the impact their communication style preference has on work relationships. They apply strategies for working cross-functionally, conflict resolution, and intercultural communication, as well as communicating ideas to senior leadership.

#### Innovation

Employees act to remove barriers for idea implementation and confidently take risks in their organization. They ask questions to identify underlying assumptions and expectations on the part of co-workers and customers. They thrive during periods of change and communicate a clear process for moving from status quo to achieving a vision.

#### Learning & Development

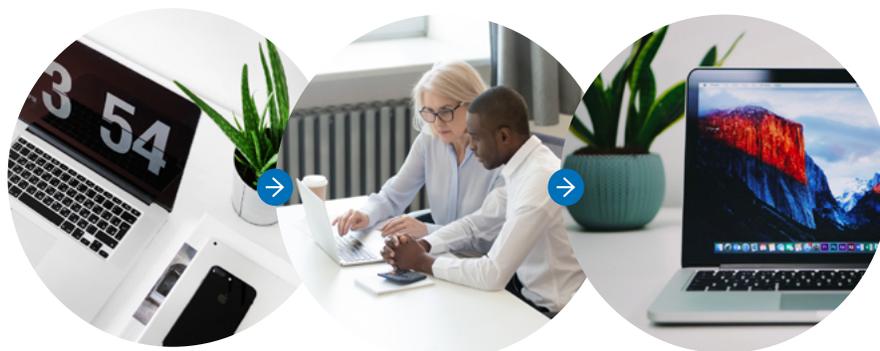
Employees set development goals and execute plans based on those goals and leverage internal networks and take on stretch projects and roles

#### Market Orientation

Employees clearly understand the big picture and the corporate perspective regarding decisions made about creating value for customers and other stakeholders. They anticipate how changes in market conditions affect their company's long-term objectives.

#### Vission-Mission-Values

Employees offer ideas and opinions about how to achieve the organization's vision. They clearly understand the connection between their role and achieving their company's vision. They display an executive presence, which enables them to influence senior leaders and promote respect and inclusion in all of their work relationships.



**ASSESSMENT**

**MENTORING**

**OUTCOMES**

## Measuring Your Progress and Evaluating Your Experience

### Pre-Mentoring Assessment

The Pre-Mentoring Assessment collects a baseline of data from mentees and their managers on their existing skillset in 31 key performance capabilities that align with the six broad categories identified on page 26.

- Mentee and Manager both take the assessment individually.
- Manager receives report of **only his/her data** with goal setting tools.
- Mentee receives a report of his/her data, the manager's evaluation of his/her skills and opportunities, and goal setting tools provided by Menttium.
- Goal-setting between Mentee and Manager is encouraged by Menttium.

### Check-in #1

A survey will be emailed to Mentees, Mentors and Managers during the first quarter of the program, asking for an evaluation on meeting frequency, rapport building, goal-setting, and match satisfaction.

### Check-in #2

A survey will be emailed to you after the second quarter of your program, asking you to evaluate the trust-building progress, goal progression, meeting expectations, and impact on retention, engagement, and relationships.

### Final check-in & Post-Mentoring Assessment

The Post-Mentoring Assessment will be sent shortly before the end of your program, and will ask you to evaluate goal achievement. You will receive your final check-in survey at the same time, which will ask you about impact on retention, engagement, relationships, confidence, and leadership skills.

### Please note

Mentees, Managers, and Mentors are sent individual check-in surveys, and no one outside of the Menttium team will see individual results.

Aggregated results are shared with the sponsoring organization if there are enough participants to protect each person's anonymity. Pronouns, titles, experiences, and other identifying information are removed prior to the organization receiving this report.

## Practical Advice

During your partnership, you may meet virtually, in person, or both. Regardless of how your partnership will conduct its meetings, there are some key pieces of advice you should keep in mind.

	Face-to-Face	Virtual
<b>Be prepared</b>	Develop and email agenda topics prior to the meeting.	
	Bring examples or additional materials (work plans, emails, articles, etc.) to support your dialogue.	Have discussion questions prepared in advance; pauses during phone conversations feel much longer than in person.  Email examples or additional materials (work plans, emails, articles, etc.) to support your dialogue.
<b>Eliminate distractions</b>	Conduct your meetings away from the office.  Turn off your technology.	Turn off email, mobile phones, or other technology that might distract you from your virtual conversation.  Select a quiet place with no distractions or interruptions for your call.
	Begin each meeting by catching up on what's current and important with each other in and outside of work.  Take time to get to know each other on a personal level, discuss your backgrounds and interests outside of work.	
<b>Relate to each other as people and understand the other's work context</b>	Visit each other's work environment	Email photos of each other's work environment  Communicate travel schedules, leverage opportunities to meet face-to-face, if available.  Use a webcam to add a visual connection to your virtual meeting.

	Face-to-Face	Virtual
<b>Focus on active listening and understanding each other's perspectives</b>	Make it a priority to confirm understanding and viewpoint.	Invest the time to check for understanding when meeting virtually because of the absence of virtual cues.  Focus on both facts and feelings in sharing your perspectives.
<b>Always determine next steps before concluding</b>	<p>Make sure that "next steps" is a closing topic on your agenda to clarify action items between meetings.</p> <p>Follow up with a confirmation email prior to your next meeting.</p>	
<b>Give each other feedback about the meeting process</b>	<p>Include meeting evaluation as a standard agenda item to assess the effectiveness of your partnership.</p> <p>Leverage approaches that enhance your development and implement changes, as needed.</p> <p>Use the Meeting Feedback Guide (page 15) to support your discussion.</p>	
<b>Don't get in a rut</b>	<p>Invite others to your meetings.</p> <p>Participate in an activity together: examples include professional or social events, educational sessions.</p> <p>Shadow each other at meetings.</p>	<p>Invite others to your meetings by scheduling a teleconference.</p> <p>Participate in an activity together: examples include online professional events, educational sessions.</p> <p>Shadow each other at meetings via teleconference or webinar.</p>
<b>Communicate between meetings</b>	<p>Don't hesitate to contact each other to follow up, check in, or ask for brief insight between meetings.</p>	

## “What contributed to the success of your partnership?”

My mentee's enthusiasm

Participating in defining my mentee's goal-setting

Frequent meetings

Making the time to meet

Revisiting goals and expectations regularly

Asking open questions that required my mentee to think

My mentee's preparedness

Making sure my mentee's agenda aligned with their development goals

Sharing resources, books, articles, etc.

As a mentor, I made sure that I had goals for myself

My mentee's persistence to find a time to meet when my schedule became difficult

Made time for informal conversation

Honesty, openness, and trust

Regularly scheduled meetings

Never left a meeting without scheduling the next one

Establishing goals

Staying focused during the meetings, eliminating distractions.

Holding myself accountable

My mentor's follow up; sending information as promised and other items they thought I would find valuable

My mentor's commitment, openness, and willingness to trust me with confidential issues

Staying focused during the meetings, eliminating distractions

Agenda to drive the conversation

## Getting Started

Getting to know each other and aligning expectations are critical activities to establish a successful partnership. Use the suggested format below to accomplish these objectives. Tools to support your discussion are located within this section of your guide, page numbers are referenced below.

### Partnership Introduction

- Introduce yourself to your partner by identifying your unique experiences, background, interests and discuss what you have in common.
- Reference page 12 in this guide to help leverage similarities and differences within your partnership.

### Getting Acquainted

- Spend time getting to know each other on both a personal and professional basis.
- Use the questions listed on page 33 to help further your introductory conversation.

### Establishing Partnership Guidelines

- Review the guideline questions on page 34 and identify initial partnership guidelines.

### Schedule Next Meeting

- Schedule and confirm the agenda for your next meeting.



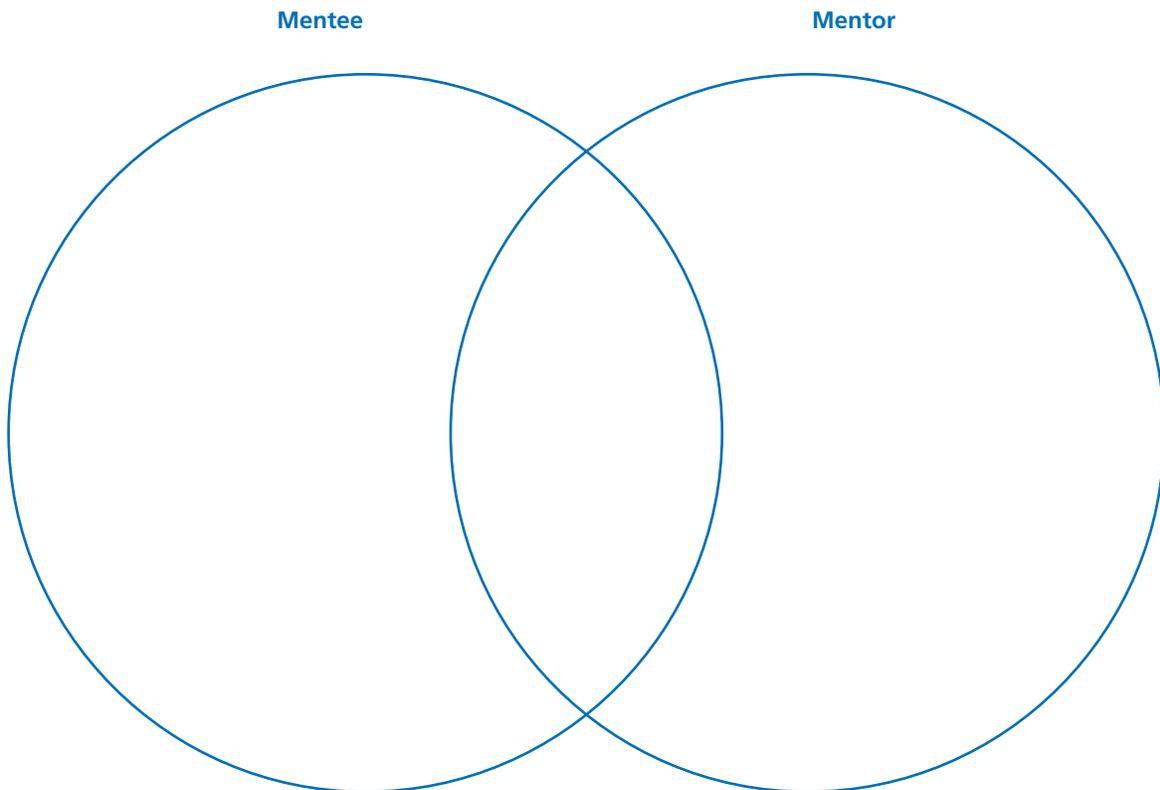
## Partnership Introduction

Getting to know each other is critical to the success of your partnership. The better you know each other, the better you can leverage each other's background, know where to specifically focus, and build rapport and trust.

The exercise below generates initial discussion as you start the process of getting to know each other.

### **What's unique? What do we have in common?**

1. Identify the unique experiences/background/interests each of you bring to the relationship. Write them in the outer parts of the circles that do not overlap.
2. Identify the areas you and your mentoring partner have in common. Write them in the overlapping part of the circles.



**Use the following questions to help you get to know your mentoring partner.**

What do you enjoy most about your work?

What are 2 or 3 of your professional strengths?

Which aspects of your job are most challenging?

What are your short and long-term career goals? Why are these goals important to you?

What have been your most meaningful career experiences thus far?

Describe a time when someone mentored you. How did your mentor influence your professional and personal growth?

What is important for your mentoring partner to know about your culture as it relates to a mentoring partnership? (Example: Is it a norm within your culture to provide feedback to someone in a higher professional position?)

## Establishing Partnership Guidelines

**Use the following questions to outline your partnership guidelines.**

When will we meet?

How will we meet?

How long will we meet?

How will we schedule our meetings?

What happens if one of us cancels or postpones a meeting?

What permanent agenda items will be part of every meeting? (Examples: check-in, follow-up on action items, current issues, action items, meeting evaluation and feedback).

What is the time frame for distribution of the agenda and follow-up notes?

How often will we communicate between meetings?

Will we communicate via phone, email or voice mail? Are these communication tools confidential?

How will we handle partnership expenses, e.g., books, article reprints, etc.

What guidelines for confidentiality will we establish to support our partnership? For example, sharing company/business information, the content of partnership discussions, our participation in the program?

Virtual Partnerships: What can we do to develop a comfortable working relationship since we will not be meeting face-to-face?

## Sample Agenda

Use the sample agenda, along with tools referenced in this guide, to support your first month's meeting.

### **Check-In**

- Spend a few minutes catching up on what is happening for each of you, both personally and professionally.
- Sample format: Share the best thing that has happened since you last met, and the most challenging thing.

### **Assessing Personal Effectiveness Debrief**

- Review your responses to the mentee and mentor characteristics assessment you completed during the launch event, and discuss what is important to you in a mentoring partner.
- Characteristic assessments are located on pages 9 & 10 of this guide.

### **Building Trust and Commitment Exercise**

- Discuss what you will do to build and maintain trust and commitment in your mentoring relationship. Reference pages 36 & 37.

### **Giving and receiving Effective Feedback Debrief**

- Review your experience receiving feedback from the launch exercise page 14.
- Identify guidelines for your partnership to promote giving and receiving effective feedback.

### **Confirming Development Goals**

- Discuss the mentee's preliminary development goals. Use the goal setting pages in this guide to inform your discussion pages 16-25.
- Complete the Goal Setting Worksheet, make adjustments as necessary and discuss potential activities to support your learning.

### **Next Meeting Planning**

- Schedule and plan your next meeting.

### **Meeting Feedback Guide**

- Evaluate meeting effectiveness.
- Reference page 15 for further instructions on meeting feedback.

## Building Trust Together

Use the outline below to discuss how you will build a foundation of trust and commitment for your partnership.

1. After asking your mentoring partner to share his/her Trust Profile with you, place an "X" at the point on the horizontal line below that most accurately represents his/her point of view.
2. Determine the actions you will take to build and maintain trust and commitment in your partnership.

### Trust Profile

Place an "X" at a point on the horizontal line below that most accurately represents your point of view.

**When beginning a new professional relationship, I tend to...**



Need to build trust over time Assume trust is present

**What will it take for us to create and maintain trust?**

## Debrief

Now that you have had an opportunity to reflect on your experience in receiving feedback, share your insights with your partner. Use your insights and past experience to identify guidelines that will support giving and receiving effective feedback in your mentoring partnership.

### **Discussion**

- Talk about why you put the “X” where you did on each line. Use specific examples.
- If your partnership is cross-cultural, take time to discuss how feedback is given and received (generally) in each other’s culture, and the impact this may have on feedback in your partnership.
- Once you have each had a chance to talk about your experience, write down a few guidelines about giving each other feedback in your mentoring partnership.

What I need to be aware of when giving you feedback:

## Confirming Development Goals

To enhance the effectiveness of your discussion to confirm development goals, review pages 16-25 in this participant guide prior to your meeting.

### Overview

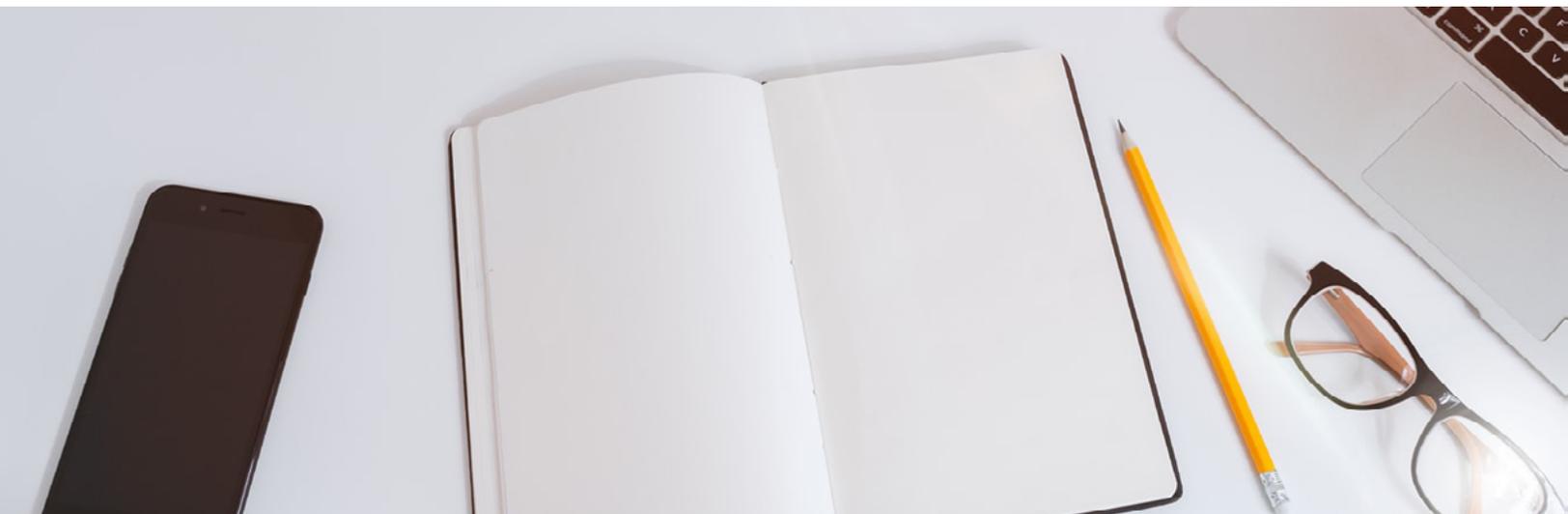
- A mentoring partnership's first important task is to get to know each other. The second, and equally as important, task is to determine specific development goals you want to work on through the mentoring partnership.
- Mentees and mentors alike report that when development goals are well defined and mutually understood, the value and the satisfaction of the partnership increases.
- Your goals may change throughout the year. What is important is that the goals provide focus throughout the mentoring experience.
- Agendas for meetings should focus on your development goals. Discussions that are specific, pragmatic, honest and personal (on both the mentee's and mentor's part) regarding these goals create the greatest value.
- Learning activities related to development goals can leverage the time between one meeting and the next. Confirming the learning activity becomes the last agenda item of the meeting. Debriefing the activity becomes the first agenda item of the next meeting.

### Mentees

Discuss the questions listed on page 20 with your mentor to confirm the focus for your goals and maximize learning in your mentoring partnership.

### Mentors

Support your mentee by ensuring you understand the development goals and why they are personally important to them.



## Discussion Questions

What are the development goals you (the mentee) stated in the Menttium Profile and goal setting tool?

Do you (the mentee) have a development plan currently in place within your organization? If yes, how do your Menttium goals align with your development plan?

Are there additional goals you (the mentee) would like to add to the goal setting tool based on this discussion and/or your mentor's experience and expertise?

We strongly encourage you to work on developing in your goal areas through learning activities outside of your partnership meetings. Which types of learning activities appeal to you? Which do not? This is helpful information for the mentor when suggesting ideas.

Conducting expert interviews

Reading articles

Reading books

Attending seminars/webinars

Reviewing examples

Job shadowing

Taking assessments

Observing a specific process, meeting, or task (in person or listening via phone)

Asking for feedback from multiple sources and identifying themes

Real-time application and follow-up discussion on how it went

Other:

Menttium uses a proven model to support you as you establish development goals. The model consists of four steps: setting goals, taking action, reflection and dialogue with your mentor, and tracking progress toward goal achievement. This cycle starts over once you achieve your primary set of goals. Often times, mentees complete their original goals by the program midpoint and have the opportunity to establish new goals to continue to develop with their mentor.



We know that learning is more effective when it is integrated into real-world situations. As you review your results, note the associated Recommended Action Activities aligned with each indicator. As you work with your manager and mentor on goals and an action plan, consider selecting recommended activities from these suggestions to put your learning into practice.

# Using the Goal-Setting Tool



GOAL	ASSOCIATED ACTION ITEMS	TARGET COMPLETION DATE
Continue to develop my executive presence to be able to effectively influence at all levels in my organization.	Collect feedback from peers, team members and leaders on how I am perceived regarding my executive presence; identify strengths and opportunities	May 15
	Identify resources/training to sharpen my skills	June 8
	Take on assignments/projects that will provide me increased visibility and opportunities to hone my executive presence skills.	November 15
	Learn best practices and tips from my mentor in influencing with and without authority.	Ongoing

## Online Resources

At Mentttium, we know the pace of change is faster than ever and business leaders are operating in a VUCA world: Volatile, Uncertain, Complex and Ambiguous. We are committed to keeping up with the pace of change and therefore have evolved our resources to cover compelling topics that are top of mind in today's complex world. These resources are intended to assist in goal development and achievement, as well as support your overall mentoring partnership experience.

With our online list of recommended resources selected by our team of experts, you can find materials to support areas of interest and focus for your own development. Resources include articles, books, apps, blogs, TED Talks, videos and podcasts. All of the resources have been organized into the six Performance Capabilities found in high performing organizations that are included in our Pre-Mentoring Assessment.

You can access these resources at:

<https://info.menttium.com/rr>



## TEDx Playlist

Menttium partnered with the TEDxMinneapolis Team to curate a playlist of TED Talks to enhance the mentoring partnership experience for all of our mentees and mentors. By honing in on topics that align with our mission to inspire potential and drive stronger performance in conjunction with knowledge of the topics our mentees most frequently want to focus on in their mentoring partnerships, we have devised a playlist that has something for everyone.

### Topics include:

- How to save the world (or at least yourself) from bad meetings
- Smart failure for a fast-changing world
- Your body language may shape who you are
- How to ask for help - and get a yes
- Inside the mind of a master procrastinator
- How to multiply your time
- Confessions of a recovering micromanager
- How to start a movement
- This is what makes employees happy at work
- The power of introverts
- Never, ever give up
- Get comfortable with being uncomfortable
- Looking for a job? Highlight your ability, not your experience
- Are you a giver or a taker?
- You are contagious
- The power of vulnerability
- How to make stress your friend



Watch the playlist at  
[menttium.com/tedxplaylist](https://menttium.com/tedxplaylist)

## Business Education Webinars

Our monthly Business Education Webinars focus on Menttium's specific leadership topics aligned to Performance Capabilities, as well as the interests of our mentees and mentors.

2020 topics include:

<b>January</b>	Executive Presence
<b>February</b>	Perfectionism
<b>March</b>	Creating Inclusive Cultures; Speaking Up About Subtle Acts of Exclusion
<b>April</b>	Emotional Intelligence
<b>May</b>	Communication Styles & Agility
<b>June</b>	Managing Up and Building Influencing Skills
<b>July</b>	Leading an Integrated Life
<b>August</b>	Imposter Syndrome
<b>September</b>	Leveraging Strengths, Authenticity and Vulnerability to Maximize Impact
<b>October</b>	Leading Through Change
<b>November</b>	Personal Brand
<b>December</b>	Mindfulness

Keep an eye on your inbox for an email invitation approximately 3 to 4 weeks prior to the webinars.

## **WebEx Technical Requirements**

Menttium Corporation is committed to excellence and providing the best possible experience for our participants. We have outlined the key tips and technical requirements for attending online sessions that will ensure you receive the maximum benefit from our business education offerings. Menttium uses Cisco WebEx to deliver online sessions and events.

### **Prepare your technology in advance:**

- Join a test meeting at [webex.com/test-meeting.html](https://webex.com/test-meeting.html).
- If you are unable to join or having difficulty running the test, please contact WebEx Support at 866.229.3239 or visit <https://help.webex.com/> for helpful support information.

### **Tips for attending a Menttium Webinar:**

- Start accessing the event at least 10 minutes prior to the start time. This will ensure you have enough time to successfully access the event and participate in pre-session networking.
- Audio Options: Type your direct phone number and click in the box labeled "Enter a Phone Number." Note: If you choose the "Call In" option, you must use both the access code and attendee ID for the session.
- Dial-in numbers are posted on the "Session Info" tab of the WebEx webinar presentation for your reference.
- Note: Phone numbers and Access Codes are subject to change for each event.
- Download and print Participant Guides. If a guide is available for an event, it will be distributed during or after the event, or available in the participant portal after the session.
- Find a quiet space. Allow yourself the opportunity to focus on you.
- Avoid connecting by cell phone. Cell phone frequencies often create static or feedback that may impact the sound quality for you and other participants. In addition, interactive features may not be available.
- Avoid joining the webinar by clicking 'Joining by browser' as interactive features may not be available.

## WebEx Technical Requirements, Continued

Below are the technical support requirements and best practices related to all Menttium online events. To ensure you are equipped to participate in the program, we ask that you communicate the information below to your IT department to ensure the minimal requirements are in place. Menttium uses Cisco WebEx to deliver online sessions and events.

### WebEx Requirements

Menttium may use more than one conferencing option, note that the requirements listed below are minimum requirements. Computers with faster CPUs and more RAM provide better performance during WebEx sessions.

### Firewalls

In rare cases, some firewalls or proxy servers have 'content type' rules or other rules which prevent certain kinds of traffic. If your firewall does not accept WebEx traffic you may receive an error when attempting to join a session. Please contact your internal IT department to verify that your firewall is able to access WebEx traffic if you experience an error when accessing a WebEx session.

### WebEx Technical Support:

(Available 24 hours a day, 7 days a week)

Contact: <https://help.webEx.com/contact>

Phone: 1-866-229-3239 (U.S. and Canada Toll-free)

+1-408-435-7088 (International Toll)

For additional support numbers, please refer to: [Global Access Numbers](#)

### WebEx: Client Requirements

Visit <https://bit.ly/38FOhyD> for details on minimum system requirements (operating system and browser information).

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Contact information:

612.436.4400 | [support@menttium.com](mailto:support@menttium.com)



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**[menttium.com](https://menttium.com)**

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